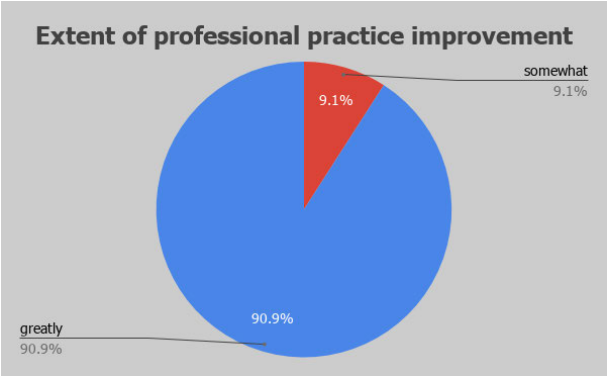
Strategic Compass 2020 Projects

Case studies

Evolving Teacher

Mentor Program

In 2018, Evolving Teacher (ET) piloted a CIT Peer Mentor Program that provided teaching staff with opportunities to develop their skills and capabilities as VET practitioners in a contemporary teaching and learning environment. The program built professional networks across CIT and offered expert professional development in mentoring skills for mentors, and ongoing support for mentors and mentees from the ET team.



Mentors generally reported that they gained significant value from the pilot through skills development in mentoring, leadership and giving feedback, and through reciprocal knowledge sharing with their mentee.

Mentors and mentees widely reported that this program should be mandatory for all new teachers and that one of the most beneficial mentoring activities was in class observation and associated feedback.

ET considered the 2018 program evaluation data and the CIT Strategic Compass 2020 imperatives, to design the 2019 Mentor Program considering the CIT board priority for leadership and business management development for middle management and Heads of Departments.

The 2019 program comprised of three Mentor cohorts, each with a different professional development focus. The cohorts comprise of Executives and Managers, as well as both Teaching & Learning and General staff. CIT Human Resources have co-funded the Mentor Program for General Staff; however, Evolving Teacher has taken responsibility for program management.

Program objectives

- To contribute to the CIT board priority for leadership and business management development for middle management and Heads of Departments
- Cultivate sustainable, collaborative networks across CIT
- Build advocacy to support Strategic Compass direction
- Strengthen leadership capacity and capability across CIT
- Support succession planning
- Exposure to successful business practices and activities across CIT
- Shared understanding about CIT systems, processes and protocols
- Develop teaching and learning skills and capability
- Develop mentoring skills and capability
- Offer a structured professional development opportunity for staff
- Transform our business by investing in our staff to attract and retain talented people for an energetic, innovative workplace and investing in our staff with exceptional professional development opportunities

Current State

- Fifty-two staff building networks and developing curated skills including ED's, Directors, Heads of Department, Teachers and General staff
- Fifty-six CIT Leaders upskilled in coaching and mentoring

'The experience has expanded my knowledge about different aspects of working at CIT. The networking has been really beneficial, and it's been great to be able to set aside time in each mentor session to reflect on my professional development and learning'.

[redacted]

'I put my hand up to be a mentor in the Evolving Teacher Mentoring Program not really knowing what to expect. It's turned out to be a really positive experience, and I've gained knowledge and experience not only in the skill of mentoring, but also my own personal reflections on my networks and how I can nurture these in my every day work. It is well worth being involved'

[redacted]

A snap shot of other participant comments:

- *'All new teachers should participate in this program to set them up for success rather than floundering'*
- *'Bouncing ideas off my mentor was really valuable'*
- *'Having access to a mentor improved my teaching and made me more productive because I now know how to use CIT systems more efficiently and effectively. My immediate team has been too busy to sit with me to help, so this dedicated time with my mentor to learn has been great'.*
- *'I'm better at taking on feedback!*

Digital Coach

Evolving Teacher Digital Fluency Coaching Pilot 2018 upskilled 25 trainers and assessors in digital skills relevant to work performed at CIT. The program aligns with and supports the Teacher Professional Learning Capability theme *Digital fluency*. The program is focussed on coaching and training in the Microsoft suite – Word, Power Point, Excel and Outlook – and will prepare the workforce with the implementation to Office 365.

In 2018, all respondents reported that they were doing things differently and saving time as a result of digital coaching. They reported a varied amount of time saved:

- Several minutes per document
- 30 minutes per day when developing resources
- When doing Word documents 1 hour per day
- 15 minutes per day
- Hard to tell yet, but the quality of documents produced has increased

Snap shot of participant comments:

- *The sessions were very valuable to me. I learnt next level Word skills and would like to have more sessions if possible.*
- *Relevant to the work I do in Word and Power Point – this coaching is a good use of my time.*
- *The coaching speeds up the process of creating resources and documents*
- *Knowing tricks and short cuts is great.*
- *I now use my calendar and can manage Outlook meetings.*
- *For new staff it's a must! Saves so much time.*
- *Coming from a trade area, I self-taught myself to use computers. It took hours to put together a Power Point, but having someone to navigate and guide me how to do it makes it quite simple.*

Return on Investment

- Wasting 10 minutes a day costs us around $2,818.16 a year per staff member
- For every 10 minutes we save across 479 teaching staff we can return $1,349,899.55 a year

More than 300 staff will be upskilled by the end of 2019.

The Digital Coaching 2019 program continues to upskill trainers and assessors in digital skills relevant to work and continues to address skill gaps and build capability.

Feedback has proven that 90% of formal feedback rates the training 10/10 for the quality, relevance and benefit.

120 individuals and 24 group training with teaching departments and an additional group workshops available to all CIT Staff across Fyshwick, Bruce, and Reid campuses.

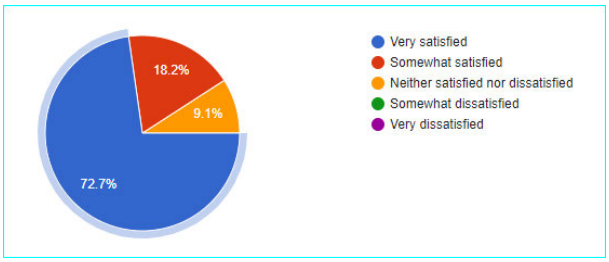
Proven significant digital skills uplift - increases productivity as well as confidence in using digital technologies for creative and collaborative teaching and learning.

'The coaching has provided me with skills that will allow me to ensure a professional document in various programs. I wish I learnt these skills much earlier in my career. I would highly recommend this service to all.'
[redacted]

'Thank you for a very practical session and your patient and supportive approach. The coaching was very useful and what I learnt is relevant to my job. I learnt several techniques that will make my job easier'.
[redacted]

Adobe Creative Cloud Training

More than 100 staff have attended and engaged in a variety of training workshops throughout 2018 & 2019 in Adobe Premiere Rush (Video training), Presenter, Spark Page / Video and Post and Adobe Acrobat Pro. All training supports digital confidence in using technologies for creative, immersive and collaborative teaching and learning. Collaboration with the Digitalisation project has informed the rolling out of communications and ubiquitous access to the Adobe Creative Cloud software suite.



CIT Discovery Tours

In 2019, 131 staff have explored 17-hosted tours through CIT teaching and learning spaces, building networks and sharing pedagogical approaches.

Snap shot of participant comments:

What was the best thing about the tour?

- *Inspiring to see such great teaching and learning happening, and to meet some students. It was also great to see the Big Picture learning environment*
- *Seeing the collaboration with other TAFEs for the simulated business environment. I also liked learning about how a few of the units are clustered - this is a great example of good design.*
- *Hearing about the challenges faced by teachers in other areas; recognising that all areas share similar problems. The HoD was very frank, open and collegiate.*
- *Learning about Design Thinking delivery.*
- *Finding out how other departments operate and the courses they offer.*
- *Visiting the facilities for the different areas, fashion, visual arts, interior design*
- *Learning about the wonderful program that is being offered at CIT and meeting the staff and teachers. Meeting and talking with the students was also great.*

eLearn Master Unit Project - CHCDIV001 Work with Diverse People

Objective

1. Design and develop a single priority unit (Master Unit) for HCS College, with an expectation that the end product was:
    - high quality
    - learner focused
    - pedagogically driven
    - optimally blended – for efficiency and effectiveness

2. Test the design process outlined in the draft Evolving Teacher Blended Learning Strategy

Evolving Teacher met and collaborated with the HCS College Director, Heads of Department and Subject Matter Experts (SME) as well as consistently updated all stakeholders through weekly project updates. Evolving Teacher led a small project team that included staff from ILR, Education Services and the SMEs. Important insights into learner cohorts, current resources, delivery and assessment methods and other relevant background to inform the design and development. Evolving Teacher engaged in face-to-face consultations with various staff and subsequent communications via phone and email. The project also collaborated with the eLearn team which subsequently informed improved pedagogical changes to the current eLearn Snap theme.

The master unit can now be used across the following departments of HCS:

- Community
- Wellbeing and Fit & Well
- Human Services
- Children's Education & Care

'This is the first time that CIT has attempted this ambitious task which I believed was very successful. We all learned a lot through the process. The process itself and collaborative discussion that resulted helped teachers, Subject Matter Experts in this case, to reflect on their practice and challenge their assumptions about online training and student experience. The outcome was a unit of competency that could be used across a number of programs with just some contextualisation to ensure its relevance to the particular teaching area. The Evolving Teacher team were considered in their approach and worked collaboratively to refine the project scope and give clarity to the project objectives.'

[redacted]

Product Innovation Fund (PIF)

The PIF process has enabled over 150 Canberra Institute of Technology (CIT) staff and key stakeholders (including students and industry) to work through a perceived challenge and address the challenge through a design process.

The process follows clear stages that have been applied into the innovation and entrepreneurship industry by Canberra Innovation Network (CBRIN) to enable small start-ups companies to construct agreements and find solutions that have been rigorously 'tested by customers' prior to undertaking a fast paced pitching process.

Human Centred Design process principles underpin the program and ensure a customer centric focus is undertaken in the design of the process or product.

Participants must be prepared to:

- Work collaboratively with CIT and external stakeholders.
- Test their own assumptions
- Challenge their perceptions of what works and what does not and why.
- Present in a short timeframe and accept feedback and 'pivot' their idea
- Prototype ideas, processes and products in a visual format and undertake group critiques of the work, then revisit the idea and repeat process.
- Understand the challenge from multiple stakeholder views and lenses.

At CIT this process has seen over 40 project ideas 'pitched' to panels since 2017. The following case studies demonstrate the internal stakeholder development and the progress made to take the product to the customer.

CASE STUDY

Project

- Real Time Rewind – Anywhere, Anytime, 2018, $15,000

Team members

- Tony Mudge (team leader)
- Dave Keeley
- Shellie Flatt
- Monique Roeton
- Ivonne Nathan
- Brad Wolter
- Livio Braiuka

Brief description

- Recording of Practical Demonstrations and uploading for learners to access and review Anywhere, Anytime

Outline of the challenge

The current situation for culinary students undertaking classes at Canberra Institute of Technology:

- There is an inability for students to review practical demonstrations in class due to the lack of video/audio recordings.

- There are compromised learning opportunities, as students could be late, distracted, missed the lessons or demonstrations. This affects the success of the student and impacts on the teacher as they repeat processes multiple times.
- To work out how to create practical demonstrations to be recorded live and uploaded (immediately after) for direct student access, allowing student to review anytime anywhere.

Benefits

The project has encouraged and pushed the culinary team outside of their comfort zones and made them consider, think and review everything from a different perspective, this has been extremely motivating, scary and empowering going through the process and can only be seen as a benefit to CIT and learners.

The program encouraged teachers to engage in conversations with student services, technology companies, broader CIT divisions and colleges and student services.

> "The impact that PIF has had has changed the way I approach the learning environment and you are now constantly looking at options, improvements or streamlines to implement to the learners or ourselves to improve our process or student journey." [redacted] team member

The project will allow Culinary to provide an authentic learning experience for students and allows for different learning styles and speed of learning and the resources will be fit for purpose.

It will also allow CIT teachers to review and train through critical reflection, quality assurance and for teacher training.

Prototype process

Through the prototype process stage for the PIF project the team were able to trial a recording, and loaded a practical demonstration for a class of 18.

- https://youtu.be/teJscGm6rTk Link provided to the students on the day that we completed the trial prior to the pitch

The customer validation captured the student's interaction with the subject material. Of the class of class of 18 there were 84 student interactions with the video.

- 16 accessed within the class time
- 21 further hits over the next 24 hours
- 32 hits during the next week
- Currently 84 views of the demonstration

Collaboration

Ongoing work since winning a 'PIF grant', has seen the team exploring the technology and find a solution that meets the customers' requirements, whilst being flexible to the physical infrastructure of the campus. The team are working with the technical officer from Music Department (demonstrating cross college collaboration and knowledge sharing); this has identified the equipment needed and best way forward for the project. Without the support and expertise, that the Dylan has provided in the development stage the project would have struggled to get off the ground and this continues to be a great sounding board on the best practice and outcomes of the project to ensure it is implemented in 2019.

Piero, from Corporate Services has provided support and expertise seeking quotes and equipment options best suited to our project and continues to be a contact point for us and the project.

The conversations we continue to have with Dylan, Piero and other members of CIT allows us to review and tap into their knowledge, experience and expertise they have to improve our project and the student journey.

Broader benefits and collaboration

The CIT culinary team are an exemplar example of the PIF process to team development and 'shifting' a team to undertake innovation as a way of teaching and work.

Since 2018 the culinary team has enabled seven members to undertake the PIF process. This has activated their ability to pursue innovative concepts and opportunities for students and industry. Examples of these include:

- 2018 and 2019 ACT Health department healthier food competition. 22 CIT culinary students took part in these projects and one start-up company has commenced prototyping of product and won a grant of $25,000
- Four VET/ELP mobility program with Singapore and Wellington, NZ institutions, facilitating 40 students to undertake a cultural exchange.
- Two culinary students used the mobility program to launch their international work experience, one in Singapore and one in the USA.
- Food and agriculture project with UNSW, TAFE NSW and RDA (commenced)

Strategic Compass Project Drawdown

	Original funding received	2016	2017 costs	2018 Costs	2019							2019 YTD Total
NP agreement					**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	
Innovative Learning resources	$ 625,000	$ -	$ 498,987	$ 844,034	$ 47,311	$ 65,853	$ 40,134	$ 41,147	$ 117,345	$ 26,443	$ 27,665	$ 365,898
Evolving Teacher	$ 375,000	$ 4,283	$ 290,346	$ 264,760	$ 1,659	$ 26,151	$ 30,260	$ 49,585	$ 31,594	$ 27,549	$ 36,953	$ 203,751
Digitalisation	$ 2,250,000	$ 20,793	$ 1,254,455	$ 426,599	$ 1,852	$ 99,964	$ 102,240	$ 147,014	$ 14,113	$ 34,690	$ 37,090	$ 436,964
Product Innovation Fund	$ 200,000	$ -	$ 82,500	$ 147,993	$ -	$ 23	$ 1,112	$ 17,900	$ 4,010	$ 35,828	$ 726	$ 59,597
Structural Change Team	$ 340,000	$ 88,203	$ 211,224	$ -								$ -
	$ 3,790,000	**$ 113,279**	**$ 2,337,512**	**$ 1,683,386**	**$ 50,822**	**$ 191,991**	**$ 173,747**	**$ 255,646**	**$ 167,061**	**$ 124,510**	**$ 102,434**	**$ 1,066,211**
Skills Canberra												
Evolve Together	$ 280,000	$ 53,454	$ 100,665	$ 269,241	$ 10,654	$ 10,727	$ 4,804	$ 271,051	$ 2,773	$ 6,849	$ 260,344	$ 567,201
AA 2	$ 2,929,823	$ 749,382	$ 1,961,877	$ 2,688,119	$ 169,185	$ 151,520	$ 151,077	$ 161,396	$ 175,538	$ 159,463	$ 202,005	$ 1,170,183
Customer Experience	$ 427,029	$ 213,258	$ 160,632	$ -								$ -
Bus. Devt & Ind. Partners	$ 787,374		$ 302,718	$ 583,345	$ 62,526	$ 62,862	$ 65,228	$ 20,453	$ 16,341	$ 36,129	$ 57,748	$ 321,287
	$ 4,424,226	**$ 1,016,094**	**$ 2,525,892**	**$ 3,540,705**	**$ 242,364**	**$ 225,109**	**$ 221,109**	**$ 452,900**	**$ 194,651**	**$ 202,441**	**$ 520,097**	**$ 2,058,671**
Grand Total	**$ 8,214,226**	**$ 1,129,373**	**$ 4,863,404**	**$ 5,224,091**	**$ 293,186**	**$ 417,099**	**$ 394,855**	**$ 708,546**	**$ 361,713**	**$ 326,951**	**$ 622,530**	**$ 3,124,882**

Expenditure		**2016**	**2017**	**2018**	**Jan-19**	**Feb-19**	**Mar-19**	**Apr-19**	**May-19**	**Jun-19**	**Jul-19**	**Total Expenditure**
Salaries		$ 628,867	$ 3,128,756	$ 4,578,437	$ 282,668	$ 309,179	$ 287,185	$ 274,724	$ 336,762	$ 244,213	$ 319,060	$ 10,389,851
Consultants		$ 453,517	$ 1,639,347	$ 502,551	$ 89	$ 91,637	$ 98,289	$ 403,751	$ 17,851	$ 72,535	$ 288,981	$ 3,568,548
Other discretionary expenditure		$ 46,990	$ 95,301	$ 143,103	$ 10,462	$ 16,284	$ 9,381	$ 30,071	$ 7,099	$ 10,204	$ 14,489	$ 383,384
Total		**$ 1,129,374**	**$ 4,863,404**	**$ 5,224,091**	**$ 293,219**	**$ 417,100**	**$ 394,855**	**$ 708,546**	**$ 361,712**	**$ 326,952**	**$ 622,530**	**$ 14,341,783**

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	Related Actions	Update as at end June 2019	Update as at end September 2019
1.	Building additional capacity and industry partnerships in emerging industries and areas of government demand (such as cyber, renewables, health and education).	• Pursue market opportunities in the Government's priority areas.	• Allied Health simulated training facility in complete and ready for second semester use. • Pilot program completed. Capacity building across CIT re qualified assessors to support roll out of Institute-wide delivery underway. Development of costing models and marketing material underway. • Discussions between CIT and Skills Canberra re access to SAF funding continues through CIT sustainable funding review meetings.	• Allied Health facility is in full use and an official opening is planned for October • Enrolments in the Cyber courses continues to grow with 116 new enrolments in the flagship Certificate IV course in second semester, 2019. The total number of enrolments in this course in 2018/19 is now 615. • Demand for the renewables courses continues to grow, so far in 2019 there have been 86 enrolments in the GWO courses and 75 in the PV, Solar and battery programs.
		• Industry Advisory Groups (IAGs)– refresh CIT Industry Advisory Groups for greater industry engagement and market intelligence and link to the Board.	• Refreshed, consistent approach to College lead Industry Advisory Groups is in place across all Colleges • The first whole-of-CIT Industry Forum, involving all College IAG members plus key industry and employer people is scheduled to occur in second half of 2019 • CEO and Board Chair reviewing names for inclusion in the annual ACT Industry Leaders event	• All College IAGs are active • ACT Industry Leaders event in planned for Oct/Nov with Board Chair and CEO • The first whole-of-CIT Industry Forum is being consider to move to early 2020 to focus on the Industry Leaders event
2.	Improving the recognition of CIT as a major economic and social contributor to the ACT and region, now and into the future.	• Communication Strategy for distribution of Report titled *Canberra Institute of Technology: Economic and Social Contribution to the ACT* (February 2019).	• CIT to commence releasing key information from the Canberra Institute of Technology: Economic and Social Contribution to the ACT report now that CIT has received clearance from the Minister's Office.	• Options for the public release of the Canberra Institute of Technology: Economic and Social Contribution to the ACT report are with the Chief Minister's Office. • Data from the Report is being used in CIT Communications
		• Successful engagement with Economic Development Sub Committee of Cabinet (April 2019).	• CIT briefings to Chief Minister currently being scheduled for fortnightly meetings.	• Ongoing work with CMTEDD in regards to the Campus Renewal project in looking at viable options for Woden Town Centre vs the options proposed for Reid.

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	Related Actions	Update as at end June 2019	Update as at end September 2019
3.	Enhancing contemporary organisational transformation and workforce development at CIT through ongoing investment in our people through: • the overarching *Evolving Together Project* (with a greater focus on middle management and Heads of Departments); • the *Product Innovation Projec*t which has successfully demonstrated the importance of collaboration and innovation across CIT.	• Evolving Together Design Team supported to develop and implement a CIT platform of appropriate tools for the transformation of people, processes and systems.	• Evolving Together CIT organisational transformation draft guidebook and model has been developed with the Design Team. Familiarisation with the guide and tools has commenced with further workshops scheduled for August and September.	• Over 130 staff participated in a Learning Series session on *Networks* on 27 September 2019. • Further Learning Series sessions are scheduled monthly to the end of the year. • Further Design Team workshops are also scheduled monthly to the end of the year.
		• Utilise micro-narrative capture and network mapping tools to map connections and disposition levels across CIT to determine enablers and constraints and enhance organisational transformation.		• The Design Team has worked through modelling of network mapping and is focusing on additional tools and concepts behind mapping and micro narrative capture. Staff from the Design Team have been working with an increasing number of staff to broaden understanding and advocacy.
		• Undertake leadership and business management development for middle management and Heads of Department.	• Evolving Teacher under the banner of Evolving Together delivered *Coaching Skills for Leaders* custom-built workshop on 1 July. This will support Strategic Compass by engaging with staff to build capability to meet new expectations and provide skills of the future • The *Coaching Skills for Leaders* workshop complements the Evolving Teacher *Mentor Program for Leaders* Workshop and Program (commencing August – selection and mentor/mentee pairing underway). The program is designed for HODs to be mentored by executives, directors and managers. Objectives include: o To strengthen leadership capacity and capability across CIT o Transform our business by investing in our staff to attract and retain talented people for an energetic, innovative	• Evolving Teacher Mentor Program for Leaders commenced in August. Fourteen mentors made of EDs and directors were partnered with fourteen HoD and manager mentees. Feedback to date is extremely positive with mentors/mentees meeting weekly or fortnightly. Midway check-ins will be conducted during late September. Qualitative and quantitative analysis and reporting on participation and feedback will be available in late November. • Evolving Teacher *Coaching Skills for Leaders* workshop invited all middle management across CIT including Heads of Department and SOG C's with a result of 28 attendees. The interactive coaching workshop focussed on coaching models and strategies and practiced applying these skills to leadership roles. The workshops alignment with the Strategic Compass direction was evidenced through the sharing of common

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	Related Actions	Update as at end June 2019	Update as at end September 2019
			workplace and investing in our staff with exceptional professional development opportunities.	challenges, networking and understanding of common practices and through: • Cultivating sustainable, collaborative networks across CIT; • Developing leadership capability • Delivering maximum value for CIT students and the broader ACT community • Evaluations from the workshop demonstrated 100% extreme satisfaction with the experience and relevance.
		• Expand the PIF program to include: o the availability of basic design thinking Units of Competencies (UOCs) to all CIT staff utilising the CBRIN trained CIT teachers o Partnering with industry to embed industry into the CIT/CBRIN PIF programs to develop new products and services eg Renewable Energy Hackathon	• Transforming our Business PIF workshops co-facilitated by CBRIN, the CEO of CIT and Red Rouge Pty Ltd with 90 key CIT leaders commenced in June 2019 addressing three CIT organisational challenges set by the CIT executive team. Forty staff are now working in six teams. The six teams pitched their solutions on Monday 29 July 2019.	• In 2019 the PIF project was used to enable 40 CIT staff to work on three business challenges for the organisation. The program demonstrated the value of working in cross sector teams with a diverse range of people from teachers to general administration staff. A key finding of the project was in the benefit to new staff to the organisation in providing a team environment that enabled them to learn about the organisation; systems, processes and people. • PIF will pivot in October and converge with the Evolving Together work. Teams will be invited to undertake a Sense Making workshop to provide them and CIT with the opportunity to capture the narrative around the work they undertook. • PIF 2018 project teams have completed their projects and are currently implementing the final activities for their projects. • Trade Hack; a new event that will take place in November with CBRIN. This event will integrate the skills of the trades area with the research and innovation sector in the ACT and seek to provide solutions to the issues of waste and recycling across all trades.

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	Related Actions	Update as at end June 2019	Update as at end September 2019
		• Further leverage and alignment of the Evolving Together and Product Innovation project approaches to drive innovation, collaboration and transformation at CIT.		• New Markerspace business opportunities through the collaboration of 'entrepreneurs on campus' • Tools by Holly and The creative Element continue to co-tenant at Reid Campus • New tenant Emudent has recently located to Reid campus to undertake electronic work on a new dental product.
4.	Maintaining focus on *Transforming our Business* through people, processes and system changes including fully understanding the costs of service delivery.	• Drive continuous business improvement through transforming the delivery of corporate functions across CIT with coordination and integration with other ACT Government agencies where cost effective and efficient.	• The CIT Learning and Development hub was launched in June and is being trialled in its current format for 3 months. The hub provides a central location for staff development opportunities to be consolidated across the organisation and promoted to all staff. • As of 30 June 2019, approximately 95% of CIT staff had a current Setting My Direction (SMD) plan in place. • The College of Technology & Design and Corporate Services are currently trialling the Shared Services website for HR related functions. HR provide support and advice to these areas aimed at developing capability and confidence in the effective management of these tasks. • Updated delegations were approved and being implemented with Roadshow and trainings for relevant delegates to ensure compliance. Regular reviews will be undertaken in the future. • The Pooling of CIT Fleet vehicles at Reid and Bruce commenced on 4 July 2019. • Work continues on reviewing reporting across CIT to provide a greater breadth of information for managers, the executive and the Board toward enhancing the ability to monitor, analyse, report on and manage various aspects of CIT's performance and outcomes. Supported by enhanced qualitative and numerical information, improved statistical and financial	• ACTPS Human Resource Information Management System (HRIMS) – CIT HR has provided input to the design phases of the project, as well as representation at the project management level to ensure CIT needs and priorities are considered. • Following an initial trial, the transition of CIT to the Shared Services website for HR functions has commenced. As a change management strategy, HR are providing training, resource material and advice to work areas.

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	Related Actions	Update as at end June 2019	Update as at end September 2019
			reports are already assisting divisions in their financial management with further enhancements being gradually introduced.	
5.	Driving *Campus Renewal* at Reid as part of the City East Education Renewal Precinct with UNSW.	• Budget Bid development and implementation for Reid Campus Renewal.	• The ACT Government announced on 6 June 2019 scoping works to consider future opportunities for the CIT Reid campus which includes the opportunity to relocate the CIT Reid Campus to the Woden Town Centre. • The 2019-20 ACT Budget announced $2.9 million over two years from 2020-21 to allow the construction of 1,450 square metres of new space at CIT Fyshwick to be delivered in two stages over two years to enhance learning outcomes through providing more flexible teaching spaces.	• The consultancy work for the preparation of information to Government for a comparison of viable site(s) within the Woden Town Centre has been completed. • [redacted]
		• Continue to implement campus renewal through ongoing support to the CIT Campus Modernisation Sub-Committee.	• The ACT Government announced its commitment to work closely and collaboratively with the CIT Board to develop Terms of Reference for the new scoping work. • CIT CEO is a member of the Project Control Group working on the possible site options for the Woden Town Centre.	• A Project Control Group (PCG) has been meeting to provide cross-directorate advice in regard to the examination of potential sites within the Woden Town Centre and their relative suitability for a new CIT Campus, compared to the existing Reid options.
6.	Investing in digital infrastructure including as part of CIT's Campus Renewal and in line with the Chief Minister's ambitions for Canberra.	• Budget Bid development and implementation for new CIT ICT environment (including Desktop, Network and Application project).	• The 2019-20 ACT Budget announced $5.49 million over two years to enhance the digital learning experience for students and provide staff access to contemporary ICT functionality. This was the full amount CIT's business case was requesting.	• Stage 1 of the physical infrastructure project – the upgrade in cabling and switches at Fyshwick has been completed on time and in budget. • Stage 2 of this project, the infrastructure at Bruce will commence with the second year of funding in July 2020. • The major project of establish a new Microsoft environment continues well, with the project due to produce a new environment in October 2019. It is expected that staff accounts will be migrated to the new environment in the first 2 months of 2020 and students will move over in the June/July 2020 semester break.

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	Related Actions	Update as at end June 2019	Update as at end September 2019
				• The Desktop renewal project is largely complete and the monitor refresh project will be undertaken in December/January.
7.	Reshaping education and training products (*Innovative Learning Resources- ILR Project*) and enhancing teacher capability (including digital fluency) through the *Evolving Teacher Project.*	• Continue development of high quality training products, which have the capacity to maximise student numbers and learner satisfaction whilst reducing delivery costs.	• Evolving Teacher led design and development of teaching and learning materials for common unit in Health Community Services to standardise delivery across departments, increase flexibility, improve student experience and protect CIT IP. • Evolving Teacher Adobe Creative Cloud suite of training to enhance trainer and assessor skill and application for teaching and learning materials. Focus on CIT licenced software to increase video practice and design.	• 2174 assets developed by the ILR team to date (includes images, videos and SCORMS): o 1238 in Light and Heavy Vehicles o 241 in Cyber Security and ICT o 167 in Culinary o Over 170 across HCS • ILR business processes and skills will be transitioned to BAU in time for Semester 1 2020. • The process for developing Master of Units of Competency continues with the Evolving Teacher Health Community Services (HCS) project completed in August with a QA'd benchmarked 'common unit' product.
		• Investigate and analyse potential benefits from the Banner 9 upgrade in April 2019 for improving learning resources and program delivery	• Awaiting Banner 9 like-for-like replacement, which is due at the end of August 2019.	• Banner 9 upgrade was successfully completed on 1 October 2019.
		• Continue to target support and training for trainers and assessors.	• Evolving Teacher 2019 Digital Coaching and 2019 Mentor Program for trainers and assessors to address skill gaps and build capability. • Evolving Teacher continued provision of targeted skill building PD including blended learning design strategies and *Bits and Bytes* modules.	
		• Develop and implement a framework for the design and delivery of blended learning models across CIT.	• Evolving Teacher developing process and framework to inform future CIT efficacy in the design and delivery of teaching and learning materials for engaging, flexible and blended delivery model.	

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	Related Actions	Update as at end June 2019	Update as at end September 2019

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	Related Actions	Update as at end March 2019	Update as at end June 2019
1.	Building additional capacity and industry partnerships in emerging industries and areas of government demand (such as cyber, renewables, health and education).	• Pursue market opportunities in the Government's priority areas.	• To support additional capacity in the cyber and allied health industries, CIT secured two Government grants: $0.7 m to build CIT's Training Security Operational Centre (TSOC) and $0.5 m to build a simulated Allied Health Training Facility. The TSOC is operational and the Allied Health facility is due for completion by July 2019. • Development of fully online, accredited commercial program in Cyber awareness (single UoC). Pilot program underway with CIT staff as learners building CIT's capacity to deliver and assess program to national markets. • CIT, with AustCyber, hosted Finals of first Australian National Youth Cyber Defence Competition, Cyber Taipan. • CIT secured two additional grants to deliver a project on increasing the engagement of mature workers into formal training at CIT to improve their employment outcomes, and a project for women in trades to promote those trades to women that are traditionally dominated by males. • CIT has launched Ctrl-IT, a portal to connect CIT students/graduates with employers who have employment opportunities. Initiative welcomed by industry as a way of facilitating connections between CIT's work ready graduates and real jobs. The 2019 pilot is for the Cyber and IT sectors only at this stage.	• Allied Health simulated training facility in complete and ready for second semester use. • Pilot program completed. Capacity building across CIT re qualified assessors to support roll out of Institute-wide delivery underway. Development of costing models and marketing material underway.

	Priorities	Related Actions	Update as at end March 2019	Update as at end June 2019
			• CIT continues to seek National Partnership Skilling Australia Funding targeting market opportunities in the Government's priority areas.	• Discussions between CIT and Skills Canberra re access to SAF funding continues through CIT sustainable funding review meetings.
		• Industry Advisory Groups (IAGs)– refresh CIT Industry Advisory Groups for greater industry engagement and market intelligence and link to the Board.	• A CIT Board Teleconference (April 2019) endorsed a new 3 tier approach to strengthen industry engagement: o Active and engaged IAGs using consistent terms of reference with some content provided centrally o Six-monthly Industry Forum, hosted by the CIT CEO, to connect members from all IAGs; and o Annual ACT Industry Leaders event, hosted by the CIT Board • College Directors liaising with existing and new industry representatives to participate in IAGs.	• Refreshed, consistent approach to College-led Industry Advisory Groups is in place across all Colleges. • The first whole-of-CIT Industry Forum, involving all College IAG members plus key industry and employer people is scheduled to occur in second half of 2019. • CEO and Board Chair reviewing names for inclusion in the annual ACT Industry Leaders event.
2.	Improving the recognition of CIT as a major economic and social contributor to the ACT and region, now and into the future.	• Communication Strategy for distribution of Report titled *Canberra Institute of Technology: Economic and Social Contribution to the ACT* (February 2019).	• On hold – working with Minister's office re involvement in launch of Report.	• CIT to commence releasing key information from the Canberra Institute of Technology: Economic and Social Contribution to the ACT report now that CIT has received clearance from the Minister's Office.
		• Successful engagement with Economic Development Sub Committee of Cabinet (April 2019).	• 18 April 2019 Economic Development Sub Committee of Cabinet meeting cancelled. Board Chair and CEO to present to a rescheduled Economic Development Sub Committee of Cabinet.	• CIT briefings to Chief Minister currently being scheduled for fortnightly meetings.
3.	Enhancing contemporary organisational transformation and workforce development at CIT through ongoing investment in our people through: • the overarching *Evolving Together Project* (with a greater focus on	• Evolving Together Design Team supported to develop and implement a CIT platform of appropriate tools for the transformation of people, processes and systems. • Utilise micro-narrative capture and network mapping tools to map connections and disposition levels	• The Design team has been formed and has been undertaking extensive research and analysis of theory and tools as the initial step in the development of a transformational platform. • Evolving Together CEO Leadership Forum in April 2019 with 90 staff	• Evolving Together CIT organisational transformation draft guidebook and model has been developed with the Design Team. Familiarisation with the guide and tools has commenced with further workshops scheduled for August and September.

	Priorities	Related Actions	Update as at end March 2019	Update as at end June 2019
	middle management and Heads of Departments); • the *Product Innovation Projec*t which has successfully demonstrated the importance of collaboration and innovation across CIT.	across CIT to determine enablers and constraints and enhance organisational transformation. • Undertake leadership and business management development for middle management and Heads of Departments	including middle management and Heads of Department to improve knowledge and awareness of organisational transformation at CIT.	• Evolving Teacher under the banner of Evolving Together delivered *Coaching Skills for Leaders* custom-built workshop on July 1. This will support Strategic Compass by engaging with staff to build capability to meet new expectations and provide skills of the future. • The *Coaching Skills for Leaders* workshop complements the Evolving Teacher *Mentor Program for Leaders* Workshop and Program (commencing August – selection and mentor/mentee pairing underway). The program is designed for HoDs to be mentored by Executives, Directors and Managers. Objectives include: o To strengthen leadership capacity and capability across CIT o Transform our business by investing in our staff to attract and retain talented people for an energetic, innovative workplace and investing in our staff with exceptional professional development opportunities
		• Expand the PIF program to include o the availability of basic design thinking Units of Competencies (UOCs) to all CIT staff utilising the CBRIN trained CIT teachers o Partnering with industry to embed industry into the CIT/CBRIN PIF programs to develop new products and services eg Renewable Energy Hackathon • Further leverage the alignment of the Evolving Together and Product	• Renegotiated new contract with CBRIN for 2019 with additional capacity to deliver ongoing incubator program throughout 2019. • First cohort for 2019 incubator program commenced involving 20 CIT staff (including teachers, Heads of Departments, and general staff). • Delivered Renewable Energy Hackathon to industry and ACT student groups in partnership with CBRIN utilising the PIF program outline.	• Transforming our Business PIF workshops co-facilitated by CBRiN, the CEO of CIT and Red Rouge Pty Ltd with 90 key CIT leaders commenced in June 2019 addressing three CIT organisational challenges set by the CIT Executive Team. Forty staff are now working in six teams. The six teams will pitch their solutions on Monday 29 July 2019.

	Priorities	Related Actions	Update as at end March 2019	Update as at end June 2019
		Innovation project approaches to drive innovation, collaboration and transformation at CIT.		
4.	Maintaining focus on *Transforming our Business* through people, processes and system changes including fully understanding the costs of service delivery.	• Drive continuous business improvement through transforming the delivery of corporate functions across CIT with coordination and integration with other ACT Government agencies where cost effective and efficient.	• A CIT Learning and Development calendar is being developed to provide timely and cost-neutral capability development for all CIT staff aligned to the ACTPS capability framework. • A revised Setting My Direction (CIT's performance and development framework) was launched in April 2019 with renewed focus on performance development conversations and improving and embedding a development culture for the organisation. • Pilot program for the transition to using Shared Services website for HR related actions will commence in May aimed at reducing duplication and improving the efficiency of HR and some Finance processes across CIT. • Review of all delegations (Finance, HR and Educational) has been undertaken to streamline and better integrate business processes and ensure that the level of delegation meets the business needs. • A proposal to pool CIT Fleet vehicles at Reid and Bruce for greater efficiency is being assessed by Corporate Resources Committee. • A project has commenced to review and improve reporting across CIT to give managers, the executive and the Board greater ability to monitor and manage CIT performance and outcomes. Improved financial reports are already assisting divisions in their financial management.	• The CIT Learning and Development hub was launched in June and is being trialled in its current format for 3 months. The hub provides a central location for staff development opportunities to be consolidated across the organisation and promoted to all staff. • As of 30 June 2019, approximately 95% of CIT staff had a current Setting My Direction (SMD) plans in place. • The College of Technology & Design and Corporate Services are currently trialling the Shared Services website for HR related functions. HR provide support and advice to these areas aimed at developing capability and confidence in the effective management of these tasks. • Updated delegations were approved and being implemented with Roadshow and trainings for relevant delegates to ensure compliance. Regular reviews will be undertaken in the future. • The Pooling of CIT Fleet vehicles at Reid and Bruce commenced on 4 July 2019. • Work continues on reviewing reporting across CIT to provide a greater breadth of information for managers, the executive and the Board toward enhancing the ability to monitor, analyse, report on and manage various aspects of CIT's performance and outcomes. Supported by enhanced qualitative and numerical information, improved statistical and financial reports are already assisting divisions

	Priorities	Related Actions	Update as at end March 2019	Update as at end June 2019
				in their financial management with further enhancements being gradually introduced.
5.	Driving *Campus Renewal* at Reid as part of the City East Education Renewal Precinct with UNSW.	• Budget Bid development and implementation for Reid Campus Renewal.	• Budget Business Case finalised and progressed through all required Committees. • Minister approved Budget Business Case. Awaiting approval of Business Case as part of ACT Government 2019-20 Budget. • The scope of works detailed in the 2018-19 Reid Business case nearing completion except the CIT/UNSW integrated masterplan which is on hold pending the ACT Government's decision regarding UNSW.	• The ACT Government announced on 6 June 2019 scoping works to consider future opportunities for the CIT Reid campus which includes the opportunity to relocate the CIT Reid Campus to the Woden Town Centre. • The 2019-20 ACT Budget announced $2.9 million over two years from 2020-21 to allow the construction of 1,450 square metres of new space at CIT Fyshwick to be delivered in two stages over two years to enhance learning outcomes through providing more flexible teaching spaces.
		• Continue to implement campus renewal through ongoing support to the CIT Campus Modernisation Sub-Committee.	• Additional CIT Campus Modernisation Subcommittee meetings to be scheduled following Budget Cabinet deliberations.	• The ACT Government announced its commitment to work closely and collaboratively with the CIT Board to develop Terms of Reference for the new scoping work. • CIT CEO is a member of the Project Control Group working on the possible site options for the Woden Town Centre.
6.	Investing in digital infrastructure including as part of CIT's Campus Renewal and in line with the Chief Minister's ambitions for Canberra.	• Budget Bid development and implementation for new CIT ICT environment (including Desktop, Network and Application project).	• Budget Business Case finalised and progressed through all required Committees. • Minister approved Budget Business Case. • Awaiting approval of Business Case as part of ACT Government 2019-20 Budget.	• The 2019-20 ACT Budget announced $5.49 million over two years to enhance the digital learning experience for students and provide staff access to contemporary ICT functionality. This was the full amount CIT's business case was requesting.
7.	Reshaping education and training products (*Innovative Learning Resources-ILR Project*) and enhancing teacher	• Continue development of high quality training products, which have the capacity to maximise student numbers and learner satisfaction whilst reducing delivery costs.	• Evolving Teacher roll out of self-assessment tool for Teacher Professional Learning Capabilities to inform Setting My Directions conversations and Professional Development provision and selection.	• Evolving Teacher led design and development of teaching and learning materials for common unit in Health Community Services to standardise delivery across departments, increase flexibility,

	Priorities	Related Actions	Update as at end March 2019	Update as at end June 2019
	capability (including digital fluency) through the *Evolving Teacher Project.*		• ILR focusing on high volume Units of Competencies (UoCs) to support quality, consistency and improved learner experience and protect CIT IP and increase productivity.	improve student experience and protect CIT IP. • Evolving Teacher Adobe Creative Cloud suite of training to enhance trainer and assessor skill and application for teaching and learning materials. Focus on CIT licenced software to increase video practice and design.
		• Investigate and analyse potential benefits from the Banner 9 upgrade in April 2019 for improving learning resources and program delivery		• Awaiting Banner 9 like-for-like replacement, which is due at the end of August 2019.
		• Continue to target support and training for trainers and assessors.	• Evolving Teacher extending 2018 digital coaching pilot and mentoring pilot to address skill gaps and build capability. • Evolving Teacher continued provision of targeted skill building PD including *CIT Conversations,* blended learning facilitation strategies and *bits and bytes* modules.	• Evolving Teacher 2019 Digital Coaching and 2019 Mentor Program for trainers and assessors to address skill gaps and build capability. • Evolving Teacher continued provision of targeted skill building PD including blended learning design strategies and *Bits and Bytes* modules.
		• Develop and implement a framework for the design and delivery of blended learning models across CIT.	• Blended learning models developed with validation testing commenced in ILR priority courses. • Supported by ILR, Evolving Teacher lead development of teaching and learning materials in high volume Units of Competencies in Health Community Services to standardise delivery across departments, improve student experience and protect CIT IP.	• Evolving Teacher developing process and framework to inform future CIT efficacy in the design and delivery of teaching and learning materials for engaging, flexible and blended delivery model.

AUDIT COMMITTEE

MEETING No. 26

AGENDA ITEM No. 4.2

Strategic Compass 2020 Projects – [redacted] (For Noting)

Purpose

To provide the Audit Committee (the Committee) with an update on the Strategic Compass 2020 Projects.

Background

The Committee has received an update on the Strategic Compass 2020 Projects – Evolving Together at each meeting since 2017. For 2019, the CIT Board requested that quarterly reports of the Board's Strategic Compass priorities and related actions be provided to the Board for monitoring. The June 2019 report is provided to the Committee for information at Attachment A. The next quarterly report will be completed at the end of September 2019 for the Board's 16 October 2019 meeting.

Issues

Campus Renewal Update

CIT continues to work with the Chief Minister, Treasury and Economic Development Directorate to explore a potential new site for a CIT campus. An external contractor has been hired to undertake an analysis of potential Woden sites that may suit the needs of students, industry, the community and CIT.

CIT is confident that the contractor has a good understanding of the education and training landscape and appreciates the importance of CIT's connections to the broader ACT business and educational ecosystem. A government decision, about where a new CIT will be located, is expected by the end of 2019.

CEO Priorities

The CEO is continuing work with a group of nine CIT leaders (the Evolving Together Design Team) in gaining a much deeper understanding of contemporary organisational transformation including theories related to connectivity, complexity and networks and how these enable transformation. The Design Team is developing new knowledge in the application of tools associated with contemporary transformation including micro-narrative capture and network mapping. Reflecting contemporary transformation methods, an approach of safe to fail experiments are being conducted to facilitate learning and exploration of new ways of thinking and decision making. This work is aimed at enabling CIT to adapt and co evolve with the Canberra ecosystem and support CIT's sustainability into the future.

The CEO has also been working with a broad cross section of both teaching and non-teaching staff during dedicated Evolving Together briefings and also by attending staff meetings across all campuses. These informal gatherings are an important platform for staff to see and understand the connections between the work that is occurring across the nine projects, especially Evolving Together, and how this work is being integrated into business as usual. Feedback received from staff suggests their understanding of the change program has deepened because of these opportunities working directly with the CEO to explore ideas, test assumptions and ask questions in a non-traditional setting.

Transitioning to Business as Usual

The Executive Team continues to work with Program Managers on integrating the work of the nine projects into business as usual. There is greater appreciation across the organisation that the success of the Strategic Compass 2020 is not just related to the outcomes of the nine projects and that staff must consider everything CIT does and how it relates to the four promises. Aligning the nine projects within business as usual will be finalised in preparation for the 2020 Budget.

Identifying opportunities to amplify other important work occurring across CIT, in parallel to the nine projects, associated with the four promises are also being explored in the coming months.

Mid-Term Review of Strategic Compass 2020 - Nous Report

In line with the management action plan (MAP), CIT's Executive Management Committee (EMC) has implemented some changes in relation to project management governance and communication.

Streamlined governance mechanisms have been established with the discontinuation of the Evolving Together Advisory Committee (ETAG). Project governance will be managed through EMC with dedicated Strategic Compass 2020 project meetings occurring three times each year.

A renewed focus on communicating information available about the nine projects on the Staff Information System has also been established and information has been refreshed and simplified where appropriate.

Finance

CIT's 2019 Budget includes further investment of $5.6 million in the Strategic Compass Projects. A Financial Report on the Strategic Compass Projects, showing year to date (YTD) actual expenditure on the projects until end of July is provided at **Attachment B**.

Risks

Risks associated with the Strategic Compass 2020 Projects continue to be managed through the CIT's Enterprise Risk Management Profile. There have been no new risks identified since the last Committee meeting.

Recommendation

That the Committee notes the information provided in this paper.

Canberra Institute of Technology
RTO Code 0101 | CRICOS No. 00001K

Agenda Item	**4.2**
Agenda Title	**Strategic Compass Projects –Update report**
Outcome	**Noting and Decision**

Purpose

To provide the Audit Committee with an update on the Strategic Compass 2020 and on the Board's Strategic Compass priorities and related actions for noting and to recommend that separate Strategic Compass Project reporting is no longer required in 2020.

Background

The Committee has received an update on the Strategic Compass 2020 Projects – Evolving Together at each meeting since 2017. For 2019, the CIT Board requested that quarterly reports of the Board's Strategic Compass priorities and related actions be provided to the Board for monitoring. The September 2019 quarterly report was provided to the Board at its 16 October 2019 meeting and is provided to the Committee for information at **Attachment A.**

At the September 2019 Audit Committee meeting, members requested case studies outlining successes be provided at the next Audit Committee meeting as part of this report. At this meeting members also stated that they were going to review the Strategic Compass reporting requirements for 2020.

Issues

Campus Renewal Update
CIT continues to work with the Chief Minister, Treasury and Economic Development Directorate to explore a potential new site for a CIT campus. The Government is in the process of deliberating on this matter and considering a Site Analysis Report and a Triple Bottom Line Report. A Government decision, about where a new CIT will be located, is expected by the end of 2019.

Evolving Together Learning Series
The Evolving Together Learning Series is continuing with sessions held in August and October involving over 130 staff attending each event. A further session is scheduled for the end of November 2019.

The 16 October 2019 Board meeting included an agenda item on Evolving Together and [redacted] (Red Rouge Pty Ltd) gave a presentation and discussed the heightened awareness of organisational culture brought about from the Hayne Report from the Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry. [redacted] also highlighted the differences between traditional and contemporary approaches to cultural change. In a traditional approach a data outlier would be ruled out whereas a more contemporary approach would consider the data outliers/weak signals and see what could emerge. [redacted] gave the example of Greta Thurnberg (16 year old climate change activist) who might have been seen as a weak signal a year ago but now is seen very differently as someone with great influence.

The Evolving Together learnings and tools will help CIT become more of a contemporary learning organisation by amplifying data and narratives that assist CIT meet the *Strategic Compass* four promises and dampening data and narratives not conducive to the desired culture. The desired cultural shift is described in the *CIT Futures* paper as moving from projection (where we plan forwards and prepare CIT for a single, present and seemingly inevitable future) to probabilities (where we take a risk-based approach and prepare CIT for a discrete number of potential futures) to possibilities (where we design contexts and prepare CIT to influence possible emergent futures).

Project Reporting and Transitioning to New Ways of Working

As outlined in the previous report to the Committee, and to ensure financial sustainability going forward, the Executive Team continues to work with Project Managers and HR on integrating key elements of the projects and new ways of working into existing teams. Aligning priority work from the projects into existing areas is being finalised as part of the 2020 Budget.

Although the nine projects were identified as key priority areas in 2016, some have had greater longevity than others. For instance, we now know that Digitalisation will continue until at least 2021 due to additional budget funding and Campus Renewal is ongoing and will grow to incorporate building a new campus by 2023-24. Some other projects (Australian Apprenticeships and Evolving Teacher) will transition into new ways of working within existing teams while some other projects had significant system dependencies meaning not all project outcomes could be achieved until various system upgrades were implemented (eg Innovative Learning Resources and Customer Experience Journey).

In recognition of the above, an increasing focus over 2019 has been given to a more holistic focus on implementing the intent of the Strategic Compass (including the projects) and meeting the four promises within it:

- Raising our ambitions to meet new expectations;
- Adapting our offerings to provide skills for the future;
- Contributing to the new economy and position for prosperity; and
- Investing in our business for viability and value.

This shift has enabled more staff to be part of the journey and is realistic given the lack of ongoing project funding and CIT's budget challenges. Therefore, the CEO recommends that separate Strategic Compass Project reporting to the Audit Committee for 2020 is no longer necessary.

Case Studies

As requested **Attachment B** provides a selection of case studies of successes linked to Strategic Compass implementation for member's information. Increasingly the Executive and staff have recognised that much of the real value of projects has come from the connections between projects and existing teams within CIT not as stand-alone projects per se. The Evolving Together project has demonstrated the importance of developing a culture of collaboration and innovation across project teams and existing teams and that successful Strategic Compass implementation has often involved multiple projects and teams working together to achieve the desired Strategic Compass outcomes. This is best demonstrated through some of the case studies which have been highlighted as part of the presentation to judges for the Australian Training Awards Large RTO of the year award and involved the Business Development and Industry Partnerships Project, the Product Innovation Fund

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Project and the Australian Apprenticeship Project working together with existing teams (see **Attachment B1** 2019 ACT Training Awards Case Studies A to G).

Additional more detailed case study information is provided on the Evolving Teacher Project and the Product Innovation Fund (see **Attachment B2**) for the Committee's information.

Risks
Risks associated with the Strategic Compass 2020 Projects continue to be managed through the CIT Enterprise Risk Management Profile. There have been no new risks identified since the last Committee meeting although the Board's discussion on Risk 3 Workforce at its 16 October meeting is relevant to the ongoing implementation of the Strategic Compass implementation (see Agenda Item 9.1 for further details).

Recommendation

1. That the Committee notes the update on the Strategic Compass 2020 and the Board's Strategic Compass priorities and related actions.

2. That the Committee agrees that separate Strategic Compass Project reporting to the Audit Committee is no longer required in 2020.

Catherine Hudson
Board Strategy and Governance Advisor
30 October 2019

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Attachment A:

Strategic Compass Program Dashboard

Status at:
Sept 2017

Program Health	Metrics	Program Trend	Actual v Budget %		At Risk Projects
	Scope Schedule Financials Risk		June	Sept	2
			36%	45%	

Project name	Status	Start	End	Stage
Australian Apprenticeships (AA)		Jul 16	Dec 17	Implementation
Customer Experience (CE)		Feb 17	Dec 17	Implementation
Digitalisation Strategy (DS)		Nov 16	Dec 17	Implementation
Evolving Together		Jul 16	Feb 18	Implementation
Evolving Teacher		Oct 16	Dec 17	Implementation
Innovative Learning Resources		Jan 17	Dec 17	Implementation
Business Development and Industry Partnerships		Apr 17	Dec 17	Implementation
Product Innovation Fund		May 17	Dec 17	Implementation
Centres of Excellence		Apr 17	Dec 17	Implementation

Key Risks	Key Issues
▸ Refer Attachment B	▸ Refer Attachment B

KEY: On track Slipping At risk

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Strategic Compass Dashboard user guide

High level program Heartbeat

Key metrics for the program, at a glance

Project level status and scheduling

Identified projects on track, slipping or at risk

Program level achievements

Detailing the project achievements at an organisational level

Date of reporting

Identify the point in time for the status update,

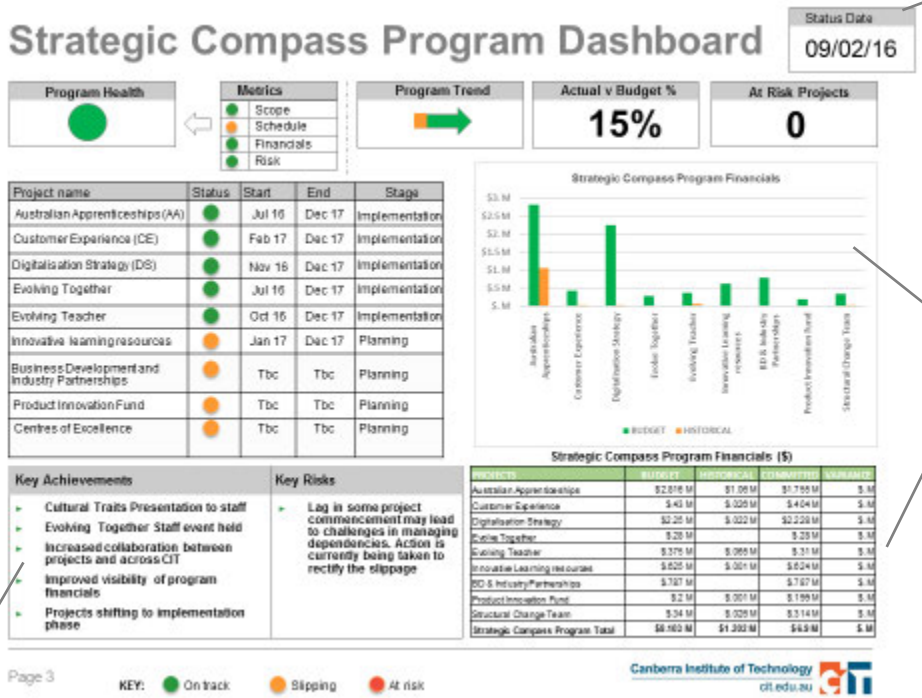
Program and Project Financials

Financial progress in graph and table format

Provides a snapshot of project progress against budget

Program Risks

Detailing program and if required project level risk,



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Attachment A:

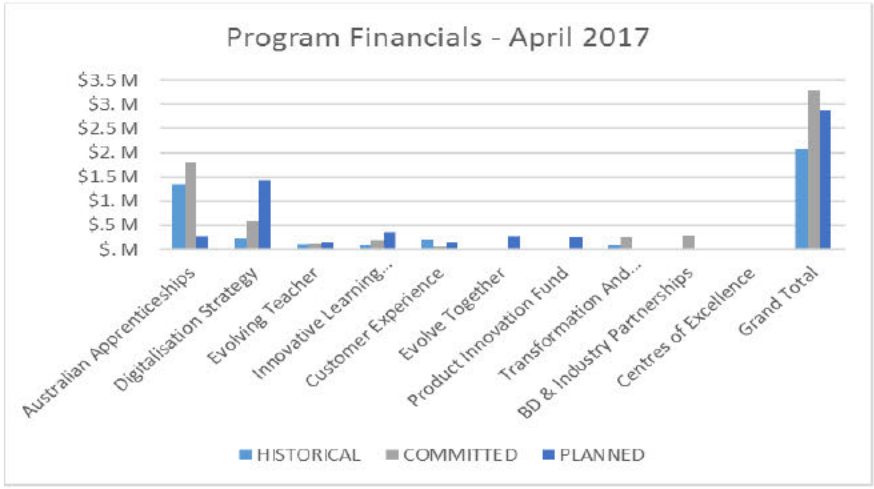
Strategic Compass Program Dashboard

Status at: June 2017

Program Health	Program Trend	Actual v Budget %		At Risk Projects
		April	June	0
		25%	36%	

Metrics	
Scope	
Schedule	
Financials	
Risk	

Project name	Status	Start	End	Stage
Australian Apprenticeships (AA)		Jul 16	Dec 17	Implementation
Customer Experience (CE)		Feb 17	Dec 17	Implementation
Digitalisation Strategy (DS)		Nov 16	Dec 17	Implementation
Evolving Together		Jul 16	Dec 17	Implementation
Evolving Teacher		Oct 16	Dec 17	Implementation
Innovative Learning Resources		Jan 17	Dec 17	Implementation
Business Development and Industry Partnerships		Apr 17	Dec 17	Planning
Product Innovation Fund		May 17	Dec 17	Planning
Centres of Excellence		Apr 17	Dec 17	Planning



Key Risks

- To be provided

Key Issues

- To be provided

Strategic Compass Dashboard user guide

High level program Heartbeat

Key metrics for the program, at a glance

Project level status and scheduling

Identified projects on track, slipping or at risk

Program level achievements

Detailing the project achievements at an organisational level

Date of reporting

Identify the point in time for the status update,

Program and Project Financials

Financial progress in graph and table format

Provides a snapshot of project progress against budget

Program Risks

Detailing program and if required project level risk,

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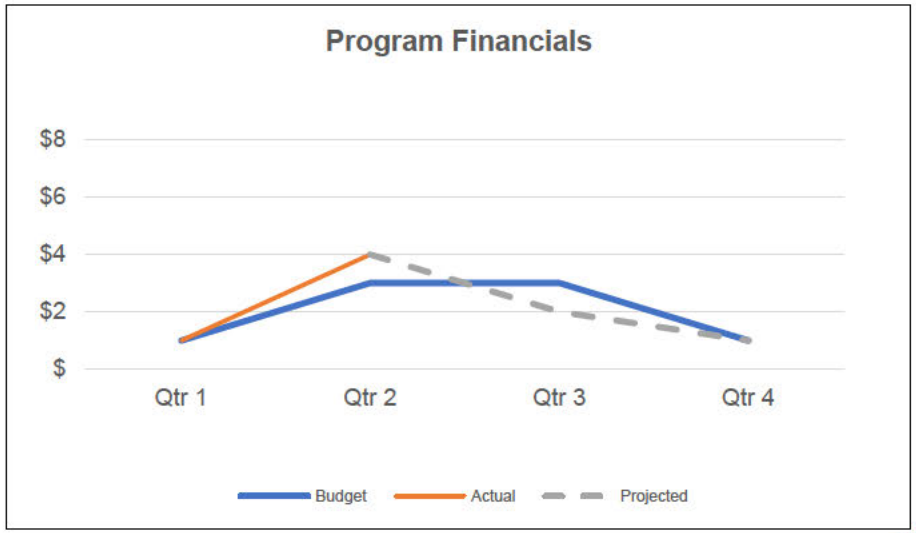
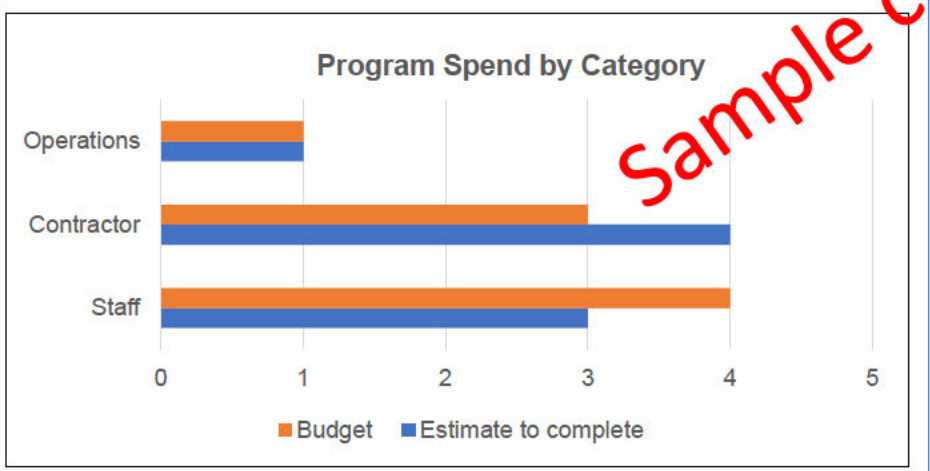
Program Financial, Compliance & Risk Dashboard

Financial





Sample content used

Compliance

Projects ⇨

Policy	Program	1	2	3	4	5	6	7	8	9
	Program	●	●	●	●	●	●	●	●	●	●
	Procurement	●	●	●	●	●	●	●	●	●	●
	Financial	●	●	●	●	●	●	●	●	●	●
⇩	Human Resources	●	●	●	●	●	●	●	●	●	●

KEY ● On track ● Slipping ● At risk

Risk

Projects ⇨

Risk	Program	1	2	3	4	5	6	7	8	9
	Program	●	●	●	●	●	●	●	●	●	●
	Ability and Willingness to Transform	●	●	●	●	●	●	●	●	●	●
	Attractiveness and Competiveness	●	●	●	●	●	●	●	●	●	●
	Sustainable Cost Base/ Profitability	●	●	●	●	●	●	●	●	●	●
	Compliance, Quality and Standards	●	●	●	●	●	●	●	●	●	●
⇩	Protecting CIT's Business and Community	●	●	●	●	●	●	●	●	●	●

Projects

1. Australia Apprentices
2. Business Development & Industry Partnerships
3. Campus Modernisation
4. Customer Experience
5. Digitalisation Strategy
6. Evolving Together
7. Evolving Teacher
8. Innovative Learning Resources
9. Product Innovation Fund

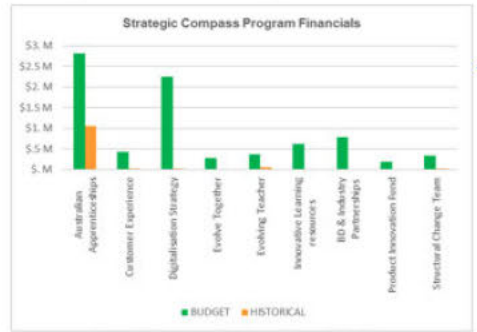
Alignment with Board Program Dashboard

Strategic Compass Program Dashboard

Status Date: 09/02/16

Program Health	Metrics	Program Trend	Actual v Budget %	At Risk Projects
	Scope Schedule Financials Risk		15%	0

Project name	Status	Start	End	Stage
Australian Apprenticeships (AA)		Jul 16	Dec 17	Implementation
Customer Experience (CE)		Feb 17	Dec 17	Implementation
Digitalisation Strategy (DS)		Nov 16	Dec 17	Implementation
Evolving Together		Jul 16	Dec 17	Implementation
Evolving Teacher		Oct 16	Dec 17	Implementation
Innovative learning resources		Jan 17	Dec 17	Planning
Business Development and Industry Partnerships		Tbc	Tbc	Planning
Product Innovation Fund		Tbc	Tbc	Planning
Centres of Excellence		Tbc	Tbc	Planning



Strategic Compass Program Financials ($)

PROJECTS	BUDGET	HISTORICAL	COMMITTED	VARIANCE
Australian Apprenticeships	$2.816 M	$1.06 M	$1.755 M	$. M
Customer Experience	$.43 M	$.026 M	$.404 M	$. M
Digitalisation Strategy	$2.25 M	$.022 M	$2.228 M	$. M
Evolve Together	$.28 M		$.28 M	$. M
Evolving Teacher	$.375 M	$.065 M	$.31 M	$. M
Innovative Learning resources	$.625 M	$.001 M	$.624 M	$. M
BD & Industry Partnerships	$.787 M		$.787 M	$. M
Product Innovation Fund	$.2 M	$.001 M	$.199 M	$. M
Structural Change Team	$.34 M	$.026 M	$.314 M	$. M
Strategic Compass Program Total	**$8.103 M**	**$1.202 M**	**$6.9 M**	**$. M**

Key Achievements	Key Risks
▸ Cultural Traits Presentation to staff ▸ Evolving Together Staff event held ▸ Increased collaboration between projects and across CIT ▸ Improved visibility of program financials ▸ Projects shifting to implementation phase	▸ Lag in some project commencement may lead to challenges in managing dependencies. Action is currently being taken to rectify the slippage

Page 3

KEY: On track Slipping At risk

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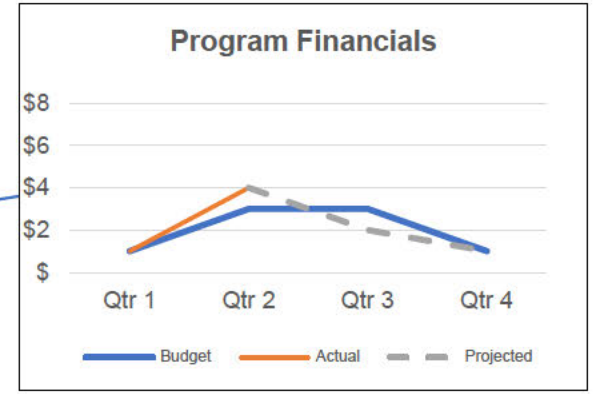
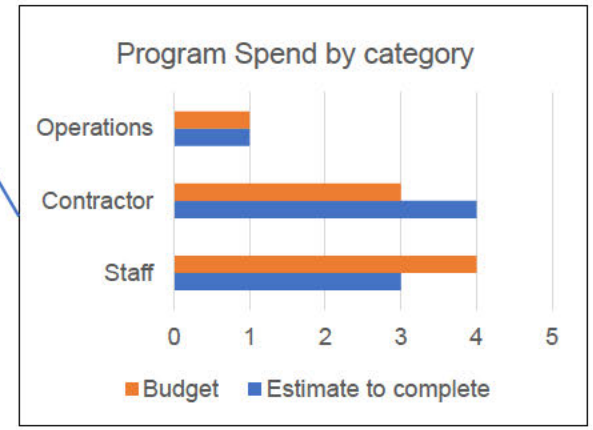




Compliance ⇨ Projects ⇨

Program							
Procurement							
Financial							
Human Resources							

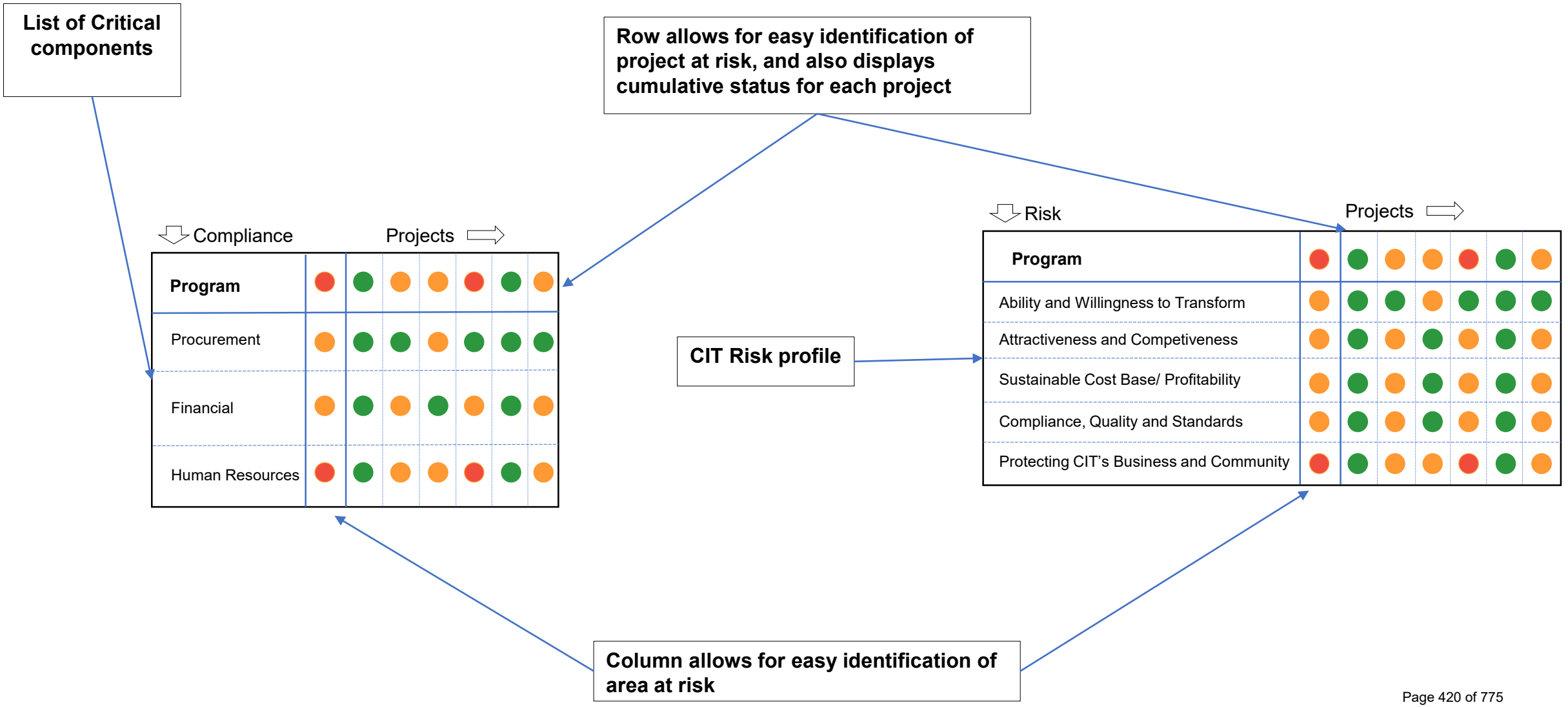
KEY: On track Slipping At risk

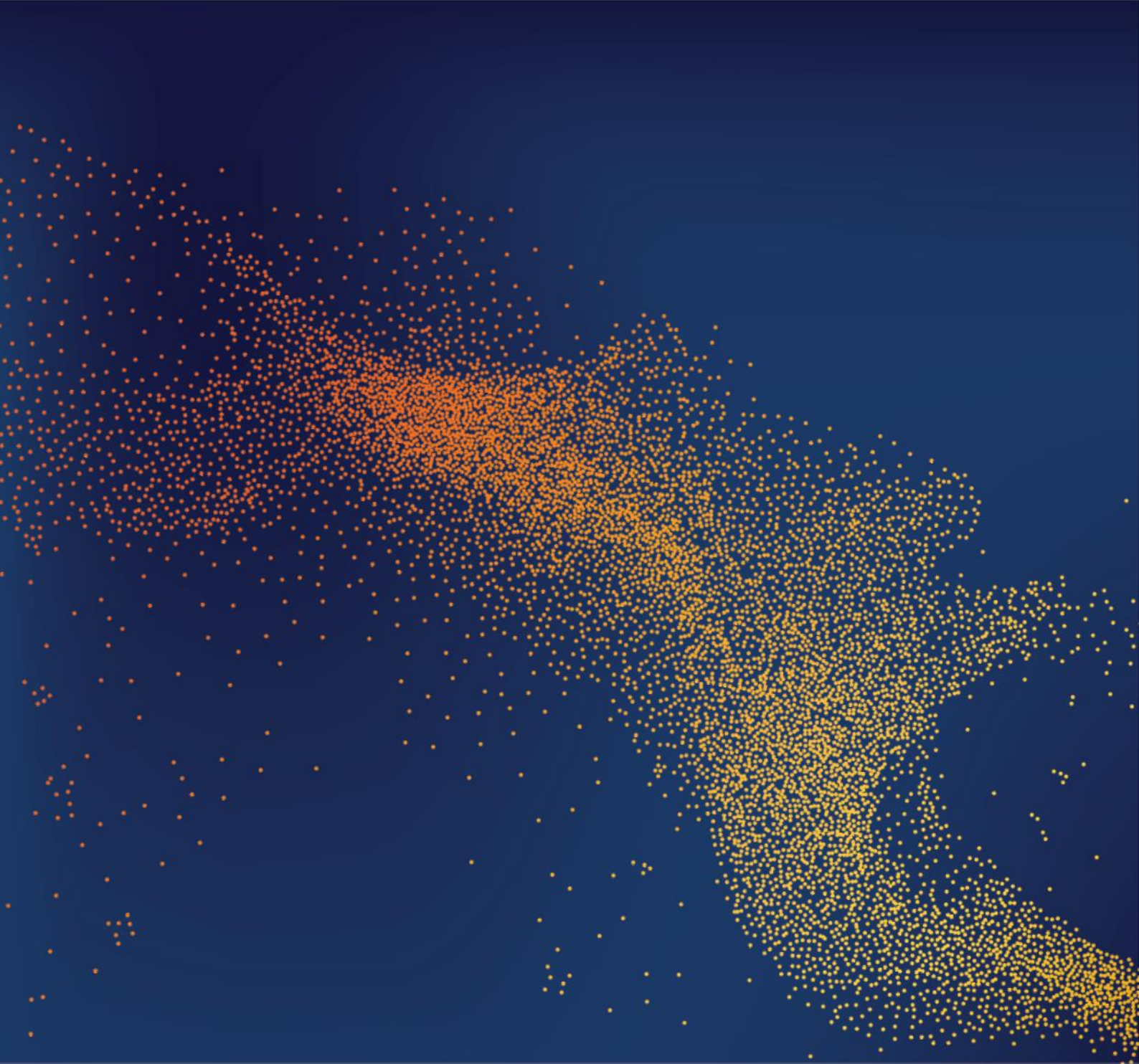
Projects ⇨

Risk ⇩

		1	2	3	4	5	6	7	8	9
Program										
Ability and Willingness to Transform										
Attractiveness and Competiveness										
Sustainable Cost Base/ Profitability										
Compliance, Quality and Standards										
Protecting CIT's Business and Community										

Dashboard user guide – Compliance & Risk





Mid-term Review of Strategic Compass 2020

Canberra Institute of Technology

18 April 2019

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1 Overview

Purpose

The Canberra Institute of Technology (CIT) commissioned Nous Group (Nous) to conduct a mid-term review (the Review) of the CIT Strategic Compass 2020, Evolving Together (Strategic Compass). The Review was approved by the CEO and CIT Board and endorsed by the Audit, Risk and Finance Committee as part of the 2018-2019 Annual Audit and Review Schedule. The intent of the Review was to assess progress to date and identify areas to strengthen the operation of the Strategic Compass projects and its outcomes. Given the focus on the overall Strategic Compass, this review does not provide detailed evaluations of individual projects. Rather, themes from projects have been identified to provide assessment of the overall Strategic Compass. Such findings and recommendations however will help support adjustments and refinements both to individual projects and to the program overall to improve achievements against the Strategic Compass objectives.

The project commenced in late 2018 and was completed in April of 2019.

[redacted]

Structure

This report is structured in six parts: 1) Project overview, 2) Strengths, 3) Evaluation of Appropriateness, 4) Evaluation of Effectiveness and Efficiency, 5) Evaluation of Governance, 6) Recommendations

Each is discussed in turn below.

2 Overarching strengths identified through the Review

Nous' overall assessment: Nous' assessment is that there have been a number of positive shifts in the way CIT operates since commencing the Strategic Compass. These strengths pick up observations on the efficiency and effectiveness of some projects (which is explored in further detail in Section 4), but also point to broader strengths that Nous noticed through consultation.

While the focus of this project was on determining the effectiveness and efficiency of the delivery of projects and the program overall, a number of overarching strengths emerged through consultation. Four factors in particular were mentioned as key strengths:

1. There is strong commitment to CIT among staff

Multiple stakeholders noted that staff show a strong commitment and a desire to see CIT improve. There are low attrition rates at CIT with many staff committing to the organisation for a significant portion of their careers. While this may generate some negatives, for instance it may be difficult to create fresh energy and easily develop new ways of thinking, many staff noted this in a positive light – staff stay because they enjoy the organisation. One staff member's comment, indicative of the broader sentiment, was the following: '*CIT has an extraordinary culture of people staying and feeling a part of the organisation*'.

2. Culture has shifted noticeably at CIT

While cultural change is a specific element of the Strategic Compass (and hence discussed further in Section 4), it was often drawn out as a broader strength of the organisation, as distinct from the effectiveness of the specific project. Staff feel that the Strategic Compass has helped shift the way CIT works, and has contributed to a more positive and innovative culture. This is demonstrated by staff's willingness to embrace new ideas, new skill development (particularly around large project management skills), and CIT's more external focus (described further below. While it is of course difficult to change culture across the entirety of the organisation, and indeed there is some way to go, many stakeholders noted that the ways in which people work together has significantly improved.

3. The focus of CIT has become more outward facing

CIT's focus prior to the Strategic Compass was seen as being too internally focused. CIT was seen as not being able to respond effectively to changing market dynamics. Development of new courses was noted as one example of the lack of proactive responsiveness. This however has begun to change. Staff feel that CIT has begun to effectively balance the internal needs of the organisation with being more market orientated and noted that this will enable CIT to be more user-centred and competitive.

4. There has been significant progress in a number of projects

A number of the projects have progressed very well and staff have built new capabilities and increased capacity through this process. This is a significant positive, especially considering a number of staff noted that delivery of projects of this size and scale has not occurred frequently at CIT.

3 Evaluation of appropriateness

Nous' overall assessment: Nous' assessment is that the Strategic Compass and its individual projects were highly appropriate at project initiation and continue to be appropriate into the future. While the intent of projects are still fit for purpose, the end point that they all seek to deliver upon is opaque to staff. Nous identified that there may be some scope to provide greater clarity about how the projects will contribute to the strategic direction of CIT.

3.1 Strategic Compass was, and continues to be, a necessary response to the changing landscape of tertiary education

The Strategic Compass 2020 was initiated in 2016 to set a new standard in vocational education at CIT. The program encompassed nine projects, tied together by four pillars (being shaping change, governing the region's economy, advancing Canberra's workforce, transforming the business). Nous' view is that this program of work was highly appropriate at the time of inception. CIT's operations in 2016 did not well position the organisation for a changing world. A transformation program was accordingly appropriate.

The specific projects chosen for the transformation also were appropriately selected as being focus areas for CIT. Projects covered the breadth of CIT's operations, from underpinning operations (e.g. digitalisation), culture (e.g. Evolving Together, Product Innovation Fund), and methods of engaging with key stakeholders (e.g. Business Development and Industry Partnerships, Customer Experience Journey). Nous' review did not identify any gaps or projects that should have been selected and implemented in 2016.

The Review also illustrated that these projects continue to be appropriate for the next two years to 2020. The pace of change in the VET sector only continues to increase, and it is necessary for service providers to ensure they are able to adapt appropriately. Nous' work in analysing trends in the VET sector suggest that key challenges that providers and regulators of the VET sector will need be aware of include:

- a greater desire for personalisation and individual fit among students
- the need for continuous learning among practitioners to cater for new and different qualifications, and adopt different approaches to support and incentivise continuous learning among students
- facilitating collaborative delivery between employers and delivery providers to build capability within and outside of the education system
- pre-empting cycles of disadvantage by ensuring that the sector provides an adaptive safety net to support individuals experiencing disadvantage to obtain skills they need.

Given these challenges and opportunities in the sector, it is appropriate that CIT continues to execute the Strategic Compass projects set in 2016. It is also appropriate that the projects continue to focus on enabling activities as opposed to discreet stand-alone projects. This is necessary to enable the goal of broader organisational transformation. One potential gap that CIT may wish to address is the lack of messaging in projects around process change. A transformation strategy will require a number of processes to be redesigned to ensure the organisation is able to implement new ways of working. While these are implicit within projects such as Digitalisation, there is no key project surrounding organisational process change. Business transformation however is one of the key promises within Strategic Compass documentation. It is not necessary to stand up a specific project around this if process change is accounted for, but further communication may be beneficial.

4 Evaluation of efficiency and effectiveness

Nous' overall assessment: The Strategic Compass has matured in its project delivery and approach to project management between 2016-2018 and some significant achievements have been made. Some projects have delivered outstanding outputs that are already having a broader impact on the organisation. There are however key areas that can be addressed to improve efficiency and effectiveness. This includes being clearer on program logic, creating stronger project processes, and improving the interconnections between projects.

4.1 Some projects have delivered outstanding results, while others have not made material progress

The Review found that the success of the delivery of Strategic Compass projects has varied significantly. Some projects have been extremely successful in terms of their delivery. The Product Innovation Fund stands out as the most effective project due to it helping to produce cultural benefits that outstrips the initial intended scope of the project. Other projects on the other hand have experienced more difficulty. The Customer Experience Journey for instance is significantly behind schedule.

The below table provides our high-level assessment of the status of projects assessed during this Review.

Table 1 | Nous' high-level assessment of individual Strategic Compass projects

Project	Intended benefits	Observations	On track
Australian Apprenticeship (AA)	This project will enable CIT to better meet employer needs and improve AA experiences, reshape perceptions of the value of AA, improve outcomes from AA and more.	This project has moved to BAU. Nous did not identify any concerns in the planning and execution of this project. Outcomes of this project are helping to meet key metrics like employer satisfaction (which was 14 percent above the 2018 target – of 80 percent – now reaching 94 percent).	
Business Development and Industry Partnership (BDIP)	This project will increase capacity and capability, increase profitable partnerships, increase capacity to drive growth in new and existing markets, and increase revenue.	There have been positive strategic relationships with industry formed through BDIP, but further work is required. There appears to be a lack of clarity as to how to navigate the relationship between the project, colleges and external stakeholders, and how to effectively track and measure benefits.	
Customer experience journey	This project will help CIT to attract and retain students and maintain its market share in an increasingly competitive market.	Project is significantly behind schedule due to interdependencies with IT systems not being sufficiently identified.	
Digitalisation	This project will develop and communicate a digital vision, implement technology changes in	Digitalisation has pivoted effectively since 2017 and has begun to produce a number of important outputs. The two	

Project	Intended benefits	Observations	On track
	line with the vision, improve engagement with students and industry, support new business models, and increase productivity.	key projects however have carried over into 2019. Banner 9 not being completed has had flow on effects, impacting the success of other projects. Further success of the Digitalisation project is also dependent on receiving funding in the upcoming ACT Budget, hence its future success is not certain.	
Evolving Teacher	This project will build a highly skilled teaching workforce, role model contemporary practice, develop strong pedagogical and digital skills, develop a client service culture and more.	Evolving Teacher appears to be on track in terms of producing outputs. An area though that requires further work is the need to engage more broadly across teachers. Staff from other projects noted that some teachers still do not understand, or are reluctant, to be a part of the transformation journey. College Directors also noted that teachers do not have sufficient understanding of this project and many have not engaged.	
Evolve Together	This project will equip staff with improved capability, address system and process change, develop a culture of evolving together and more.	Staff have noted that culture has significantly changed and improved which illustrates that the project is on track.	
Innovative Learning Resource Project (ILR)	This project will increase quality and consistency of CIT's teaching resources, implement standard practices around resource design, better utilise resources, position CIT to more effectively operate in a contestable environment, and allow CIT to readily demonstrate compliance.	ILR, similar to Digitalisation, has undergone a pivot in the last year. The focus has become more defined and targeted. The lack of ability to track benefits effectively, both due to methodological and analytics issues, means it is difficult to assess whether this project is on track. Work done in ILR also at times is in conflict with work being done in other projects. College Directors also noted that ILR resources are not understood or being leveraged effectively by teachers.	
Product Innovation Fund (PIF)	This project will encourage greater innovation in CIT, provide seed funding to kick start innovation ideas, improve CIT's innovative reputation and more. It has been developed and run in collaboration with CBRIN.	The PIF has helped to develop a more positive, innovative and entrepreneurial culture at CIT that transcends just the people who have gone through the project. It is a highly successful project that has helped shift the way CIT operates.	
Campus modernisation	Not assessed		

= **On track** = **Some issues** = **Significant issues**

4.2 Program logic gaps impact the efficiency and effectiveness of Strategic Compass

A program logic approach provides a framework to map inputs, outputs, outcomes, and overall vision. Such a framework helps to clarify what each project should be achieving, and provides a useful point of reference for staff to understand how their work fits into a broader context. Nous' assessment is that while this is clear for some projects, other projects do not have a clear link between these various elements. This appears to be contributing to a degree of siloing between projects. Some staff noted that while they understood their project well, it was difficult to understand other projects' intent and purpose.

There also does not appear to be a clear program logic at the overall Strategic Compass level. This creates difficulties in providing a logical narrative around the Strategic Compass projects. While the Strategic Compass has the four promises, there is an insufficient understanding among staff of CIT's vision and role.

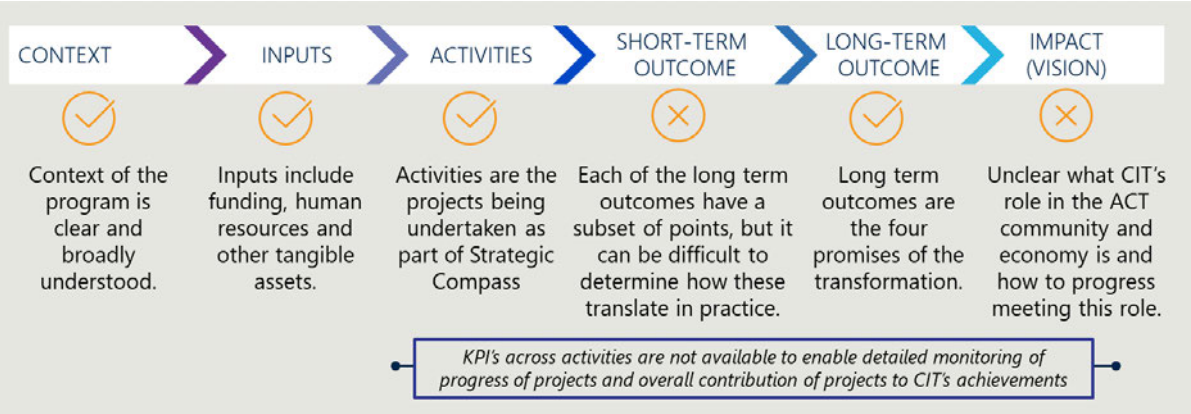
In part, this is due to the deliberate shift that CIT has made away from measuring the transformation program with a series of specific metrics, and more towards a 'heuristic' based approach whereby staff are provided a guiding sense of the direction of change. Consultation with staff illustrated however that further communication and clarification around this approach is necessary. While senior executive staff appear to have made the mindset shift required for this new transformation method, staff at other levels have found it more difficult. As one staff member noted, '*It has been difficult to know how to operationalise Strategic Compass*'.

Nous' conclusion also is that while CIT's additional approach has benefits, it would be more effective if balanced with a tangible vision, role and metrics. This is important for two reasons: 1) it provides a more concrete reality to motivate and align staff, and 2) it provides more defined outputs for staff to know they are achieving what the organisation requires. The Review also identified that the transformation program has not been sufficiently connected with the metrics that CIT reports on to government. This has led to confusion among staff as there have been instances where they feel government KPIs and the transformation program have been at odds. This again leads to an inconsistent engagement with the Strategic Compass and concerns that the projects are detracting from the capacity to meet the KPIs. For example, stakeholders reported that allocation of staffing resources from their areas to Strategic Compass projects had meant fewer resources to deliver on activities covered by the KPIs.

Gaps within the program logic, along with absence of clear key performance indicators, made it difficult to conduct a strong assessment of the effectiveness and efficiency. As such, while this review was able to identify both strengths and areas of improvement, a more formal summative evaluation in 2020 may be unable to determine the true extent of effectiveness and efficiency. A visual illustration of where gaps exist is highlighted in

Figure 2.

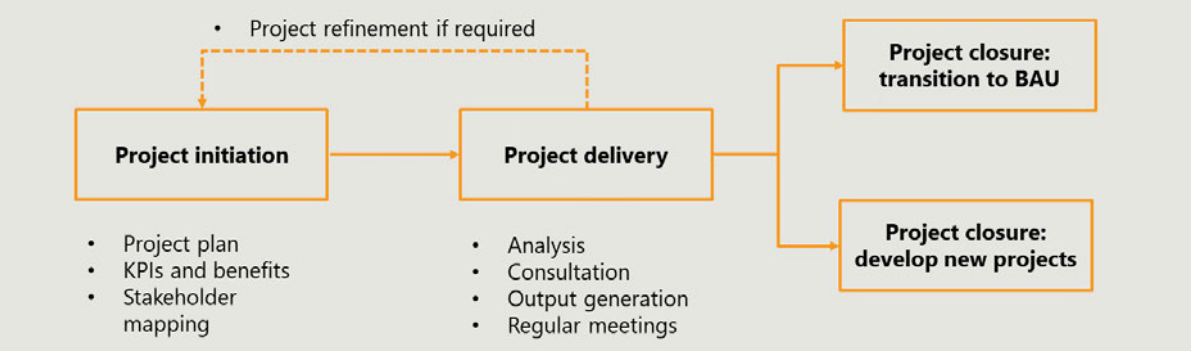
Figure 2 | Program logic and identified gaps



4.3 CIT can continue to improve upon its developing project management capabilities

Each project goes through three key phases: 1) project set-up, 2) project delivery, 3) project closure. In each of these, a number of core processes are required to ensure effective project delivery. This process is illustrated in Figure 3 below.

Figure 3 | Project stages and example activities



The initial project management processes for the Strategic Compass were over burdensome and not fit-for-purpose for CIT's needs. It appears that CIT has begun to pivot away from such processes and adopted methods more suitable for the organisation. This is a positive and illustrates a maturing of capability at CIT. As stakeholders noted during consultation, CIT has not traditionally had strong project management processes, so it is expected that there would be 'growing pains' as such systems are formalised.

The Review however identified that there is potential for further maturation. A number of processes are not operating effectively which is impacting upon the ability for projects, and ultimately the overall program, to meet the aims of the Strategic Compass. As one staff member noted, '*while we teach PM, we don't practice it effectively*'. Another staff member noted, '*I'd say we've done things the hard and long way because things are informal. It's taken more meetings, more time, more energy…it's less efficient*'.

Three key areas across the project lifecycle that require further strengthening are detailed below. Note, further issues related to project delivery such as management of interdependencies, management of benefits, and governance are detailed separately in Section 4 and 5 of this report.

Project Initiation: Stronger project set up would be beneficial for future projects

The Review identified that projects were not adequately set up for success, resulting in some projects wasting time and effort determining what was needed. Project scope, project plans and timelines,

dependencies and deliverables need to be laid out clearly from the outset to ensure clarity on what is required. Two examples where project initiation shortfalls created problems were:

- **Digitalisation project**: Digitalisation spent its first year exploring what was required. While this may be necessary in part to assist in homing in on key issues, a one year exploration process over a four year project is a significant investment. Stronger project set up over 2018 however has helped pivot the Digitalisation project and make it more successful in achieving tangible outputs.
- **Customer Experience project:** Customer Experience commenced without sufficient understanding of the interdependencies with IT and other requirements. As such, despite its importance as a project, it has been unable to significantly progress. Staff noted that this project was an example of insufficient planning occurring at the outset of a project.

Project delivery: More regular review will help to refine projects

As noted previously, some projects pivoted effectively as it became apparent that the project required reframing. Each pivot however occurred after at least 25 percent of the project time had elapsed. This is a significant sunk cost. While these projects did pivot successfully, the Review did not identify a systematic process to ensure that all projects were reviewed. As such, potential project adjustments may be required that have not yet been identified.

Project closure: Clearer transition to BAU to ensure benefits of project remain

Some projects are beginning, or have already, transitioned to BAU. There is however some apprehension over this process. Specifically, staff worry that a move into BAU may mean that new processes and ways of working will be lost in the old processes. In part, this is reflective of the fact that further planning could occur to ensure a staged transition to BAU. It is also illustrative of the fact that projects and BAU have not sufficiently been intertwined earlier during project delivery (see Section 5.3 for further detail). Further work on cultural change will also support project outcomes and proposed changes to be more readily accepted.

4.4 Further definition of the benefits to be generated by projects would assist in achieving positive outcomes

Each project has a stated list of benefits it seeks to achieve. Some staff were extremely positive in noting that they had seen strong benefits stem from their projects.

The translation though of these stated benefits to the tracking and delivery of such benefits can be strengthened. Some staff noted that they had not seen formal benefit realisation plans that clearly articulated what the project sought to deliver and monitoring of progress against these benefits.

4.5 Engagement with the Strategic Compass is inconsistent at different levels across CIT

As noted in Section 2, the Strategic Compass has resulted in strong positive cultural change. Engagement with the cultural change program in particular is strongly seen at senior levels of the organisation. Project managers and project leads for all Strategic Compass projects show an extremely strong desire to deliver high quality outcomes for the organisation. Senior staff have a strong engagement with the intent of the Strategic Compass.

Consultation however noted that engagement diminished further away from executive management. This is not unexpected. Significant cultural change is difficult to accomplish in a short time-frame. Constraints

and lack of certain levers in the public sector make this more challenging. One reason for the lack of engagement though is the inability of some staff to see their role in the transformation process. It was noted that some staff feel that *"things are happening to them"* and that "*things are happening in a vacuum"* as opposed to feeling a part of the transformation journey. This is particularly true for staff who do not contribute directly to the outcomes of a Strategic Compass project. Culture in corporate services in particular was noted as being slow to change.

Despite this, the majority of staff interviewed reinforced that while further improvement is necessary, and growing pains have been felt, the commitment to the Strategic Compass has grown year on year.

5 Evaluation of governance

Nous' overall assessment: Strategic Compass governance has evolved since its inception. Current structures are more streamlined and have stronger executive leadership. The Review identified that governance structures are broadly appropriate. The manner in which governance structures are used however can continue to be strengthened. Some more definitive cross-project governance arrangements may be required as well to better manage the interdependencies between projects.

5.1 Introducing executive leads has helped provide greater strategic oversight

The governance structures for Strategic Compass have been refined over the past two years. The current structures (e.g. Evolving Together Advisory Group (ETAG) and Project Manager (PM) meeting) both resonate strongly with staff and are appropriate from Nous' perspective. Staff specifically noted that the introduction of executive leads as project leads was beneficial as it provided greater leadership and oversight for projects.

While the structures are appropriate, the way that elements of the governance operate could be strengthened to support implementation of Strategic Compass more effectively. These elements are discussed below.

5.2 Current governance structures would benefit from greater clarity of purpose and intended outcomes

ETAG meetings were noted by the majority of stakeholders as being an interesting and relatively informative method of learning about different projects. It was noted by some that ETAG meetings help to challenge and push projects which is beneficial for the overall direction that projects take. Staff however noted that ETAG meetings are predominately used as a means to provide project status updates rather than to drive project performance. As one staff member noted, '*If ETAG's TORs are making sure that everyone is on the same page, then it is doing that*'. However, ETAG's TORs are broader than just information sharing, and in particular include points around interdependencies, risk management and more. Discussion of such topics would strengthen management of them and provide an escalation point if necessary. As Table 2 below illustrates, Nous' analysis indicates that not all of ETAG's Terms of Reference are being effectively enacted.

Table 2 | Evaluation of extent to which ETAG TOR's are being met

Role	Detail	Evaluation
1	Advice and recommendations on the current status of the Strategic Compass Evolving Together Projects, their ongoing development and the future implementation of the Strategic Compass projects	ETAG appears to successfully meet this TOR.

Role	Detail	Evaluation
2	Advice and recommendations on project interdependencies, opportunities, issues and risk management to maximise implementation of the Strategic Compass 2020 directions	ETAG does not appear to successfully meet this TOR.
3	Present papers prepared by project managers, executive leads and other ETAG members	ETAG appears to successfully meet this TOR.
4	Advice and recommendations on progress in CIT's transformation and achievement of the Strategic Compass directions Progress	Insufficient evidence to evaluate whether this TOR is being met.

Some staff noted that ETAG meetings could become unbalanced in terms of time spent on one or two projects. Other staff also noted that ETAG could be more '*frank and fearless*' in terms of the information delivered and indicated that, at times, ETAG felt more like a '*sales pitch*' forum.

The second key element of the governance structures are the project managers meeting. This is a useful additional governance layer to help project managers stay on track. These meetings however also at times do not meet their intended Terms of Reference. Rather than discuss connections between projects, the Review heard that these meetings predominantly act as an additional update meeting.

5.3 Informal collaboration occurs well, but interdependencies can be better managed

Collaboration between projects, while at times very successful, currently is an informal process. Project Managers, or other project staff, identify where dependencies may exist and set up individual structures to work through potential issues. While it is a positive that staff are proactively seeking to make connections, the risk of this informal process is that issues are identified too late, or not identified at all, and that there are not clear escalation processes for resolving concerns that cannot be managed at the Project Manager level.

One of the key issues staff continuously raised through the Review was the lack of dependency management between projects. This is impacted due to governance (as noted above) but also due to the lack of additional systems in place. Processes such as risk registers, responsibility matrices, dependency maps do not appear to be systematised. This has led to some significant issues, for instance the inability of customer experience to make progress, but is also resulting in missed opportunities for projects to support each other.

5.4 There is insufficient connection between project work and BAU

There currently appears to be a distinct dichotomy between projects and BAU. Projects sit outside of BAU, are resourced differently and have separate teams working on them. This is appropriate where projects are delivering outputs that are quite different to BAU work. The majority of Strategic Compass projects however aim to change the way that CIT operates as an organisation, and to be successful, need to to create significant shifts in how business is conducted. Evolving Teacher and ILR for instance are focused specifically on teaching staff and how to improve pedagogy and the student experience. Evolving Together seeks to create cultural change across the organisation. BDIP should ultimately impact how all colleges do business development.

Given the insufficient relationship between BAU and project work, there appears to be confusion about the relationship between the projects and the broader business of CIT. Approaches that more effectively embed project activities within business areas would enable the projects to more directly impact on BUA activities, and would support a smoother transition of projects activities into BAU.

6 Recommendations

Nous has identified five recommendations for CIT. These stem from findings identified in the above sections. Recommendations are detailed below.

6.1 Develop a stronger program logic between projects, outputs, outcomes and vision

While some projects understand how they link to four strategic pillars, others do not. It is imperative that all projects, and the program overall, have a strong program logic.

This need not be top-down mandated. Indeed, given CIT's goal of empowering staff and creating a transformation that fundamentally shifts the way business is conducted, this is not recommended. The program logic approach should however seek to balance CIT's desired fluidity in doing and measuring business, with more concrete measures to help staff know they are on track. These measures in turn should link to the KPIs that CIT reports on to the ACT Government.

The program logic should also fundamentally seek to illustrate how much of the Strategic Compass is about delivering 'horizontal enabling' projects that impact upon multiple parts of the organisation.

6.2 Increase communication around Strategic Compass

While there is an understanding that the projects work together to create a 'program of work', this understanding is not shared across the organisation. A significant number of stakeholders see projects as isolated initiatives. It is imperative to foster stronger understanding around the interlinkages between projects. Furthermore, it will be important to ensure there is alignment and shared understanding of the role of CIT in the ACT community and economy.

To do this, CIT should seek to significantly increase the amount of communication about Strategic Compass, particularly for staff at more junior levels, or staff in delivery areas. This should include both generic communication (e.g. updates on overall progress), and more tailored communication that relates to the specific functions of business areas.

Given some staff feel that decisions are being made in a vacuum, it is recommended that communications on key decisions be shared much more widely. Effective organisational transformation requires strong buy-in at all levels which is aided by frequent communication.

6.3 Strengthen project management processes

While it is not recommended that CIT revert back to the initial rigid methods of conducting projects, it is recommended that further consideration be given to strengthening project management methods. In particular, the Review recommends the following areas be strengthened:

- Ensuring more rigorous tracking and accountability of projects and assessment of the benefits delivered

- Ensuring more defined processes for reviewing and recalibrating timeframes and deliverables
- Using, where appropriate, more agile delivery of projects to quickly test and iterate on the project process
- Map interconnections between projects and ensure dependencies are planned and accounted for.

6.4 Establish clearer and more streamlined governance mechanisms

The Review recommends that the ETAG governance group be confined to a smaller group to enable more robust conversation to occur. Currently, there can be over 40 participants which is too large to enable in-depth analysis and decision making about project progress. As such, currently ETAG acts as only an update body.

It is recommended that there also be a Terms of Reference re-set for ETAG. This body should act to determine project risks, identify interdependencies and raise hard truths about project progress. This should be re-acknowledged to help provide impetus for people to begin raising such conversation topics.

6.5 Enable a deeper relationship between projects and BAU

Nous recommends that CIT determine mechanisms to ensure that projects and BAU are more intertwined. This will include use of governance mechanisms, involving more staff into the delivery of projects, increased communication between projects and staff it will involve, devolvement of project responsibility to more staff etc. The principal throughout each of these methods though should be to encourage staff to see projects as horizontal, cross-cutting initiatives that impact right across the organisation. As such, where possible, project work should be conducted in collaboration with a range of staff members and embedded directly in the business areas that the projects are seeking to influence.

Appendix A Stakeholder consultation list

Meeting	Stakeholders consulted
Executive meeting	• Leanne Cover • Paula McKenry • Andrew Whale • Paul Ryan • Catherine Hudson
Digitalisation meeting	• Paul Ryan • Penny Neuendorf
BDIP/AA meeting	• James Latimore • Kerry Weiss
Evolving Teacher meeting	• Paula McKenry • Angela Ryan • Rachal McKay
ILR meeting	• Paula McKenry
Back of House discussion	• Andrew Whale
Evolving Together and PIF meeting	• Leanne Cover • Jayne Miller
Directors focus group	• Maria Dealy • Karl Caig • Fiona Dace-Lynn • Anita Wesney
Directors focus group	• Caroline Hughes • Elizabeth Tomaras • Lauren Hall • Lucy Marchant • Jaci Ganendran

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	Related Actions	Update as at end March 2019
1.	Building additional capacity and industry partnerships in emerging industries and areas of government demand (such as cyber, renewables, health and education).	• Pursue market opportunities in the Government's priority areas.	• To support additional capacity in the cyber and allied health industries, CIT secured two Government grants: $0.7 m to build CIT's Training Security Operational Centre (TSOC) and $0.5 m to build a simulated Allied Health Training Facility. The TSOC is operational and the Allied Health facility is due for completion by July 2019. • Development of fully online, accredited commercial program in Cyber awareness (single UoC). Pilot program underway with CIT staff as learners building CIT's capacity to deliver and assess program to national markets. • CIT, with AustCyber, hosted Finals of first Australian National Youth Cyber Defence Competition, Cyber Taipan. • CIT secured two additional grants to deliver a project on increasing the engagement of mature workers into formal training at CIT to improve their employment outcomes, and a project for women in trades to promote those trades to women that are traditionally dominated by males. • CIT has launched Ctrl-IT, a portal to connect CIT students/graduates with employers who have employment opportunities. Initiative welcomed by industry as a way of facilitating connections between CIT's work ready graduates and real jobs. The 2019 pilot is for the Cyber and IT sectors only at this stage. • CIT continues to seek National Partnership Skilling Australia Funding targeting market opportunities in the Government's priority areas.

		• Industry Advisory Groups (IAGs)– refresh CIT Industry Advisory Groups for greater industry engagement and market intelligence and link to the Board.	• A CIT Board Teleconference (April 2019) endorsed a new 3 tier approach to strengthen industry engagement:
			  • Active and engaged IAGs using consistent terms of reference with some content provided centrally
			  • Six-monthly Industry Forum, hosted by the CIT CEO, to connect members from all IAGs; and
			  • Annual ACT Industry Leaders event, hosted by the CIT Board
			• College Directors liaising with existing and new industry representatives to participate in IAGs.

	Priorities	Related Actions	Update as at end of March 2019
2.	Improving the recognition of CIT as a major economic and social contributor to the ACT and region, now and into the future.	• Communication Strategy for distribution of Report titled *Canberra Institute of Technology: Economic and Social Contribution to the ACT* (February 2019).	• On hold – working with Minister's office re involvement in launch of Report.
		• Successful engagement with Economic Development Sub Committee of Cabinet (April 2019).	• 18 April 2019 Economic Development Sub Committee of Cabinet meeting cancelled. Board Chair and CEO to present to a rescheduled Economic Development Sub Committee of Cabinet.
3.	Enhancing contemporary organisational transformation and workforce development at CIT through ongoing investment in our people through: • the overarching *Evolving Together Project* (with a greater focus on middle management and Heads of Departments); • the *Product Innovation Projec*t which has successfully demonstrated the importance of collaboration and innovation across CIT.	• Evolving Together Design Team supported to develop and implement a CIT platform of appropriate tools for the transformation of people, processes and systems. • Utilise micro-narrative capture and network mapping tools to map connections and disposition levels across CIT to determine enablers and constraints and enhance organisational transformation. • Undertake leadership and business management development for middle management and Heads of Departments.	• The Design team has been formed and has been undertaking extensive research and analysis of theory and tools as the initial step in the development of a transformational platform. • Evolving Together CEO Leadership Forum in April 2019 with 90 staff including middle management and Heads of Department to improve knowledge and awareness of organisational transformation at CIT.
		• Expand the PIF program to include o the availability of basic design thinking Units of Competencies (UOCs) to all CIT staff utilising the CBRIN trained CIT teachers o Partnering with industry to embed industry into the CIT/CBRIN PIF programs to develop new products and services eg. Renewable Energy Hackathon • Further leverage the alignment of the Evolving Together and Product Innovation project approaches to drive innovation, collaboration and transformation at CIT.	• Renegotiated new contract with CBRIN for 2019 with additional capacity to deliver ongoing incubator program throughout 2019. • First cohort for 2019 incubator program commenced involving 20 CIT staff (including teachers, Heads of Departments, and general staff). • Delivered Renewable Energy Hackathon to industry and ACT student groups in partnership with CBRIN utilising the PIF program outline.

	Priorities	Related Actions	Update as at end of March 2019
4.	Maintaining focus on *Transforming our Business* through people, processes and system changes including fully understanding the costs of service delivery.	• Drive continuous business improvement through transforming the delivery of corporate functions across CIT with coordination and integration with other ACT Government agencies where cost effective and efficient.	• A CIT Learning and Development calendar is being developed to provide timely and cost-neutral capability development for all CIT staff aligned to the ACTPS capability framework. • A revised Setting My Direction (CIT's performance and development framework) was launched in April 2019 with renewed focus on performance development conversations and improving and embedding a development culture for the organisation. • Pilot program for the transition to using Shared Services website for HR related actions will commence in May aimed at reducing duplication and improving the efficiency of HR and some Finance processes across CIT. • Review of all delegations (Finance, HR and Educational) has been undertaken to streamline and better integrate business processes and ensure that the level of delegation meets the business needs. • A proposal to pool CIT Fleet vehicles at Reid and Bruce for greater efficiency is being assessed by Corporate Resources Sub Committee. • A project has commenced to review and improve reporting across CIT to give managers, the executive and the Board greater ability to monitor and manage CIT performance and outcomes. Improved financial reports are already assisting divisions in their financial management.
5.	Driving *Campus Renewal* at Reid as part of the City East Education Renewal Precinct with UNSW.	• Budget Bid development and implementation for Reid Campus Renewal.	• Budget Business Case finalised and progressed through all required Committees. • Minister approved Budget Business Case. Awaiting approval of Business Case as part of ACT Government 2019/20 Budget. • The scope of works detailed in the 2018/19 Reid Business case nearing completion except the CIT/UNSW integrated masterplan which is on hold pending the ACT Government's decision regarding UNSW.
		• Continue to implement campus renewal through ongoing support to the CIT Campus Modernisation Sub-Committee.	• Additional CIT Campus Modernisation Sub-Committee meetings to be scheduled following Budget Cabinet deliberations.
6.	Investing in digital infrastructure including as part of CIT's Campus Renewal and in line with the Chief Minister's ambitions for Canberra.	• Budget Bid development and implementation for new CIT ICT environment (including Desktop, Network and Application project).	• Budget Business Case finalised and progressed through all required Committees. • Minister approved Budget Business Case. • Awaiting approval of Business Case as part of ACT Government 2019/20 Budget.

	Priorities	Related Actions	Update as at end of March 2019
7.	Reshaping education and training products (*Innovative Learning Resources- ILR Project*) and enhancing teacher capability (including digital fluency) through the *Evolving Teacher Project.*	• Continue development of high quality training products, which have the capacity to maximise student numbers and learner satisfaction whilst reducing delivery costs.	• Evolving Teacher roll out of self-assessment tool for Teacher Professional Learning Capabilities to inform Setting My Directions conversations and Professional Development provision and selection. • ILR focusing on high volume Units of Competencies (UoCs) to support quality, consistency and improved learner experience and protect CIT IP and increase productivity.
		• Investigate and analyse potential benefits from the Banner 9 upgrade in April 2019 for improving learning resources and program delivery	
		• Continue to target support and training for trainers and assessors.	• Evolving Teacher extending 2018 digital coaching pilot and mentoring pilot to address skill gaps and build capability. • Evolving Teacher continued provision of targeted skill building PD including *CIT Conversations,* blended learning facilitation strategies and *bits and bytes* modules.
		• Develop and implement a framework for the design and delivery of blended learning models across CIT.	• Blended learning models developed with validation testing commenced in ILR priority courses. • Supported by ILR, Evolving Teacher lead development of teaching and learning materials in high volume Units of Competencies in Health Community Services to standardise delivery across departments, improve student experience and protect CIT IP.

Dream it. Learn it. Be it.

Canberra Institute of Technology

RTO Code 0101 | CRICOS No. 00001K

Program Dashboard

Strategic Compass Dashboard user guide

High level program Heartbeat

Key metrics for the program, at a glance

Project level status and scheduling

Identified projects on track, slipping or at risk

Program level achievements

Detailing the project achievements at an organisational level

Date of reporting

Identify the point in time for the status update,

Program and Project Financials

Financial progress in graph and table format

Provides a snapshot of project progress against budget

Program Risks

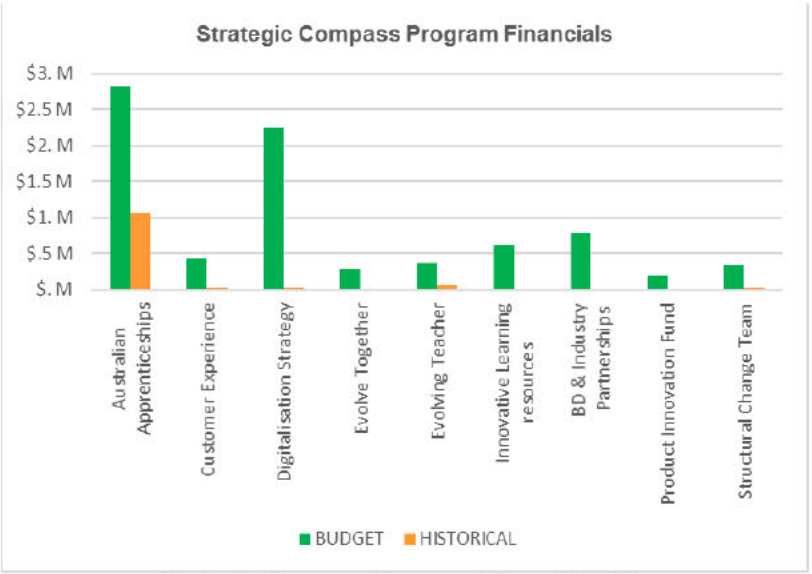
Detailing program and if required project level risk,

Strategic Compass Program Dashboard

Status Date
09/02/16

Program Health	Metrics	Program Trend	Actual v Budget %	At Risk Projects
	Scope Schedule Financials Risk		15%	0

Project name	Status	Start	End	Stage
Australian Apprenticeships (AA)		Jul 16	Dec 17	Implementation
Customer Experience (CE)		Feb 17	Dec 17	Implementation
Digitalisation Strategy (DS)		Nov 16	Dec 17	Implementation
Evolving Together		Jul 16	Dec 17	Implementation
Evolving Teacher		Oct 16	Dec 17	Implementation
Innovative learning resources		Jan 17	Dec 17	Planning
Business Development and Industry Partnerships		Tbc	Tbc	Planning
Product Innovation Fund		Tbc	Tbc	Planning
Centres of Excellence		Tbc	Tbc	Planning



Key Achievements

- **Cultural Traits Presentation to staff**
- **Evolving Together Staff event held**
- **Increased collaboration between projects and across CIT**
- **Improved visibility of program financials**
- **Projects shifting to implementation phase**

Key Risks

- **Lag in some project commencement may lead to challenges in managing dependencies. Action is currently being taken to rectify the slippage**

Strategic Compass Program Financials ($)

PROJECTS	BUDGET	HISTORICAL	COMMITTED	VARIANCE
Australian Apprenticeships	$2.816 M	$1 06 M	$1.755 M	$. M
Customer Experience	$.43 M	$ 026 M	$.404 M	$. M
Digitalisa ion Strategy	$2.25 M	$ 022 M	$2.228 M	$. M
Evolve Together	$.28 M		$.28 M	$. M
Evolving Teacher	$.375 M	$ 065 M	$.31 M	$. M
Innova ive Learning resources	$.625 M	$ 001 M	$.624 M	$. M
BD & Industry Partnerships	$.787 M		$.787 M	$. M
Product Innova ion Fund	$.2 M	$ 001 M	$.199 M	$. M
Structural Change Team	$.34 M	$ 026 M	$.314 M	$. M
Strategic Compass Program Total	**$8.103 M**	**$1.202 M**	**$6.9 M**	**$. M**

KEY: On track Slipping At risk

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Canberra Institute of Technology Board

Board Meeting No. 01/2017
22 February 2017

CIT Board Paper

Agenda Item:	**4.2**
Title:	**Strategic Compass - Program Dashboard**
Outcome:	**Noting and feedback**

Recommendation: The CIT Board note the current status of the Strategic Compass Program, and provide feedback on the presentation and content of the current dashboard to enable ongoing improvements.

Issues Summary	Refer dashboard
Key Risks	Refer dashboard
Financial Implications	Refer dashboard
Consultation	The following have been consulted in developing the proposed project dashboard: CIT Executive, Project Sponsors, Project Managers and Key Stakeholders

Background

The CIT Strategic Compass 2020 – Evolving Together includes nine new commitments, which includes flagship initiatives that the CIT Board, the Business Development and Cultural Change Sub-committee and CIT began developing last year. The launch of the Strategic Compass 2020 in July 2016 provided an opportunity to announce the new commitments and the associated funding to build momentum around CIT's future directions.

EY was contracted to conduct a review of the current state of the Project Management capability of CIT, to be able to deliver the initiatives above. This review identified gaps in the current capability and subsequently introduced a suite of Project Management tools to uplift CIT's capability.

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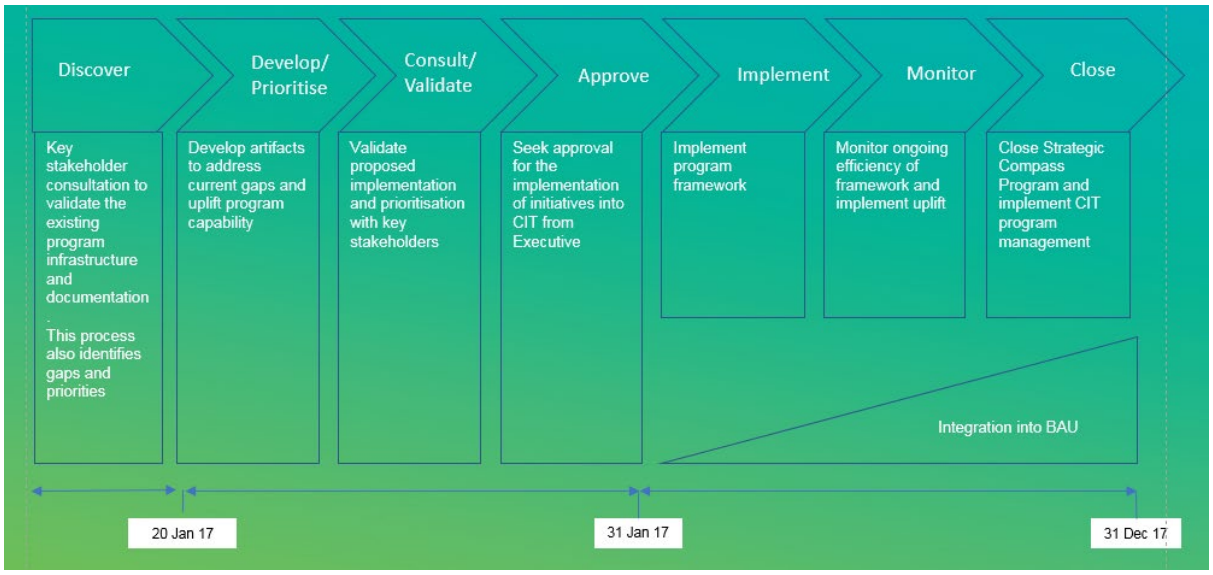
In addition, the review also recommended the establishment of a Program Manager role and a Program Management Office (PMO) function. Subsequently, the Strategic Compass Program Manager was recruited and commenced on 16 January 2017.

EY was retained until the end of February, to support the on boarding of the Program Manager and continue to build ongoing capability across CIT in Strategic Planning and Benefits Management.

Program Management Implementation

On commencement, the Program Manager conducted a rapid assessment to identify the Program and Project management implementation successes to date and subsequent gaps requiring attention. This assessment also included developing a structured methodology for the integration of Program and Project Management into the ongoing operations at CIT over the next twelve months. The proposed approach for integration is outlined below



Assessment

The findings from the assessment are outlined below:

1. **Program Governance:** There is a lack of clear delineation between existing organisational structures and program governance structures. This could impact the ongoing oversight of the program, by focusing on business as usual activities as opposed to program matters. De-prioritisation of program matters results in scheduling delays and cost overruns.
2. **Project Documentation:** Projects are currently at various stages of completing the project documentation previously implemented. This may delay commencement or impact delivery if not addressed as a priority
3. **Program Financial and Procurement**: Current arrangements do not differentiate between ongoing operational delegation and program financial delegation. This has the potential to create situations in which approvals are carried out within operational delegation, without consideration for the broader impact on the organisation

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4. **Program reporting:** There is a lack of clarity on the current progress and financial status of projects. This is compounded by the need to continue to standardise templates used across projects
5. **Program overview and scheduling**: There is the absence of an overarching program schedule, which could result in issues in tracking dependencies between projects
6. **PMO tools**: current PMO tools are comprehensive, but require further tailoring to suit the operating environment at CIT and as well as alignment with existing frameworks (for example Risk Management)

Proposed Resolutions

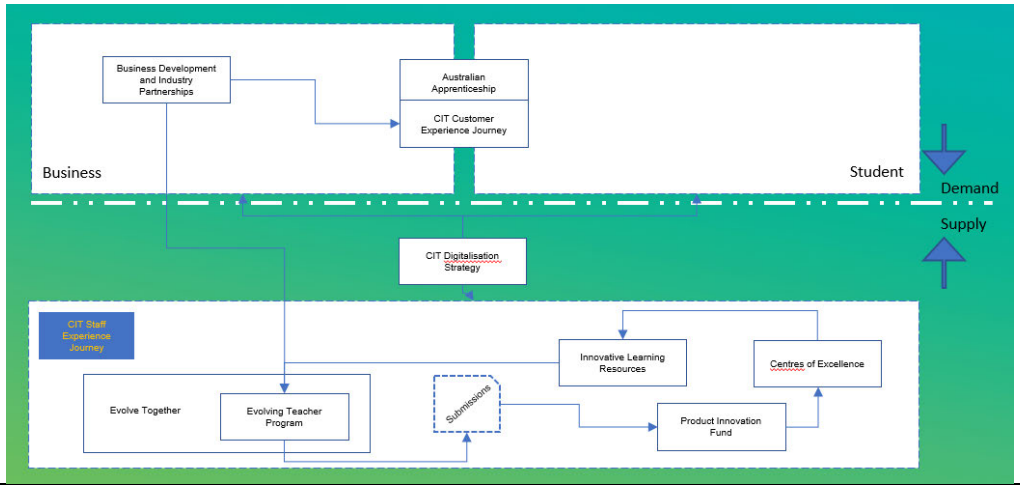
On finalisation of the assessment, the following resolutions were proposed and accepted by the CIT Executive. These are currently being implemented and are expected to continue to uplift internal capability.

Issue #	Issue	Resolution
1	**Program Governance**	- Establish Implementation Group - Develop program financial delegations, that different business as usual executive roles from Project sponsor roles
2	**Project Documentation**	- Ensure that all project documentation are completed
3	**Program Financial and Procurement**	- Develop program guidelines/ procedures for financial and procurement management - Document project financial planning and reporting cycles and templates
4	**Program reporting**	- Standardise and streamline program and project reporting - Ensure that projects are tracking to agreed schedule - Develop dashboard reporting (including financial) scaled for target group (e.g. Board, Executive)
5	**Program overview and scheduling**	- Document program overview and schedule
6	**PMO tools**	- Assess the PMO tools for scalability - Implement centralised repository for PMO tools to enable ease of access

Additional Information

Provided below are additional artefacts developed as part of the ongoing implementation.

1. **Program Mind map**: As part of the implementation, an initial map (displayed below) has been developed to identify the potential linkages and dependencies across the program. This map will evolve as projects mature.



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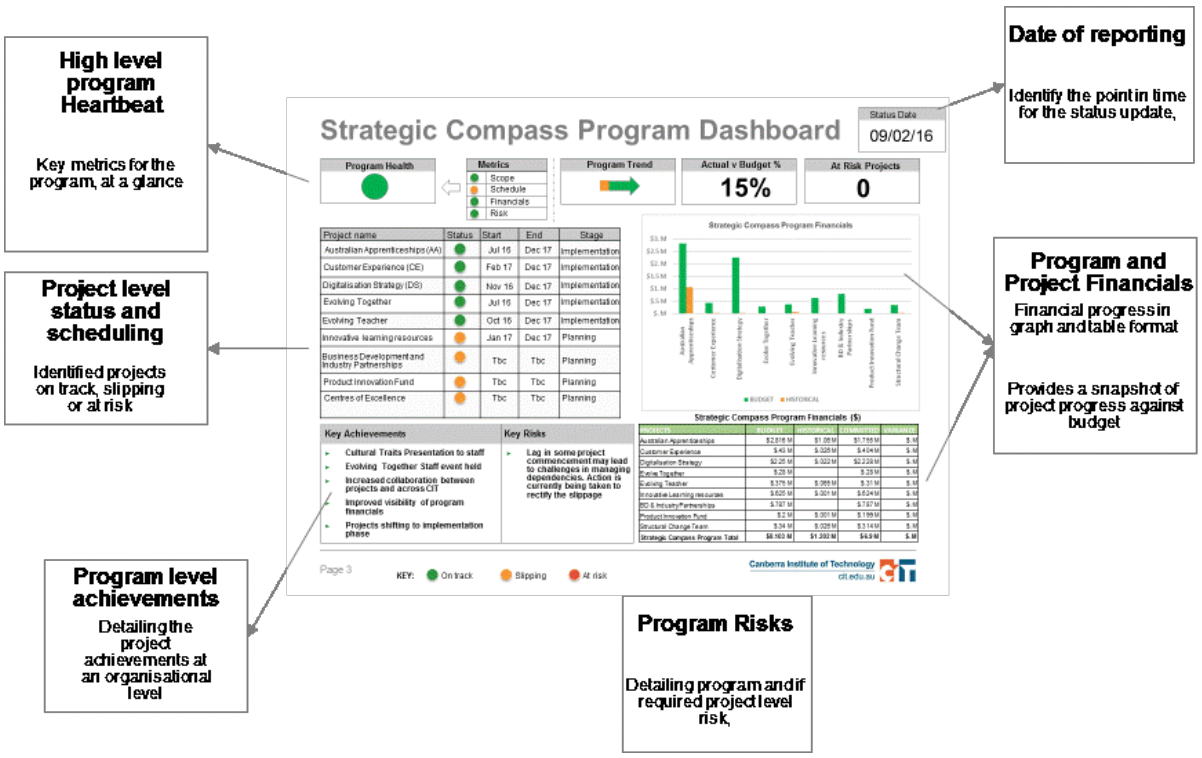
2. **Program Dashboard:** The existing program dashboard has been revised to facilitate strategic oversight and decision making. The revised version is attached for noting and feedback. It is expected that the functionality of the dashboard and the metrics used will continue to mature as program management is integrated deeper into CIT's capability. A user guide has also been provided below.



As additional tools emerge, the recurring program status update will continue to provide the CIT Board with further insights. This will be done in order to continue to build confidence from a Board perspective, through exposure to the underlying rigor with which the program is being managed.

Canberra Institute of Technology Board

Board Meeting No. x/201x
Date/Month 201x

CIT Board Paper

Agenda Item:	**Program Dashboard**
Title:	**Strategic Compass Program Dashboard**
Outcome:	**for noting**

Recommendation

The CIT Board:

1. Note the current status of the Strategic Compass Program

Issues Summary	Refer dashboard
Key Risks	Refer dashboard
Financial Implications	Refer dashboard
Consultation	The following have been consulted in developing the proposed project dashboard: CIT Executive, Project Sponsors, Project Managers and key stakeholders

Background/Issues

The Strategic Compass 2020 document includes a new commitments page which includes flagship initiatives that the Board, the Business Development and Cultural Change Sub-committee and CIT have been developing this year. The launch of the Strategic Compass 2020 document provided an opportunity to announce the new commitments and the associated funding to build momentum around CIT's future directions.

EY was contracted to conduct a review of the current state of the Project Management capability of CIT to deliver the initiatives above. This review identified gaps in the current capability and subsequently introduced a suite of Project Management tools to uplift CIT's capability.

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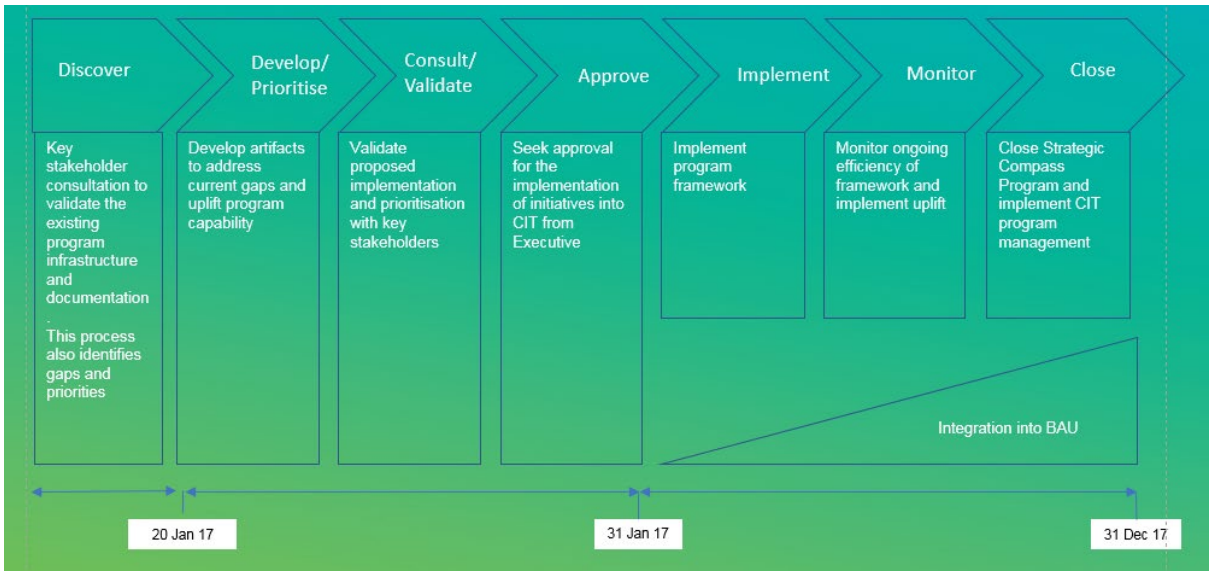
In addition, the review recommended the establishment of a Program Manager role and a Program Management Office (PMO) function. The Strategic Compass Program Manager was recruited and commenced on 16th January 2017.

EY was retained till the end of February to support the on boarding of the Program Manager and continue to build ongoing capability across CIT in Strategic Planning and Benefits Management.

On commencement the Program Manager conducted a rapid assessment to identify the Program and Project management implementation successes to date and subsequent gaps requiring attention. In addition a structured methodology for the integration of Program and Project Management into the ongoing operations at CIT over the next twelve months was developed. The proposed approach for integration is outlined below



The following gaps were identified that required attention

1. **Program Governance:** there was a lack of clear delineation between existing organisational structures and program governance structures. This could prevent the ongoing oversight of the program with the focus being on business as usual activities instead of program matters. Incorrect prioritisation of program matters is known to create delays in progress approvals.
2. **Project Documentation:** projects were found to be at various stages of completing the project documentation previously implemented, which had the potential to delay commencement or impact delivery
3. **Program Financial and Procurement**: the current arrangements do not differentiate between ongoing operational delegation and program financial delegation, potentially creating situations in which approvals are carried out within operational delegation without consideration for the broader impact on the organisation

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4. **Program reporting:** There is a lack of clarity on the current progress and financial status of projects. This is compounded by the need to continue to standardise templates used across projects
5. **Program overview and scheduling**: There was the absence of an overarching program schedule, this creates issues in tracking dependencies
6. **PMO tools**: current PMO tools are comprehensive, but requiring tailoring to suit the operating environment at CIT and alignment with existing frameworks (for example Risk Management)

A number of proposed recommendations were made to resolve the gaps identified in order to more tightly integrate the ongoing monitoring and management of the program. The recommendations were as follows:

Issue #	Issue	Resolution
1	**Program Governance**	- Establish program board - Develop program financial delegations, that different BAU executive roles from Project sponsor roles
2	**Project Documentation**	- Ensure that all project documentation are completed
3	**Program Financial and Procurement**	- Develop program guidelines/ procedures for financial and procurement management - Document project financial planning and reporting cycles and templates
4	**Program reporting**	- Standardise and streamline program and project reporting - Ensure that projects are tracking to agreed schedule - Develop dashboard reporting (including financial) scaled for target group (e.g. Board, Executive)
5	**Program overview and scheduling**	- Document program overview and schedule
6	**PMO tools**	- Assess the PMO tools for scalability - Implement centralised repository for PMO tools to enable ease of access

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CIT PRODUCT INNOVATION PROJECT RISKS - 2018

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Lack of take-up of product innovation project*	**Source** • Build on the success and lessons learnt of 2017. **Impact** • Potential loss of momentum and capability development more broadly across CIT. • Disengagement, loss of productivity to innovate.	**Likelihood** **LIKELY** **Consequence** **HIGH**	• Engagement of Canberra In innovation Network 2018 • Build internal capability. • Advertise next round. • Small groups of CIT staff to co-facilitate workshops.	• Target staff who have potential capability and who could benefit from the Project. • Focus on programs such as Cyber; Energy Renewal and Health. • Build two small cohorts of products: March – June and July – December.	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	Project Manager March – June 2018 July – Dec. 2018

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	**Related Actions**
1.	Building additional capacity and industry partnerships in emerging industries and areas of government demand (such as cyber, renewables, health and education).	• Pursue market opportunities in the Governments' priority areas. • Industry Advisory Groups – refresh CIT Industry Advisory Groups for greater industry engagement and market intelligence and link to the Board.
2.	Improving the recognition of CIT as a major economic and social contributor to the ACT and region, now and into the future.	• Communication Strategy for distribution of Report titled *Canberra Institute of Technology: Economic and Social Contribution to the ACT* (February 2019). • Successful engagement with Economic Development Sub Committee of Cabinet (April 2019).
3.	Enhancing contemporary organisational transformation and workforce development at CIT through ongoing investment in our people through: • the overarching *Evolving Together Project* (with a greater focus on middle management and Heads of Departments); • the *Product Innovation Proje*ct which has successfully demonstrated the importance of collaboration and innovation across CIT.	• Evolving Together Design Team supported to develop and implement a CIT platform of appropriate tools for the transformation of people, processes and systems. • Utilise micro-narrative capture and network mapping tools to map connections and disposition levels across CIT to determine enablers and constraints and enhance organisational transformation. • Undertake leadership and business management development for middle management and Heads of Department • Expand the PIF program to include o the availability of basic design thinking Units of Competencies (UOCs) to all CIT staff utilising the CBRIN trained CIT teachers o Partnering with industry to embed industry into the CIT/CBRIN PIF programs to develop new products and services eg Renewable Energy Hackathon • Further leverage the alignment of the Evolving Together and Product Innovation project approaches to drive innovation, collaboration and transformation at CIT.

4.	Maintaining focus on *Transforming our Business* through people, processes and system changes including fully understanding the costs of service delivery.	• Drive continuous business improvement through transforming the delivery of corporate functions across CIT with coordination and integration with other ACT Government agencies where cost effective and efficient.
5.	Driving *Campus Renewal* at Reid as part of the City East Education Renewal Precinct with UNSW.	• Budget Bid development and implementation for Reid Campus Renewal. • Continue to implement campus renewal through ongoing support to the CIT Campus Modernisation Sub-Committee.
6.	Investing in digital infrastructure including as part of CIT's Campus Renewal and in line with the Chief Minister's ambitions for Canberra.	• Budget Bid development and implementation for new CIT ICT environment (including Desktop, Network and Application project).
7.	Reshaping education and training products (*Innovative Learning Resources Project*) and enhancing teacher capability (including digital fluency) through the *Evolving Teacher Project.*	• Continue development of high quality training products which have the capacity to maximise student numbers and learner satisfaction whilst reducing delivery costs. • Investigate and analyse potential benefits from the Banner 9 upgrade in April 2019 for improving learning resources and program delivery. • Continue to target support and training for teachers to address skill gaps through collaborative and innovative teaching practices. • Develop and implement a framework for the design and delivery of blended learning models for CIT.

CIT Evolving Together Advisory Group (ETAG)
Terms of Reference as at 27 March 2018

Purpose

The purpose of the Evolving Together Advisory Group (ETAG) is to provide a collaborative forum for co evolving and co designing advice to the Chief Executive Officer on the Strategic Compass Evolving Together Projects and the Strategic Compass 2020 – Evolving Together.

Role

ETAG is the peak advisory body within CIT for providing advice and recommendations to the CIT Chief Executive Officer (CEO) on:

- the current status of the Strategic Compass Evolving Together Projects, their ongoing development and the future implementation of the Strategic Compass projects
- project interdependencies, opportunities, issues and risk management to maximise implementation of the Strategic Compass 2020 directions
- papers prepared by project managers, executive leads and other ETAG members
- progress in CIT's transformation and achievement of the Strategic Compass directions

ETAG may also provide advice on the 2018 Transforming our Business (Back of House) Project where the CEO requests such advice.

ETAG may recommend for some issues to be referred to other relevant internal committees for resolution where appropriate. This may include the CIT Executive Management Committee (EMC), IMICT Committee or the Cultural Working Group.

Note: the Campus Modernisation Project reports formally to a Campus Modernisation Cabinet Sub Committee. Consideration of campus modernisation issues within the ETAG forum is more to inform ETAG of progress where appropriate and discuss project interdependencies, opportunities and risk.

Responsibilities

Members are expected to:

- demonstrate at all times the CIT Cultural Traits
- be open to opportunities for co-evolving approaches with other members
- participate and act in the best interests of CIT as a whole
- express opinions constructively and openly
- before each meeting contribute the time required to prepare for the meeting
- after each meeting complete agreed actions within required timeframes
- report back to line areas on progress where appropriate

Chair

The Chair of ETAG is the Strategic Advisor to the Chief Executive Officer. The Chair will ensure that meeting agendas are appropriate and papers are provided with adequate time for members to prepare for the meetings. The Chair will encourage and support robust conversation, and allow an opportunity for further

discussion where items require more consideration. The Chair will approve the draft minutes and actions prior to circulation to members.

Meeting Schedule

The Evolving Together Advisory Group will meet monthly for two hours. In support of ETAG's purpose, the Chair will meet with Project Managers as a group on an informal basis fortnightly. The Chair may also meet individually with Project Managers in a mentoring capacity to assist both Project Managers and Executive Leads.

Secretariat and Minutes

Executive Assistant to the CEO. Minutes and actions will be prepared by the Secretariat.

Membership

Members (27 March 2018)	Position
Ms Catherine Hudson	Strategic Advisor to the CEO (Chair)
Ms Leanne Cover	Chief Executive Officer Executive Lead, Evolving Together Project
Ms Paula McKenry	Executive Director, Education and Training Services Executive Lead, Evolving Teaching Project and the Innovative Learning Resources Project
Ms Anita Hargreaves	Executive Director, Corporate Services Executive Lead, Transforming our Business Processes Project
Mr Paul Ryan	Executive Director, Industry Engagement and Strategic Relations Executive Lead, Digitalisation Project, Australian Apprenticeship II Project, Business Development and Industry Partnerships Project, and Campus Modernisation Project (Centres of Excellence)
Ms Sue Maslen	General Manager, CIT Student and Academic Services
Ms Lucy Marchant	Director, CIT Pathways College
Ms Fiona Dace-Lynn	Director, CIT Technology and Design College
Ms Fiona Mitchell	Director, CIT Business, Tourism and Accounting College
Mr James Dunstan	Director, CIT Health, Community and Science College
Ms Anita Wesney	Director, CIT Trade Skills and Vocational Learning College
Ms Maria Dealy	Dirctor, CIT Student Services
Mr Karl Caig	Director, CIT Corporate Finance and Business Support
Ms Caroline Hughes	Director, CIT Yurauna Centre
Ms Elizabeth Tomaras	Director, CIT Education Services
Ms Jayne Miller	Director, Business Development and Growth Project Manager, Product Innovation Project
Ms Jaci Ganendran	Director, Learning Services and Innovation

Ms Margaret Russell	Senior Manager, Audit and Review
Ms Angela Ryan	Project Manager, Evolving Teacher Project
Mr J-Deon Easterby-Wood	Project Manager, Innovative Learning Resources Project
Ms Alice Clements	Project Manager, Australian Apprenticeship II Project
Mr James Latimore	Project Manager, Business Development and Industry Partnerships
Ms Penny Neuendorf	Project Manager, Digitilisation Project
Mr Gerard Johnston	Senior Manager, CIT Safety and Employment Relations
Ms Bec Sporcic	Marketing Manager, CIT Business and Brand Development
Mr Jason Washington-King	Head of Department, CIT People Development
Ms Rhonda Fuzzard	Manager, CIT Student Support

NOTE: If Members are unable to attend they should organise a proxy from their area to attend where possible.

NOTE: Other staff representatives may be required to attend as advised by the Chief Executive Officer.

AUDIT, RISK AND FINANCE COMMITTEE

MEETING NO. 18

Agenda Item 4.1.1

Strategic Compass 2020 Projects – Evolving Together Lessons Learnt

Purpose

To provide the Audit, Risk and Finance Committee (the Committee) with a report on the lessons learnt during 2017 while implementing the Strategic Compass projects.

Background

The CEO outlined the lessons learnt to the Board at the December 2017 meeting and following deliberations, the Board endorsed further investment in Strategic Compass Projects for 2018 to create 'a new CIT' for 2020 and beyond. It also endorsed a greater focus in 2018 on transforming our back of house to be 'fit for purpose' and address the identified points of friction in our 'enabling areas' within CIT.

At the Committee's March 2018 meeting a paper was tabled detailing Board directions for 2018; revised governance arrangements for 2018; and proposed reporting to the Audit, Risk and Finance Committee for 2018. The Strategic Advisor to the CEO attended the meeting and verbally outlined some of the lessons learnt.

The Committee requested a written report on lessons learnt at its March 19 2018 meeting. This paper meets the Committee's request.

Issues

Key lessons learnt during 2017 while implementing the Strategic Compass included the following:

- Our systems, processes and technology limited our transformation and need major reform.
- There are patches of limited understanding of staff (including consultants and contract staff) in key ACT Government legislative requirements and processes including for procurement (Digitalisation Project) which resulted in reprioritisation and corrective action.

- The capacity of our 'enabling services' in the Corporate Services Division held us back in Evolving Together during 2017.
- The need to strengthen our learning and development and performance management across CIT for greater alignment to the Strategic Compass objectives and outcomes.
- Governance arrangements for implementing the Strategic Compass projects need to ensure that key risks and opportunities of project managers are conveyed in a timely manner up the line for appropriate decision making.
- Bringing in private sector project management expertise had some downsides in terms of lack of knowledge of how to get things done inside CIT and ACT Government. We need to recruit people who want to learn about how to work in Government too – ie two way capacity building.
- EY project management methodology and templates were not 'fit for purpose'.
- We need to strengthen our internal communication capacity and use every channel available to us to communicate success.
- Staff in CIT and CIT Solutions are working more collaboratively and effectively now that 12-18 months ago and importantly
- We chose the right projects for investing in and we need to continue to implement the Strategic Compass Projects for CIT's future success.

As discussed at the Committee's March 2018 meeting, as a result of the lessons learnt during 2017 many changes were implemented from the beginning of 2018, including changes to governance arrangements. A key governance change is the change from a Strategic Compass Implementation Group (SCIG) to an Evolving Together Advisory Group (ETAG) for 2018. The agreed Terms of Reference for ETAG are included as **Attachment A** for the Committee's information.

Another key change was moving from executive sponsors to executive leads when the new executive team was put in place from 22 January 2018 with the arrival of Paula McKenry as Executive Director, Education and Training Services.

Although the CEO and the Executive Team, including the Executive Director Corporate Services, have been focussed on transforming CIT's business this year, the imminent retirement of the Executive Director Corporate Services at the end of June 2018, may create a risk that momentum will not be maintained while new arrangements are put in place. An update on how the CEO is mitigating this potential risk will be provided to the Committee verbally at the June meeting.

Recommendation

That the Committee note the information provided.

Cathy Hudson
Strategic Advisor to the CEO
24 May 2018

Canberra Institute of Technology Board

Board Meeting No. 04/ 2017
10 October 2017

CIT Board Paper

Agenda Item:	**6.1**
Agenda Title:	**CEO Update**
Outcome:	**Noting**

STRATEGIC ISSUES

[redacted]

[redacted]

3. The CIT Staff Survey was open for 2 weeks from Monday 4 September until Friday 15 September. Directors and managers have access to the reporting of their respective Colleges and Divisions, and shortly will have access to action planning software to support their responses to issues raised. A whole of CIT response strategy is being developed. Survey response highlights are at Attachment A.

4. [redacted], author of *The Light and Fast Organisation,* visited CIT on 19-20 July to work with the CEO, CIT Culture Working Group and leadership team and input into the Evolving Together project to help guide the transformation of CIT over the coming 18 months. [redacted] also facilitated the CEO Leadership Forum on 17 August which focussed on the rapidly changing world of work and the new ways work will be conducted in the future.

[redacted]

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[redacted]

Cyber Security

[redacted]

[redacted]

[redacted]

STAFF ISSUES/EVENTS

[redacted]

[redacted]

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[redacted]

[redacted]

ACT and National Training Awards

[redacted]

SENSITIVE AND LEGAL

[redacted]

[redacted]

STAKEHOLDER ENGAGEMENT

[redacted]

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Canberra Institute of Technology Board

Board Meeting No. 05/2017
6 December 2017

CIT Board Paper

Agenda Item:	**5.3**
Title:	**Strategic Compass Program progress update – November 2017**
Outcome:	**Noting**

Recommendation: The CIT Board note the status of the Strategic Compass Program.

Issues Summary	Key points summarising the status of the program as at November 2017 include: ▪ the commencement of recruitment for key project positions; ▪ A review of the Digitalisation Strategy Project conducted by the A/g Executive Director, Education and Training Services, resulted in a shift in direction; ▪ a projected $1.385m of unspent funding by 31 December 2017 that will be carried forward to 2018 to support ongoing project deliverables; ▪ the majority of the project and program risks have been reassessed and deemed suitable for closure while emergent risks or ongoing issues will be assessed for inclusion in the CIT Strategic Risk Profile.
Key Risks	Details provided below.
Financial Implications	Details provided below.
Consultation	Project Managers and Project Sponsors were consulted in preparing this report as required by the Governance Framework- Strategic Compass Program.

Background/Issues

1. The CIT *Strategic Compass 2020 - Evolving Together* was launched by the Minister and CIT Chair in July 2016, and sets CIT's new direction and priorities to the year 2020. At this time, CIT received two tranches of National Partnership Agreement funding totalling $8.1m to support the implementation of the Strategic Compass projects until the end of 2017.

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2. The Strategic Compass Program commenced in January 2017, bringing together the projects detailed in the Strategic Compass (nine commitments) under a single evolving together banner of operations. This was done to enable cross project collaboration and communications, as well as overall dependency management for the combined benefit of CIT.

3. The CEO and executive team with advice from an expanded Strategic Compass Implementation Group (SCIG), which now includes all College Directors and other CIT Directors and the Senior Manager, Audit and Risk as an observer have been considering the transition of the Strategic Compass projects to a 'new CIT' for 2018 and beyond. The projects are now in the final quarter of delivery in the first year, and project transition activities have commenced in some projects ahead of the December 2017 Christmas shutdown.

Strategic Compass Program Status

4. Overall, the Strategic Compass projects are not being formally closed as normally would occur by implementing standard project management methodology and instead being transitioned to form part of a new CIT for 2018 and beyond. The projects have commenced these transition activities for the 2018 calendar year, which include the finalisation of approved 2017 project outcomes and the integration of project outcomes into business as usual (BAU) operations.

5. All projects are intending to carry out further activities in 2018 and have presented budget submissions for consideration by the CIT Executive. Following Board discussions on the Strategic Compass Projects at its most recent meeting, and pending the review and approval of project budget submissions, the CEO has announced the commencement of recruitment for key project positions for 2018, in order to minimise disruptions to project delivery and integration activities.

6. Key elements of the program are detailed below:
   a) **Scope:** Major project achievements have been presented to the Board throughout the year. The scope of two projects have changed moving forward into 2018:
      i. *Digitalisation Strategy Project*
      The review of project progress along with the completion of contracts by key consultants has resulted in a recommended shift in direction by the Executive Director, Education and Training Services. This proposed shift in direction was positively received at project presentations and discussion sessions at the CEO Forum on 2 November 2017. Following further consideration by the executive team, the CEO has approved the realignment of *the Digitalisation Strategy Project.*
      ii. *Customer Experience Journey Project and the Evolving Together Project*
      The key planned outcomes for these projects have been achieved and deployed across the organisation, with the balance of funds identified and approved for carry forward to 2018. It is proposed that the carried forward funding will be utilised in 2018 to conduct professional development in order to further uplift customer service across the organisation. This professional development will

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form part of a broader professional development and cultural change agenda under the Evolving Together Project in 2018.

b) **Schedule:** As projects continue to transition outcomes into BAU and new activities have been identified in budget submissions for implementation in 2018, project schedules will continue to be reviewed and revised into the new year. This will result in changes to project timelines previously provided to the Board.

c) **Financials:** An assessment of the financial progress of the projects against the approved budget was conducted in October, on end of September data, by the Program Manager and the CIT Finance team. This was in order to validate the planned expenditure (estimate to complete) for the projects until December 2017. The following table displays the final results of the financial assessment as presented to SCIG:

	$'000	$'000	$'000
Item	**Budget**	**Estimate to Complete**	**Variance**
Evolving Together	271	191	80
Customer Experience Journey	430	375	56
Business Development & Industry Partners	313	314	-1
Innovative Learning Resources	630	524	106
Evolving Teacher Project	415	378	37
Digitalisation Strategy Project	2,250	1,532	718
Product Innovation Project	200	83	118
Transformation & Change Team	309	304	5
Australian Apprenticeship project (AA2)	3,410	3,144	267
TOTALS	**8,229**	**6,844**	**1,385**

7. As outlined above, there is a total underspend of $1.385m across the program comprising $.401m in ACT Funding Agreement (ACTFA) funding and $.983m in Strategic Compass Funding.

8. Discussions have recently occurred with Skills Canberra regarding the desirability of carrying forward some ACT Funding Agreement (ACTFA) funding to 2018 (see table below for details of the $0.401m funding by projects). Previously CIT was informed that any unspent ACTFA funds could not be spent after 31 December 2017. However, Skills Canberra has now agreed to ACTFA funding of $0.401m being carried forward to 2018 and the CEO has now co-signed the related ACTFA schedule with the Director, Skills Canberra.

9. **Risk:** As projects are being transitioned, inactive risks have been closed and any outstanding risks will be provided to the CIT Audit and Risk team for consideration for inclusion in the CIT risk register.

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	2018			2019			2020			Tota		
	Do noth ng	Recommended	*Variance*	Do noth ng	Recommended	*Variance*	Do noth ng	Recommended	*Variance*	Do noth ng	Recommended	Var ance
					2019						Tota	
	$ 000	$ 000	*$'000*	$ 000	$ 000	*$'000*	$ 000	$ 000	*$'000*	$ 000	$ 000	$ 000
Compass 2020 Projects												
Nett result	**(4,773)**	10,283	*15,056*	(4,912)	13,130	*18,041*	(5,055)	21,904	*26,958*	(14,739)	45,316	60,055
Total Benefits	**(3,923)**	**16,067**	***19,990***	**(4,041)**	**18,558**	***22,598***	**(4,162)**	**26,472**	***30,634***	**(12,126)**	**61,096**	**73,222**
New Revenue	**(2,448)**	**4,021**	***6,469***	**(2,521)**	**5,939**	***8,460***	**(2,597)**	**13,128**	***15,725***	**(7,567)**	**23,088**	**30,654**
AA2	(2,448)	152	*2,600*	(2,521)	157	*2,678*	(2,597)	161	*2,758*	(7,567)	470	8,036
BD P		3,300	*3,300*		4,690	*4,690*		5,330	*5,330*	0	13,320	13,320
D g ta sat on									*0*	0	0	0
Evo v ng Together									*0*	0	0	0
Evo v ng Teacher		369	*369*		492	*492*		738	*738*	0	1,599	1,599
LR		200	*200*		600	*600*		6,899	*6,899*	0	7,699	7,699
P F									***0***	**0**	0	0
Retained Revenue	**(1,300)**	**8,955**	***10,255***	**(1,339)**	**9,014**	***10,353***	**(1,379)**	**9,074**	***10,453***	**(4,018)**	**27,043**	**31,061**
AA2	(1,300)	1,955	*3,255*	(1,339)	2,014	*3,353*	(1,379)	2,074	*3,453*	(4,018)	6,043	10,061
BD P		7,000	*7,000*		7,000	*7,000*		7,000	*7,000*	0	21,000	21,000
D g ta sat on									*0*	0	0	0
Evo v ng Together									*0*	0	0	0
Evo v ng Teacher									*0*	0	0	0
LR									*0*	0	0	0
P F									***0***	**0**	0	0
									0	0	0	0
Total Efficiencies	**(175)**	**3,091**	***3,266***	**(180)**	**3,605**	***3,786***	**(186)**	**4,269**	***4,455***	**(541)**	**10,966**	**11,507**
AA2	(175)	(156)	*19*	(180)	(161)	*20*	(186)	(166)	*20*	(541)	(482)	59
BD P												0
D g ta sat on												0
Evo v ng Together					370	*370*		740	*740*		1,110	1,110
Evo v ng Teacher		447	*447*		596	*596*		895	*895*		1,938	1,938
LR		2,800	*2,800*		2,800	*2,800*		2,800	*2,800*		8,400	8,400
P F												
Total Expenses	**850**	**5,784**	***(4,934)***	**871**	**5,428**	***(4,557)***	**893**	**4,568**	***(3,675)***	**2,614**	**15,780**	**(13,166)**
Salaries	**850**	**3,475**	***(2,625)***	**871**	**3,716**	***(2,845)***	**893**	**3,679**	***(2,786)***	**2,614**	**10,870**	**(8,256)**
AA2	700	2,200	*(1,500)*	721	2,266	*(1,545)*	743	2,334	*(1,591)*	2,164	6,800	(4,636)
BD P	150	686	*(536)*	150	711	*(561)*	150	732	*(582)*	450	2,129	(1,679)
D g ta sat on		265	*(265)*		408	*(408)*		296	*(296)*		969	(969)
Evo v ng Together											0	0
Evo v ng Teacher		204	*(204)*		211	*(211)*		217	*(217)*		632	(632)
LR		120	*(120)*		120	*(120)*		100	*(100)*		340	(340)
P F												0
												0
Non Salaries	**0**	**569**	***(569)***	**0**	**389**	***(389)***	**0**	**389**	***(389)***	**0**	**1,347**	**(1,347)**
AA2												0
BD P												0
D g ta sat on												0
Evo v ng Together		180	*(180)*								180	(180)
Evo v ng Teacher		19	*(19)*		19	*(19)*		19	*(19)*		57	(57)
LR		120	*(120)*		120	*(120)*		120	*(120)*		360	(360)
P F		250	*(250)*		250	*(250)*		250	*(250)*		750	(750)
			0						*0*	0	0	0
CAPEX	**0**	**1,740**	***(1,740)***	**0**	**1,323**	***(1,323)***	**0**	**500**	***(500)***	**0**	**3,563**	**(3,563)**
AA2			*0*								0	0
BD P			*0*								0	0
D g ta sat on		970	*(970)*		530	*(530)*					1,500	(1,500)
Evo v ng Together			*0*								0	0
Evo v ng Teacher			*0*								0	0
LR		770	*(770)*		793	*(793)*		500	*(500)*		2063	(2,063)
P F			*0*								0	0

	FTE			FTE			FTE			
	2018			***2019***			***2020***			
Staffing Impact	**0**	**37.25**	**(37)**	**0**	**38**	**(38)**	**0**	**38**	**(38)**	
AA2		16			16			16		
BD P		6			6			6		
D g ta sat on		4			5			5		
Evo v ng Together		0 25								
Evo v ng Teacher		2			2			2		
LR		9			9			9		
P F		0			0			0		

Canberra Institute of Technology Board

Board Meeting No. 04/2017
10 October 2017

CIT Board Paper

Agenda Item:	**4.2**
Title:	**Strategic Compass Projects - Consolidated Model for 2018-2020**
Outcome:	**Discussion**

The CIT Board notes:

(1) The development of a consolidated model detailing the potential benefits and costs of the Strategic Compass projects;
(2) The links between this work and progress on implementing the Enterprise Employment strategy and restructuring within CIT;
(3) That further analysis is required before the December 2017 Board meeting, to determine the likely realisation of the benefits for 2018-2020, and to inform the Board's decisions regarding the 2018 CIT Budget; and
(4) The CEO with advice from the Executive Team will mitigate the risk of losing key project and program staff during the last quarter of 2017 on a case by case basis.

Issues Summary	CIT received $8.1 million in funding to support the implementation of the Strategic Compass projects until the end of 2017. The CIT Chief Executive Officer (CEO) and executive team with advice from the Strategic Compass Implementation Group (SCIG) have been considering the transition of the Strategic Compass projects to a new CIT for 2018 and beyond. This paper presents for the Board's discussion a consolidated view of the potential impact on CIT if all project transition plans are approved at the 'recommended' option level. This is compared to a 'do nothing status quo' model. There are many variations to the recommended or status quo models, in that every project has a range of possible options for transforming into business as usual. Many of the potential revenue earning projects include assumptions based on the enabling or supporting projects being funded at the recommended level. Hence the need to view the benefits within a consolidated model. The consolidated model also currently assumes significant efficiencies can be gained through the successful

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	implementation of our Enterprise Agreement Strategy.
Key Risks	One of the major risks for successful project transition to the new CIT for 2018 and beyond is the potential to lose key project staff. Other risks include completing the expected project deliverables in line with the financial requirements of the funding, managing staff consultation to transition to a new CIT during an enterprise bargaining period, and while on boarding a new executive team.
Financial Implications	Funding for the Strategic Compass projects was received in two tranches. The first tranche of funding is linked to CIT's ACT Funding Agreement (ACTFA) and must be acquitted by 31 December 2017. The second tranche of funding has some flexibility for expenditure to occur in the first half of 2018. The paper outlines an estimated combined impact of implementing all projects' recommended options in the 2018 year is a net financial (cash) impact of a positive $1.328m. This compares to the 'do nothing' or 'status quo' model with an estimated net impact of this approach is negative $3.473m, with the risk of also losing an addition $7.0m of profile funding. The nett result is defined as the total benefits, including retaining the at risk profile revenue of $7.0m, less the new expenses (includes new capital). The Nett result difference between recommended and do nothing in 2018 is $15.056m. Over the 3 future years that difference becomes a cumulative $60.055m Further detailed analysis of the likely realisation of benefits and costs of implementation will be undertaken for consideration at the December 2017 Board meeting. It is important to note that funding for campus modernisation including digital infrastructure will be considered separately as part of Cabinet's consideration of the Campus Modernisation Sub-committee's work and as part of the Board's decision to allocate $5m of cash reserves to information technology.
Consultation	Some transition arrangements will require structural change to existing teams within CIT. This will require consultation with unions and staff in line with enterprise agreement requirements. Some consultation has already occurred (e.g. for the Australian Apprenticeship Project).

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Background/Issues

1. Every project has detailed project management reports such as project approaches; benefit realisation plans and budget submissions, which provide detail of the projects. This paper provides an overview, at a strategic level, of what is required by each project to the consolidated view of the benefit to a new CIT.

2. The most important aspect of a new CIT realising all of these potential benefits is our people. People are at the forefront of organisational change management and to ensure our people are consulted, informed, contribute and are engaged, investment in the ***Evolving Together Project*** needs to continue for a number of years (at least until 2020) to ensure people remain at the front of implementing the Compass outcomes and remain champions of CIT. Early statistics from our recent staff survey indicate areas of positive impact and opportunities for further engagement with CIT staff in our transformation journey. The survey returned the highest ever response rate to a CIT staff survey with 522 responses (or 59%). Over 1,200 answers were entered across three open text questions, far more than in previous surveys. Directors and managers have access to the reporting of their respective Colleges and Divisions and a whole of CIT response strategy is being developed.

3. A core component of the transformation at CIT is the ***Centres of Excellence Project*** and the resulting campus modernisation. The consolidated model requires contemporary physical and digital spaces for learning, management and administration with a footprint that is learner centric, financially affordable and 'fit for purpose'. Long-term success of the consolidated model is dependent to some extent on the outcomes from Cabinet's deliberations on the work of the Campus Modernisation Sub Committee. Reduced ongoing maintenance costs will increase CIT's financial sustainability.

4. Being wholeheartedly client focussed requires the deliverable of the ***CIT Customer Experience Journey Project***, which has already delivered a range of effective reports to capture the current state and describe changes required to deliver greater client experience. Our ongoing success requires this to become part of CIT permanently.

5. A more immediate requirement is for learning to be delivered in a more flexible, innovative, responsive and industry led way. This underlines the complex relationships of the projects. For this to occur in 2018, CIT will need the ability to efficiently build blended learning resources, which are hosted within a contemporary 'digital campus'. To achieve this the ***Digitalisation Strategy Project*** needs to deliver new systems such as a functional Client Relationship Management (CRM), a fully on line enrolment system, and modern Learning Management System (LMS) as well as streamlined systems and processes to enable new products developed by the ***Innovative Learning Resources Project*** to work. These are interdependent as the system without new product is not

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useful and new product without a new system is redundant. New ideas can emerge under this framework with ideas coming from the ***Product Innovation Fund***.

6. Underpinned by these learning product initiatives is the ***Evolving Teacher Project***. Face to face teaching will underpin much of CIT's future success, but this needs to significantly evolve from the current practice. It needs to be work integrated, have access to genuine online content and be supported by a modern digital campus or LMS. The deliverable of the Evolving Teacher Project will enhance our teaching workforce to deliver the new products on the new technology, in new physical spaces provided by campus modernisation or integrated at workplaces.

7. The 'front end' of the network of these projects is the revenue raising projects. The ***Australian Apprenticeship Project*** acknowledges that the current regulatory framework for compliance in this space has changed dramatically over recent years. Without investment in this project CIT would lose money through the application of non-compliance rates and also not be competitive for new funding as the funding body (Skills Canberra), employers and students would lose confidence in CIT to manage this important sector in the VET training marketplace.

8. The ***Business Development and Industry Partnerships Project*** (BDIP) is the shop front of the new CIT. By itself it really has no base for investment, but when it is the face of the combined improvements of all the other projects it realises the combined revenue benefits of all the projects for a small investment of 5 people. For example, the BDIP team have the ability to promote new products to industry, develop relationships with industry and increase collaboration across CIT and with employers to ensure CIT programs are responsive and market ready, resulting from benefits realised by the other projects, although it would be limited based on the following:
    - Without approval of the Australian Apprenticeship Project, the BDIP Unit would have limited ability to win new Skilled Capital and User Choice funding for CIT, with no mechanism to support compliance and ongoing monitoring
    - Colleges could not sustain the ongoing capacity to resource the training with a new product design, without the ongoing support of the Evolving Teacher Project
    - Ongoing increase in nominal hours would not be possible if enrolments would continue via a paper based mechanism rather than online format based on initial negative feedback from external stakeholders
    - New work would not become repeat business without the increase in client experience.

Net Financial Effect of Projects

9. The combined impact of all projects into a consolidated model for the 2018 year is a net financial (cash) impact* of $1.328m. This is comprised of:
    - Increased new revenue of $4.021m

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- Retained revenue** of $8.955m
- Total efficiencies of $3.091m
- Net new expenses of $5.784m
- New capital spend of $1.74m

* note; the 'cash' impact is the increase in revenue, plus the efficiency savings, less the new expenses.
** note; the retained revenue is not included in the 2018 cash impact, however it genuinely is a benefit given that under the status quo model it will be lost or forgone revenue.

10. This compares to the 'do nothing – status quo' model. This model is the position CIT would be in if the projects did not produce any tangible benefits going into 2018, or that CIT could not fund these in 2018 to deliver the benefits. This model is effectively the operating position of CIT if key components from the projects are not funded. The net impact of this approach is negative $3.473m, with the risk of also losing an addition $7.0m of profile funding. This is comprised of:
    - Decrease in revenue of $2.448m
    - Loss of retained revenue (loss of profile funding) of $7.0m
    - Decreased efficiencies of $0.175m
    - Net new expenses of $0.850m
    - No new capital

11. Please see the Strategic Compass 2020 Projects Summary Analysis in Attachment A, noting that this currently includes efficiencies to be gained through the successful implementation of the Enterprise Agreement strategy.

12. As mentioned above, there are options between these two models with individual project plans showing a range of options, but as discussed above, these become very co-dependent and to achieve the true consolidated model, a bundled approach to transitioning the projects to the new CIT is needed. Further refinement of the likely realisation of the benefits and costs will be undertaken for the Board's consideration at the December 2017 Board meeting.

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Canberra Institute of Technology Board

Board Meeting No. 01/2017
22 February 2017

CIT Board Paper

Agenda Item:	**4.2**
Title:	**Strategic Compass - Program Dashboard**
Outcome:	**Noting and feedback**

Recommendation: The CIT Board note the current status of the Strategic Compass Program, and provide feedback on the presentation and content of the current dashboard to enable ongoing improvements.

Issues Summary	Refer dashboard
Key Risks	Refer dashboard
Financial Implications	Refer dashboard
Consultation	The following have been consulted in developing the proposed project dashboard: CIT Executive, Project Sponsors, Project Managers and Key Stakeholders

Background

The CIT Strategic Compass 2020 – Evolving Together includes nine new commitments, which includes flagship initiatives that the CIT Board, the Business Development and Cultural Change Sub-committee and CIT began developing last year. The launch of the Strategic Compass 2020 in July 2016 provided an opportunity to announce the new commitments and the associated funding to build momentum around CIT's future directions.

EY was contracted to conduct a review of the current state of the Project Management capability of CIT, to be able to deliver the initiatives above. This review identified gaps in the current capability and subsequently introduced a suite of Project Management tools to uplift CIT's capability.

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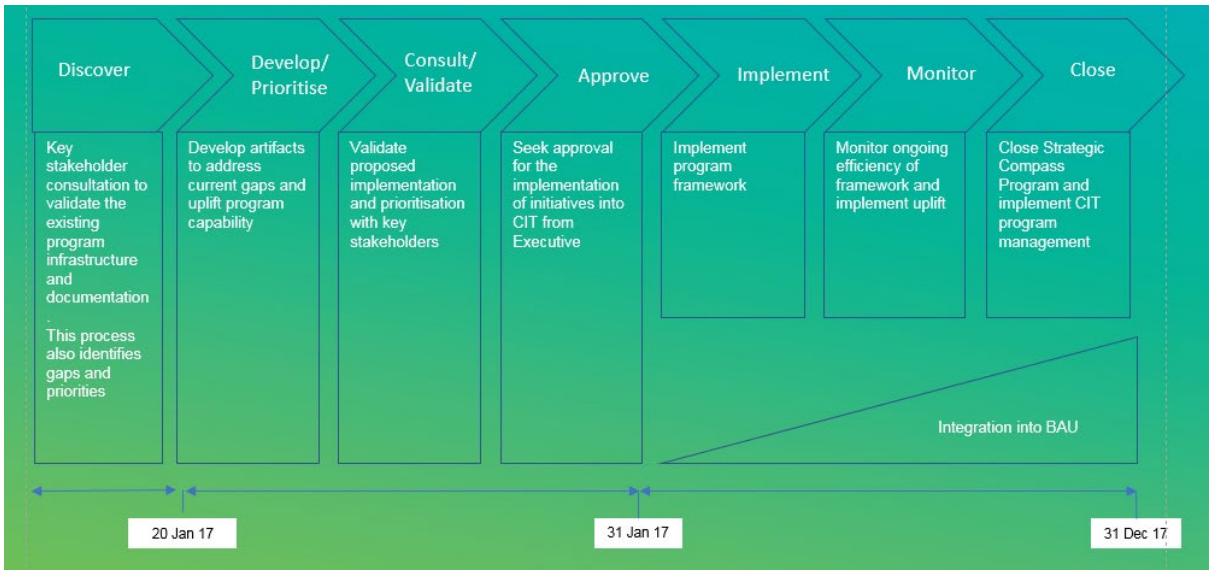
In addition, the review also recommended the establishment of a Program Manager role and a Program Management Office (PMO) function. Subsequently, the Strategic Compass Program Manager was recruited and commenced on 16 January 2017.

EY was retained until the end of February, to support the on boarding of the Program Manager and continue to build ongoing capability across CIT in Strategic Planning and Benefits Management.

Program Management Implementation

On commencement, the Program Manager conducted a rapid assessment to identify the Program and Project management implementation successes to date and subsequent gaps requiring attention. This assessment also included developing a structured methodology for the integration of Program and Project Management into the ongoing operations at CIT over the next twelve months. The proposed approach for integration is outlined below



Assessment

The findings from the assessment are outlined below:

1. **Program Governance:** There is a lack of clear delineation between existing organisational structures and program governance structures. This could impact the ongoing oversight of the program, by focusing on business as usual activities as opposed to program matters. De-prioritisation of program matters results in scheduling delays and cost overruns.
2. **Project Documentation:** Projects are currently at various stages of completing the project documentation previously implemented. This may delay commencement or impact delivery if not addressed as a priority
3. **Program Financial and Procurement**: Current arrangements do not differentiate between ongoing operational delegation and program financial delegation. This has the potential to create situations in which approvals are carried out within operational delegation, without consideration for the broader impact on the organisation

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4. **Program reporting:** There is a lack of clarity on the current progress and financial status of projects. This is compounded by the need to continue to standardise templates used across projects
5. **Program overview and scheduling**: There is the absence of an overarching program schedule, which could result in issues in tracking dependencies between projects
6. **PMO tools**: current PMO tools are comprehensive, but require further tailoring to suit the operating environment at CIT and as well as alignment with existing frameworks (for example Risk Management)

Proposed Resolutions

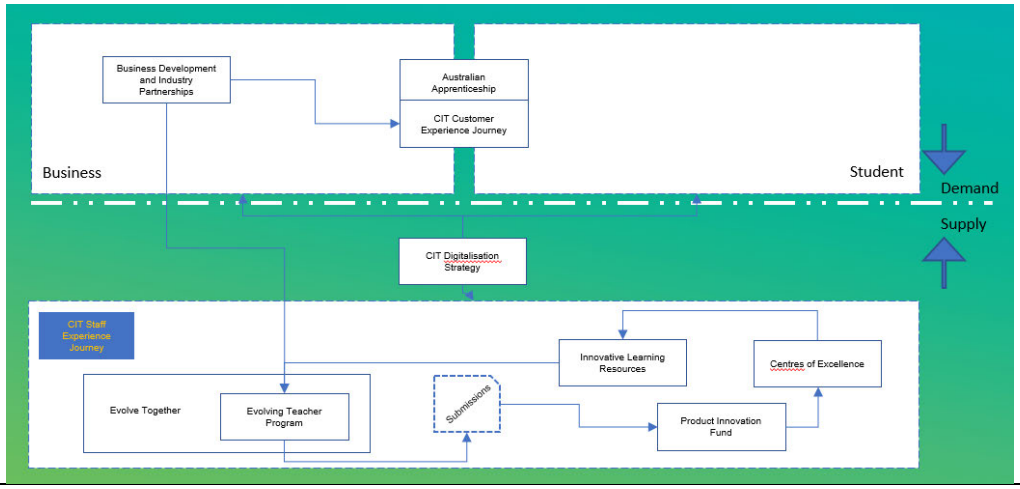
On finalisation of the assessment, the following resolutions were proposed and accepted by the CIT Executive. These are currently being implemented and are expected to continue to uplift internal capability.

Issue #	Issue	Resolution
1	**Program Governance**	- Establish Implementation Group - Develop program financial delegations, that different business as usual executive roles from Project sponsor roles
2	**Project Documentation**	- Ensure that all project documentation are completed
3	**Program Financial and Procurement**	- Develop program guidelines/ procedures for financial and procurement management - Document project financial planning and reporting cycles and templates
4	**Program reporting**	- Standardise and streamline program and project reporting - Ensure that projects are tracking to agreed schedule - Develop dashboard reporting (including financial) scaled for target group (e.g. Board, Executive)
5	**Program overview and scheduling**	- Document program overview and schedule
6	**PMO tools**	- Assess the PMO tools for scalability - Implement centralised repository for PMO tools to enable ease of access

Additional Information

Provided below are additional artefacts developed as part of the ongoing implementation.

1. **Program Mind map**: As part of the implementation, an initial map (displayed below) has been developed to identify the potential linkages and dependencies across the program. This map will evolve as projects mature.



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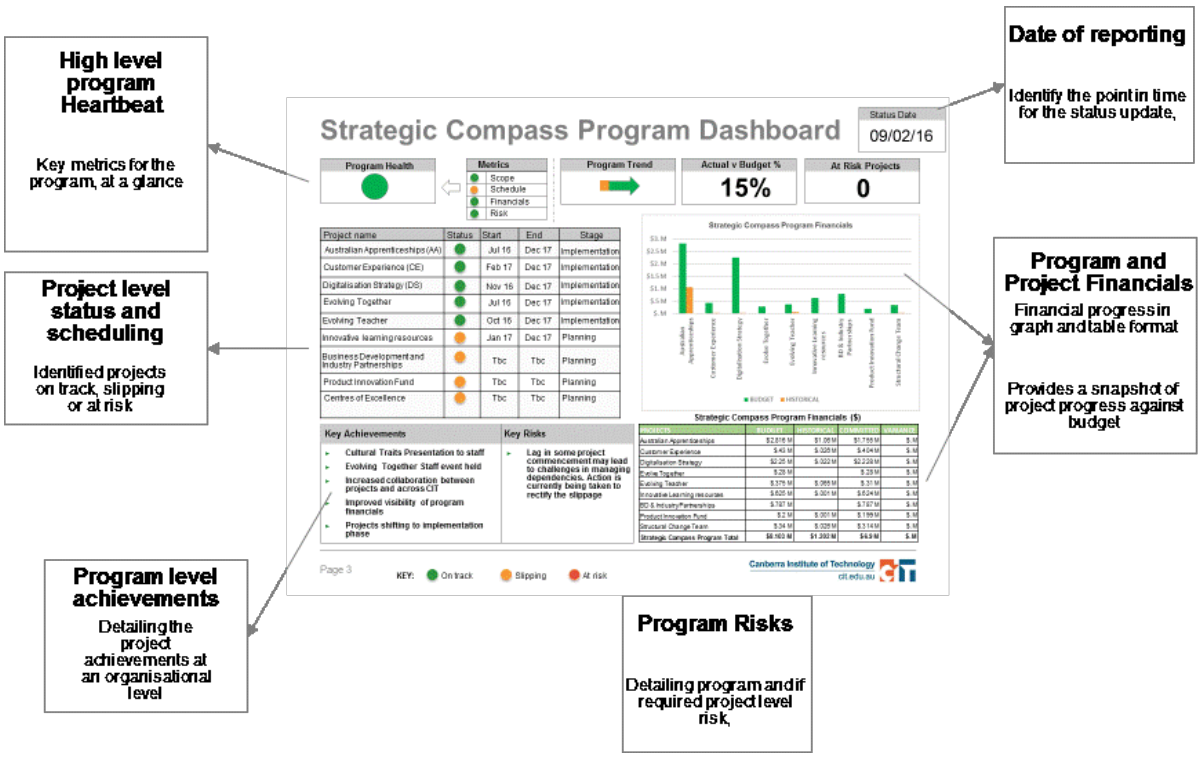
2. **Program Dashboard:** The existing program dashboard has been revised to facilitate strategic oversight and decision making. The revised version is attached for noting and feedback. It is expected that the functionality of the dashboard and the metrics used will continue to mature as program management is integrated deeper into CIT's capability. A user guide has also been provided below.



As additional tools emerge, the recurring program status update will continue to provide the CIT Board with further insights. This will be done in order to continue to build confidence from a Board perspective, through exposure to the underlying rigor with which the program is being managed.

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Canberra Institute of Technology Board

Board Meeting No. 01/2017
22 February 2017

CIT Board Paper

Agenda Item:	**4.2**
Title:	**Strategic Compass - Program Dashboard**
Outcome:	**Noting and feedback**

Recommendation: The CIT Board note the current status of the Strategic Compass Program, and provide feedback on the presentation and content of the current dashboard to enable ongoing improvements.

Issues Summary	Refer dashboard
Key Risks	Refer dashboard
Financial Implications	Refer dashboard
Consultation	The following have been consulted in developing the proposed project dashboard: CIT Executive, Project Sponsors, Project Managers and Key Stakeholders

Background

The CIT Strategic Compass 2020 – Evolving Together includes nine new commitments, which includes flagship initiatives that the CIT Board, the Business Development and Cultural Change Sub-committee and CIT began developing last year. The launch of the Strategic Compass 2020 in July 2016 provided an opportunity to announce the new commitments and the associated funding to build momentum around CIT's future directions.

EY was contracted to conduct a review of the current state of the Project Management capability of CIT, to be able to deliver the initiatives above. This review identified gaps in the current capability and subsequently introduced a suite of Project Management tools to uplift CIT's capability.

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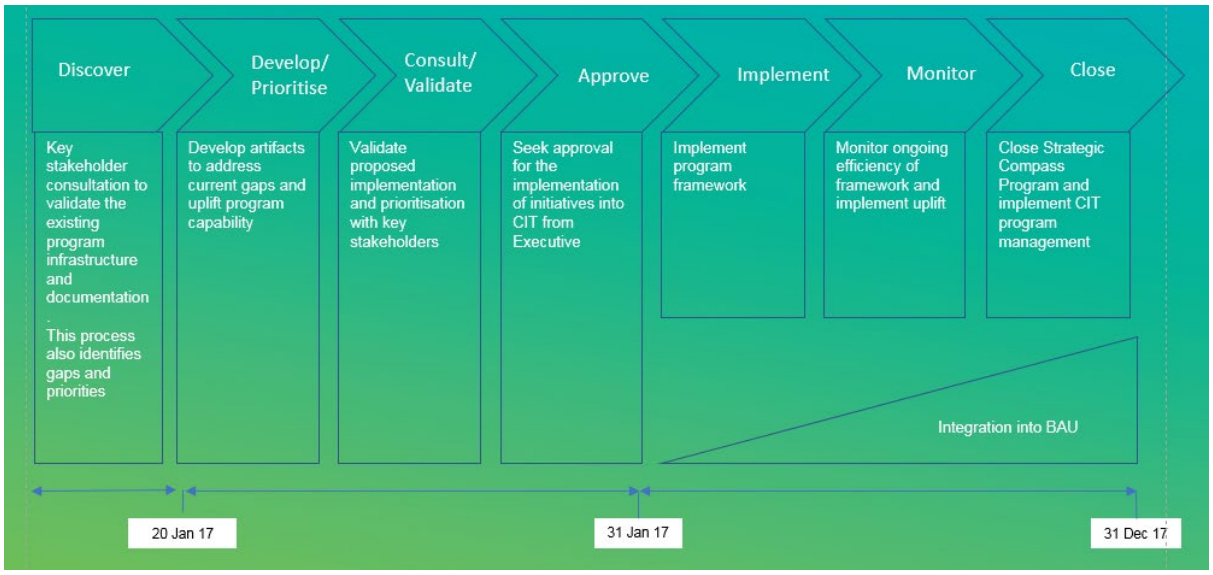
In addition, the review also recommended the establishment of a Program Manager role and a Program Management Office (PMO) function. Subsequently, the Strategic Compass Program Manager was recruited and commenced on 16 January 2017.

EY was retained until the end of February, to support the on boarding of the Program Manager and continue to build ongoing capability across CIT in Strategic Planning and Benefits Management.

Program Management Implementation

On commencement, the Program Manager conducted a rapid assessment to identify the Program and Project management implementation successes to date and subsequent gaps requiring attention. This assessment also included developing a structured methodology for the integration of Program and Project Management into the ongoing operations at CIT over the next twelve months. The proposed approach for integration is outlined below



Assessment

The findings from the assessment are outlined below:

1. **Program Governance:** There is a lack of clear delineation between existing organisational structures and program governance structures. This could impact the ongoing oversight of the program, by focusing on business as usual activities as opposed to program matters. De-prioritisation of program matters results in scheduling delays and cost overruns.
2. **Project Documentation:** Projects are currently at various stages of completing the project documentation previously implemented. This may delay commencement or impact delivery if not addressed as a priority
3. **Program Financial and Procurement**: Current arrangements do not differentiate between ongoing operational delegation and program financial delegation. This has the potential to create situations in which approvals are carried out within operational delegation, without consideration for the broader impact on the organisation

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4. **Program reporting:** There is a lack of clarity on the current progress and financial status of projects. This is compounded by the need to continue to standardise templates used across projects
5. **Program overview and scheduling**: There is the absence of an overarching program schedule, which could result in issues in tracking dependencies between projects
6. **PMO tools**: current PMO tools are comprehensive, but require further tailoring to suit the operating environment at CIT and as well as alignment with existing frameworks (for example Risk Management)

Proposed Resolutions

On finalisation of the assessment, the following resolutions were proposed and accepted by the CIT Executive. These are currently being implemented and are expected to continue to uplift internal capability.

Issue #	Issue	Resolution
1	**Program Governance**	- Establish Implementation Group - Develop program financial delegations, that different business as usual executive roles from Project sponsor roles
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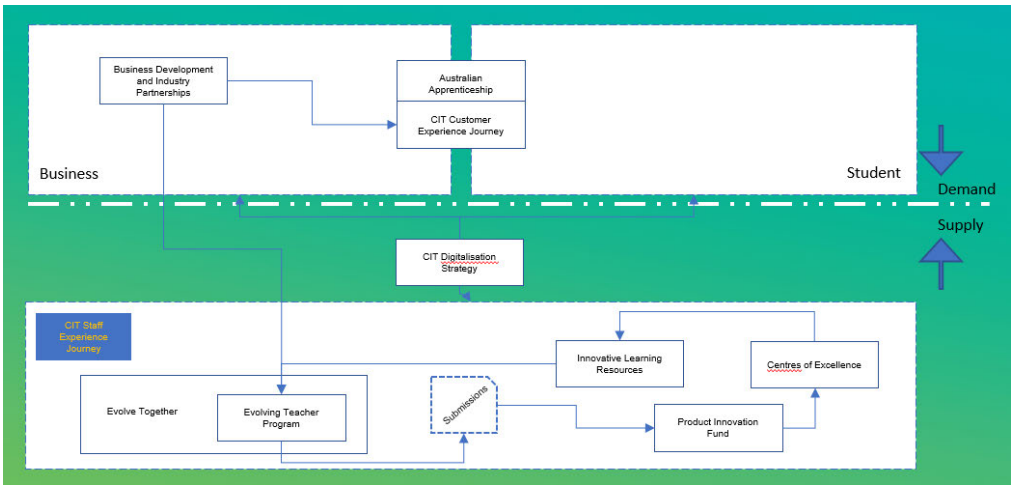
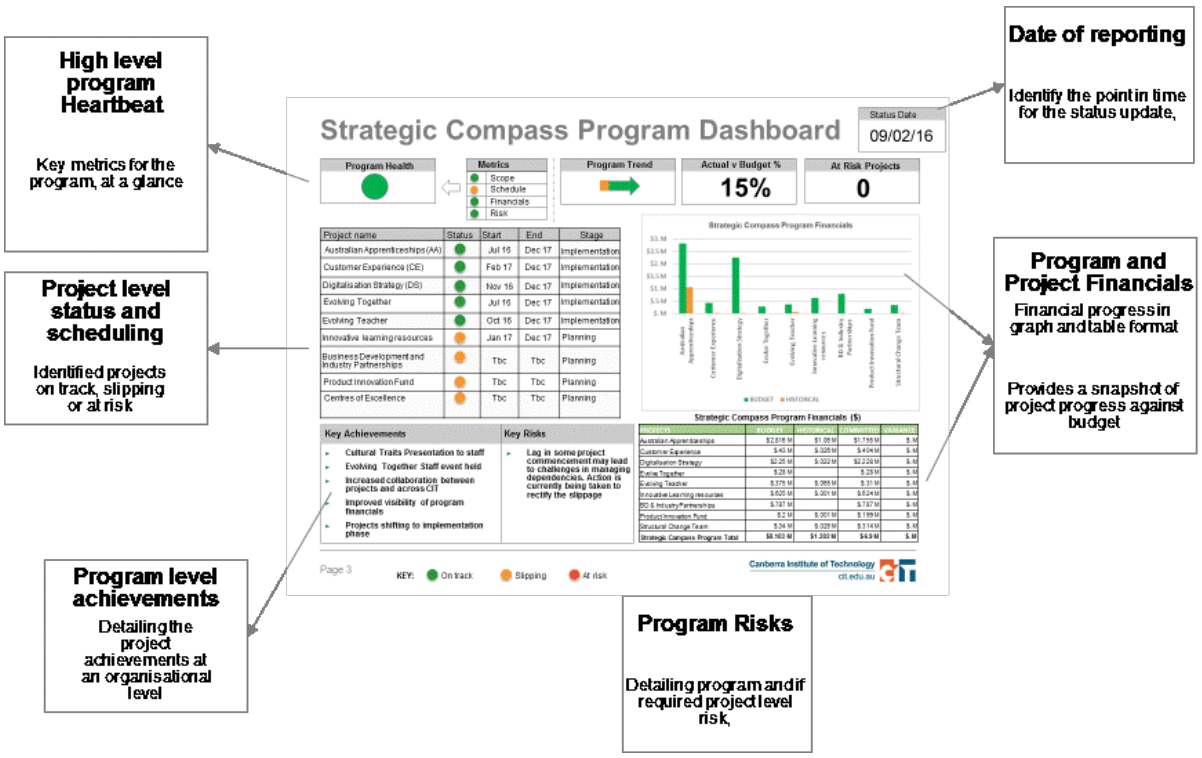

Business Development and Industry Partnerships
Australian Apprenticeship
CIT Customer Experience Journey
Business
Student
Demand
Supply
CIT Digitalisation Strategy
CIT Staff Experience Journey
Innovative Learning Resources
Centres of Excellence
Evolve Together
Evolving Teacher Program
Submissions
Product Innovation Fund

2. **Program Dashboard:** The existing program dashboard has been revised to facilitate strategic oversight and decision making. The revised version is attached for noting and feedback. It is expected that the functionality of the dashboard and the metrics used will continue to mature as program management is integrated deeper into CIT's capability. A user guide has also been provided below.



As additional tools emerge, the recurring program status update will continue to provide the CIT Board with further insights. This will be done in order to continue to build confidence from a Board perspective, through exposure to the underlying rigor with which the program is being managed.

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Canberra Institute of Technology Board

Board Meeting No. 03/2017
26 July 2017

CIT Board Paper

Agenda Item:	**4.2**
Title:	**Strategic Compass – Evolving Together Projects**
Outcome:	**Noting**

Recommendations: CIT Board note the presentation of three Strategic Compass Evolving Together Projects.

Issues Summary	An update is being provided on three of the Strategic Compass Evolving Together projects.
Key Risks	Nil
Financial Implications	Nil
Consultation	Nil

Background

Work is continuing on the Strategic Compass Evolving Together Projects. An update on the following three projects will be presented to the CIT Board members:

1. CIT Digitalisation Strategy by Ms Sue Maslen, General Manager, CIT Student and Academic Services and Ms Sarah Dixon, Director, CIT Digital Transformation Unit.

2. CIT Customer Experience Journey by Ms Sue Maslen, General Manager, CIT Student and Academic Services and Ms Sarah Dixon, Director, CIT Digital Transformation Unit.

3. CIT Innovative Learning Resources Project by Mr J-Deon Easterby-Wood, Learning Design Specialist.

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Treatment status On track Slipping At risk

Australian Apprenticeships 2 (AA2) Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
1	*Lack of adoption of process changes*	**Sources** • Existing culture at CIT sustained • Unwillingness to change **Impacts:** • Non-compliance of ACT Funding Agreement requirements • Lack of securing full amount of allocated funding • Decline in customer satisfaction • Reputational risk, loss of market share and loss of repeat business	**Consequence:** Major **Likelihood:** Likely	Yes	• Ensure Phase 3 Evolving Together, Transformation, and Change activities have strong apprenticeships lens, starting a better understanding of assessment and the types of evidence. The eight departments involved in the My Profiling Trial will be the target audience • Consult and train staff to ensure adoption of ACTFA Framework quality manual	Evolving Together (EVT) Project Sponsor Review October AA2 Project Sponsor Review October	**Consequence:** Moderate **Likelihood:** Possible
	Project Metric Impacted: Benefits		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Australian Apprenticeships 2 Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
2	*Systems outcomes of the project may be delayed*	**Sources** • Banner staff not available to carry out the system work **Impacts:** • Timeline delays may impact delivery of project objectives	**Consequence:** Major **Likelihood:** Possible	Yes	• Monitor system updates to ensure enhancements occur on time	AA2 Project Manager Review October	**Consequence:** Minor **Likelihood:** Unlikely
	Project Metric Impacted: Schedule		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Low

Treatment status On track Slipping At risk

Business Development and Industry Partnerships (BDIP) Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
1	Possible achievements are limited due to late commencement of the project	**Sources** • Change in market segment priorities for CIT & CIT Solutions • Delayed recruitment of Business Development (BD) team • Lack of flexibility of staff to operate outside the teaching calendar **Impacts:** • Limited capacity to work across CIT to support Nominal Hours (NH) recovery • Project outcomes limited	**Consequence:** Major **Likelihood:** Possible	Yes	• Ensure strong project management and governance • Early intervention to re-scope project if required	BDIP Project Manager September September	**Consequence:** Moderate **Likelihood:** Possible
	Project Metric Impacted: Schedule		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Business Development and Industry Partnerships Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
2	*Disconnect between our stakeholder engagement and the stakeholder experience*	**Sources** • Current capability of staff not sufficient enough to meet new market demands • Willingness to embrace change is low • Currency of industry knowledge of staff is low • Lack of customer life-cycle management **Impacts:** • Reduction of repeat business opportunity	**Consequence:** Moderate **Likelihood:** Likely	Yes	• Conduct Customer experience surveys • Introduce dashboard reporting for student experience • Develop strong linkages between BD, Industry and CIT support teams • Link customer experience project to meet new expectations	Dir. Ed. Services Customer Experience Project Manager October BDIP Project Manager October	**Consequence:** Moderate **Likelihood:** Possible
	Project Metric Impacted: Benefits		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Business Development and Industry Partnerships Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
3	*Inability of Colleges to meet market needs through product design.*	**Sources** • Current capability of staff not sufficient to meet new market demands • Willingness to embrace change is low **Impacts:** • Lack of confidence with external stakeholders to engage • Market share continues to decline	**Consequence:** Major **Likelihood:** Possible	Yes	• Engage Project team in Innovative Learning Resources priority assessment • Establish close linkages between project team, markets and Colleges • Outsource product design to third party • Ongoing collaboration and learning with CITSOL	BDIP Project Manager October	**Consequence:** Minor **Likelihood:** Possible
	Project Metric Impacted: Benefits		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Business Development and Industry Partnerships Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
4	*Inability of staff across CIT to work differently to meet market and segment demands*	**Sources** • Resistance to change • Silo mentality maintained • Lack of flexibility **Impacts:** • Project fails • Market share continues to decline	**Consequence:** Major **Likelihood:** Possible	Yes	• Build strong collaborative links with Colleges to work differently to meet market and segment design	BDIP Project Manager October	**Consequence:** Moderate **Likelihood:** Possible
	Project Metric Impacted: Schedule		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Business Development and Industry Partnerships Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
5	*Team members within Business Development (BD) are unable to work collaboratively in respective roles and market segment identified*	**Sources** • Review current staffing capability • Recruitment does not attract suitable candidates **Impacts:** • Lack of confidence with internal and external stakeholders to engage	**Consequence:** Moderate **Likelihood:** Possible	Yes	• Recruit staff with industry business development skill set and re-assign roles if required • Establish close liaison and documented approach with BD team and Marketing teams	BDIP Project Manager August	**Consequence:** Minor **Likelihood:** Unlikely
	Project Metric Impacted: Schedule		**Risk Rating:** Medium			**Treatment status:**	**Risk Rating:** Low

Treatment status On track Slipping At risk

Business Development and Industry Partnerships Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
6	*Lack of knowledge of Strategic Compass project and their deliverables will limit the ability of this project to understand and promote a 'new and improved' CIT to industry*	**Sources** • Lack of timely delivery of Strategic Compass Projects **Impacts:** • Project unable to deliver scoped outcomes	**Consequence:** Moderate **Likelihood:** Possible	Yes	• Project manager maintains ongoing awareness of all program activities • Meetings scheduled with project teams as required • Modify priority product offerings to meet capability readiness	BDIP Project Manager August	**Consequence:** Minor **Likelihood:** Unlikely
	Project Metric Impacted: Schedule		**Risk Rating:** Medium			**Treatment status:**	**Risk Rating:** Low

Treatment status On track Slipping At risk

Digitalisation Strategy Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
1	*Cloud based system not supported by Shared Services*	**Sources** • While ACT Government have a 'Cloud first; strategy, Shared Services policies do not actively support Cloud based systems **Impacts:** • Addition effort to implement new infrastructure leading to increased project costs and schedule delays • Increased ongoing support costs for CIT	**Consequence:** Major **Likelihood:** Likely	Yes	• Work with Shared Services CIT ICT Manager and Relationship Manager to understand and complete the process for approval to use Cloud based systems	Digitalisation Project Manager August	**Consequence:** Major **Likelihood:** Possible
	Project Metric Impacted: Schedule Contingency		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** High

Treatment status On track Slipping At risk

Digitalisation Strategy Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
2	*Purchase of tools and Systems outside of the project may not be fit for purpose, to integrate with digital strategy initiatives*	**Sources** • Inadequate level of IT governance around procurement **Impacts:** • Increased support costs for CIT • Increased project costs and schedule delays • Inability to realise project benefits	**Consequence:** Moderate **Likelihood:** Likely	Yes	• Issue instruction to financial delegates, business support managers and Shared Services ICT that all IT purchases are counter-signed by the COO • Ensure that tools purchased are approved in line with digital strategy	CIT COO July	**Consequence:** Moderate **Likelihood:** Likely
	Project Metric Impacted: Cost Schedule		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** High

Treatment status On track Slipping At risk

Digitalisation Strategy Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
3	*Staff resistant to change and lack skills to adapt to new business processes*	**Sources** • Poor change management practices within the project **Impacts:** • Poor uptake of new initiatives • Decreased benefits	**Consequence:** Moderate **Likelihood:** Likely	Yes	• Digitalisation Change Manager recruited • Impact of change assessed for each initiative • Detailed transition plans completed for each initiative approved by SCIG	Digitalisation Change Manager December	**Consequence:** Moderate **Likelihood:** Rare
	Project Metric Impacted: Benefits		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Low

Treatment status On track Slipping At risk

Digitalisation Strategy Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
4	*Project change may be unable to fulfil requirements*	**Sources** • Business unable to participate in requirements gathering due to availability **Impacts:** • Decreased benefits • Potential rework and additional costs	**Consequence:** Moderate **Likelihood:** Possible	Yes	• Establish early buy-in with Colleges • Escalate through Project Sponsor and Steering Committee if required	Digitalisation Project Manager November	**Consequence:** Moderate **Likelihood:** Unlikely
	Project Metric Impacted: Benefits		**Risk Rating:** Medium			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Evolving Teacher (ETP) Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
1	*Future Capability development model may not be financially sustainable*	**Sources** • Funding model for the business function relies on existing funding for qualifications, shift to non-accredited training and changes in act government funding arrangements will require more corporate resources **Impacts:** • CIT may need to self- fund future model on an ongoing basis	**Consequence:** Minor **Likelihood:** Likely	Yes	• Prioritise resourcing of new model and document in People Development work plan • Increase engagement of teachers to self-assess current capability development needs	ETP Project Manager HOD People Development December	**Consequence:** Minor **Likelihood:** Possible
	Project Metric Impacted: Benefits		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Evolving Teacher (ETP) Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
2	*Inability to get buy-in from staff to engage in upskilling*	**Sources** • Lack of clarity and uncertainty from staff on the purpose and benefits of the project **Impacts:** • Quality of teaching practice does not improve sufficiently to meet business needs	**Consequence:** Moderate **Likelihood:** Possible	Yes	• Regular consultation with Heads of Departments (HODs) to ensure clarity of needs • Align processes to support upskilling of teachers • Deliverables pitched to support work of HODs and teachers around Setting My Direction • Issues raised will be tracked through central log and resolved	ETP Project Manager Quarterly at HOD network Reviewed fortnightly	**Consequence:** Minor **Likelihood:** Unlikely
	Project Metric Impacted: Benefits		**Risk Rating:** Medium			**Treatment status:**	**Risk Rating:** Low

Treatment status On track Slipping At risk

Evolving Together (EVT) Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
1	*This project will require ongoing funding past December 2017*	**Sources** • Project outcomes will inform future requirements, and known by December 2017 **Impacts:** • Stalled project outcomes prevent realisation of required transformation	**Consequence:** Major **Likelihood:** Almost Certain	Yes	• Program and Project teams to document benefits realisation identifying future economic benefits • Develop Transition Plan with new Executive Team, informed by project team information • Identify resources for implementation of projects from Jan 2018 and present to SCIG	EVT Project Sponsor October	**Consequence:** Minor **Likelihood:** Possible
	Project Metric Impacted: Contingency		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Evolving Together (EVT) Project

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
2	*Lack of strategic HR capability and capacity within CIT for the project and its ongoing implementation*	**Sources** • Current HR structure does not meet future organisational needs **Impacts:** • Unable to achieve all project outcomes • over reliance on external consultants	**Consequence:** Major **Likelihood:** Likely	Yes	• External consultant contracted to conduct Strategic Workforce planning component of project • Strategic HR position identified within project plan. Recruitment to commence by mid-July	Project Sponsor September July- August	**Consequence:** Moderate **Likelihood:** Unlikely
	Project Metric Impacted: Benefits		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Innovative Learning Resources (ILR)

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
1	*CIT is unable to deliver more flexible learning options*	**Sources** • Existing staff lack capability • Off the shelf courses available **Impacts:** • Benefits from having the systems and resources to deliver blended/fully online learning delivery will be compromised	**Consequence:** Moderate **Likelihood:** Possible	Yes	• Build in-house capability in ILR team and through Evolving Teacher Project • Identification of staffing requirements for digital fluency and flexible delivery components through the Strategic Workforce Planning workshops	ILR & ETP Project Managers EVT Project Sponsor	**Consequence:** Minor **Likelihood:** Unlikely
	Project Metric Impacted: Benefits		**Risk Rating:** Medium			**Treatment status**	**Risk Rating:** Low

Treatment status On track Slipping At risk

Innovative Learning Resources

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
2	*Future model for resource development past December 2017 is not sustainable*	**Sources** • Project is currently due to terminate December 2018 and an ongoing ILR/Central Resource Development Unit funding model has not yet been identified **Impacts:** • Future project benefits are not realised and CIT remains vulnerable	**Consequence:** Major **Likelihood:** Possible	Yes	• Approval confirmed for business case to fund resource development approach that defines costs and additional resourcing • Realignment of existing HR resources within the ED Technology and Program Services teams to meet ongoing project deliverables	J Wood October	**Consequence:** Minor **Likelihood:** Unlikely
	Project Metric Impacted: Benefits Scope		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Low

Treatment status On track Slipping At risk

Innovative Learning Resources

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
3	*Resistance from teachers & AEU as to prescribed usage of ready made resources*	**Sources** • CIT has a known history of resisting change, especially when that change has the potential to impact upon teaching practices **Impacts:** • Inability or unwillingness to adopt new resource selection and learning delivery practices. Potential to be a catalyst for disruptive interactions	**Consequence:** Major **Likelihood:** Possible	Yes	• Develop Communications Strategy regarding benefits to teachers and CIT as a whole-for CIT staff and AEU • Pilot early adopters of the new process to provide positive experience/examples	ILR Project Manager October August	**Consequence:** Moderate **Likelihood:** Possible
	Project Metric Impacted: Benefits		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Product Innovation Fund

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
1	*Insufficient time to fully develop the enablers as well as deliver on selected project pilots*	**Sources** • Staff may not be available to invest the time **Impacts:** • Pilots are not necessarily innovative or collaborative • Enablers are only partially developed	**Consequence:** Moderate **Likelihood:** Possible	Yes	• Detailed mapping of enabler development process • Document commitment agreement from innovation group members • Use of agile project methodology	PIF Project Manager August	**Consequence:** Minor **Likelihood:** Unlikely
	Project Metric Impacted: Schedule		**Risk Rating:** Medium			**Treatment status:**	**Risk Rating:** Low

Treatment status On track Slipping At risk

Product Innovation Fund

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
2	*Insufficient communication and sharing of learnings may lead to decreased uptake in the future*	**Sources** • Lack of general interest from broader staff community in innovation • Unwilliness to engage with knowledge sharing process **Impacts:** • Loss of opportunity to further embed innovation into CIT culture	**Consequence:** Minor **Likelihood:** Possible	Yes	• Use of agreed structure for knowledge sharing and dissemination • Alignment of information sharing with existing opportunities at CIT such as roadshows, focus groups and on dedicated SIS communication site	PIF Project Manager September	**Consequence:** Minor **Likelihood:** Unlikely
	Project Metric Impacted: Benefits		**Risk Rating:** Medium			**Treatment status:**	**Risk Rating:** Low

Treatment status On track Slipping At risk

Strategic Compass Program

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
1	*Projects fail to achieve desired transformation within CIT*	**Sources** • A legacy of independently managing projects in silos at CIT • Lack of collaborative approach to project management **Impacts:** • Changes from the projects may not be embedded into the organisation to achieve transformation	**Consequence:** Major **Likelihood:** Likely	Yes	• Ensure continued and timely consultation, communication and change management • Continue to seek CIT engagement with Strategic Compass Program • Ensure project outcomes are adequately communicated across organisation	Program Manager Fortnightly Updates	**Consequence:** Major **Likelihood:** Unlikely
	Program Metric Impacted: Benefits		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Strategic Compass Program

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
2	*Lack of adherence to compliance with policy and procedure (procurement, Finance, HR)*	**Sources** • Lack of knowledge of required accountabilities **Impacts:** • Potential breach of legislation • Reputational Risk	**Consequence:** Moderate **Likelihood:** Possible	Yes	• Ensure all project managers work in accordance with ACT Government compliance requirements	Program Manager August (initial review) Fortnightly updates to SCIG	**Consequence:** Minor **Likelihood:** Unlikely
	Program Metric Impacted: Compliance		**Risk Rating:** Medium			**Treatment status:**	**Risk Rating:** Low

Treatment status On track Slipping At risk

Strategic Compass Program

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
3	*Lack of communication, documentation and management of interdependencies between the projects*	**Sources** • Independent decisions making • Existing culture of working in independent silos **Impacts:** • Project outcomes may not benefit broader CIT community • Potential duplication of effort	**Consequence:** Major **Likelihood:** Possible	Yes	• Carry out detail dependency mappings and monitor regularly • SCIG to regularly discuss interdependencies • Project Managers to meet regularly to discuss progress and lessons learnt	Program Manager ED TC SCIG Monitor fortnightly	**Consequence:** Major **Likelihood:** Unlikely
	Program Metric Impacted: Benefits		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Medium

Treatment status On track Slipping At risk

Strategic Compass Program

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
4	*Projects may not complete the agreed deliverables by the approved timeline*	**Sources** • Lack of detailed and documented project planning • Lack of close monitoring • Program requirements impacting on project managers work priorities **Impacts:** • Potential return of funding	**Consequence:** Major **Likelihood:** Likely	Yes	• Governance framework in place to identify and action issues as they arise • Ensure status updates track delivery milestones • Reporting against project schedules to Project sponsors	SCIG Fortnightly	**Consequence:** Major **Likelihood:** Rare
	Program Metric Impacted: Schedule		**Risk Rating:** High			**Treatment Status:**	**Risk Rating:** Low

Strategic Compass Program

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
5	*Expenditure of ACT Funding Agreement (ACTFA) funding not met by 30 December 2017*	**Sources** • Potential underspend against Australian Apprenticeship, Business Development Industry Partnership, Customer Experience, Evolve Together projects **Impacts:** • ACTFA funding returned to Skills Canberra	**Consequence:** Moderate **Likelihood:** Likely	Yes	• Monitor the resources across the four projects on a regular basis to ensure that expenditure is carried out in the agreed timeline	SCIG Fortnightly	**Consequence:** Moderate **Likelihood:** Rare
	Program Metric Impacted: Schedule		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Low

Strategic Compass Program

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
6	*Desired outcomes for apprentices and trainees not achieved*	**Sources** • Lack of representation across the Customer Experience, Business Development and Industry Partnerships and Evolving Together projects from the apprenticeship and trainee community in stakeholder engagement and decision making • Inadequate communications on the changes to the likely outcomes to relevant stakeholders **Impact:** • Outcomes for apprentices and trainees will be diminished	**Consequence:** Minor **Likelihood:** Likely	Yes	• Ensure that the four projects have Australian Apprenticeships lens • Ongoing communication on approach, progress and achievements with relevant stakeholders (eg. CEO)	Program Manager Fortnightly	**Consequence:** Minor **Likelihood:** Unlikely
	Project Metric Impacted: Benefits		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Low

Strategic Compass Program

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
7	*Significant changes in project and program personnel*	**Sources** • Executive restructure • Loss of project staff **Impacts:** • Desired level of cultural change not achieved in the long term • Potential failure of embedding project outcomes	**Consequence:** Major **Likelihood:** Possible	No	• Adherence to the Governance Framework • Documented handover to new personnel	SCIG/CEO July 2017	**Consequence:** Major **Likelihood:** Rare
	Program Metric Impacted: Schedule		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** Low

Strategic Compass Program

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
					Description	Owner & Timeframe (and status)	
8	*The required level of communication is not achieved and the transformation and cultural change is limited*	**Sources** • Lack of clear identification of relevant stakeholders and change champions for communications **Impacts:** • Desired level of cultural change not achieved	**Consequence:** Major **Likelihood:** Likely	No	• Inclusion of Marketing and Communications Manager in SCIG • Adherence to Goverance Framework • Identify the different stakeholders and tailor communication accordingly • Seek feedback on communications to continually improve approach, engagement and understanding	SCIG SCIG Marketing Manager by 30 July Monthly	**Consequence:** Major **Likelihood:** Possible
	Program Metric Impacted: Benefits		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** High

Strategic Compass Program

#	Risk	Risk Sources and Impacts	Current Risk (Controls in place)	Accept risk?	Planned Risk Treatment Strategies (Controls Not Yet Implemented)		Target Risk (after new risk treatments)
9	*Future financial impact is not considered, coordinated, and managed as part of CIT Transformation and Change*	**Sources** • Projects have not yet identified when financial impact of project outcomes will be determined **Impacts:** • Outcomes from projects will cause a net increase in costs for CIT	**Consequence:** Major **Likelihood:** Likely	No	• Program and Project teams to document benefits realisation identifying future economic benefits • Develop Transition Plan with new Executive Team. Informed by project team information • Identify resources for implementation of projects from Jan 2018 and present to SCIG	Program and Project teams Aug 2017 ED T&C Oct 2017 Oct 2017	**Consequence:** Major **Likelihood:** Possible
	Program Metric Impacted: Financial/Contingency		**Risk Rating:** High			**Treatment status:**	**Risk Rating:** High

Consequence Factor						
		1	2	3	4	5
		Insignificant	**Minor**	**Moderate**	**Major**	**Catastrophic**
	Project Contingency	Nil impact on contigency	<20% of contingency will be impacted	20% to <50% of contingency will be impacted	50% to 80% of contingency will be impacted	>80% of contingency will be impacted
	Project Schedule	- Schedule is on track - Baseline established - Baseline approved by steering group	- Schedule +<5 working days and/or - has been baselined - baseline approved	- Schedule +5 working days and/or - has been baselined - baseline not approved	-Schedule +<10 working days and/or - has not been baselined	-schedule impact >10 working days and/or - Baseline not established nor approved - Has missed deliverables impacting critical path
	Project Scope	- Nil impact - scope documented and approved	- Small impact – can be managed within current variables such as schedule and cost. - Scope documented and approved	- Medium impact – can be managed in current schedule and /or contingencies - Scope documented but not approved	10% to <20% High impact – will result in changes to project cost, time or quality.	- Significant impact – will result in changes to project cost, time or quality. - Scope not defined or approved - scope changes implemented but not documented or approved
	Project Benefits	Insignificant benefit impact.	<5% Small impact – benefit decrease.	5% - <10% Medium impact – benefit decrease.	10% - <20% High impact – benefit decrease.	>20% Significant impact – benefit decrease.
	Project Dependencies	No impact.	- Future phase cannot commence without satisfying - manageable impact on critical path	- Next Phase cannot commence until satisfied - Will moderately delay critical Path	- Current Phase cannot complete until satisfied - Will majorly delay critical Path	- Project cannot continue until satisfied - Will significantly delay critical Path
	Project Compliance	Nil impact on audit	- Nil impact on external audit - possible impact on internal audit	- Possibility of being flagged by External Audit - Will be detected by Internal Audit	- High Possibility of being flagged by External audit	- External audit findings will be raised

LIKELIHOOD SCALE	
Scale	**Description**
Almost Certain	Is expected to occur Once a quarter; or >1 in 10
Likely	Will probably occur Once a year or more; or 1 in 10 - 100
Possible	Might occur sometime in the future Once every 1 – 5 years; or 1 in 100-1000
Unlikely	Could occur but doubtful Once every 5 – 20 years; or 1 in 1000 – 10,000
Rare	Occur only in exceptional circumstances Once every 20-100 years; or 1 in 10,000 – 100,000

		Impact Scale				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood Scale	Almost Certain	High	High	High	High	High
	Likely	Medium	High	High	High	High
	Possible	Low	Medium	Medium	High	High
	Unlikely	Low	Low	Medium	Medium	Medium
	Rare	Low	Low	Low	Low	Low

Canberra Institute of Technology (CIT)

Governance Framework - Strategic Compass Program

June 2017

Version 0.11

Shaping Change
Growing Our Region's Economy
Advancing Canberra's Workforce
Transforming Our Business

Canberra Institute of Technology
RTO Code 0101 | CRICOS No. 00001K

Review

Revision	Person Name	Role	Review Date
v0.2	Paul Richards	Organisational Change Manager	06/04/2017
v0.2AH	Anita Hargreaves	Executive Director, Transformation and Change	13/04/2017
v0.3	Paul Richards	Organisational Change Manager	18/04/2017
v0.4	Denise Madden, Kerry Weiss, Sarah Dixon, Karl Caig, Nicole Stenlake, Marcus Kanagasuntherie, Sue Maslen, Carolyn Grayson, J-Deon Easterby-Wood, Paul Ryan and Margaret Robson	Strategic Compass Program stakeholders (e-mail requests and meetings where requested)	04/05/2017
v0.5	Cathy Hudson	Strategic Advisor	9/05/2017
v0.6	Paul Richards	Organisational Change Manager	11/05/2017
v0.7	Cathy Hudson and Anita Hargreaves	Strategic Advisor and Executive Director, Transformation and Change	15/05/2017
v0.8	Leanne Cover, Cathy Hudson, Marcus Kanagasuntherie and Paul Richards	CEO, Strategic Advisor, Program Manager and Organisational Change Manager	25/05/2017
v0.9	Cathy Hudson,	CEO's Strategic Advisor	27/05/2017
v0.10	Leanne Cover and Cathy Hudson,	CEO and CEO's Strategic Advisor	29/05/2017
V0.11	Cathy Hudson	CEO's Strategic Advisor, SCIG Chair	19/06/17

Approval History

Role			Date
Strategic Compass Implementation Group (SCIG)		Endorsed	31/05/17
Chief Executive Officer		Endorsed	19/06/17
CIT Board		Endorsed / Not Endorsed	

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1 Purpose of the Document

This document describes the governance framework for the Strategic Compass Program (the Program).

Assumptions:

1. The Program has been 'Go Live' since October 2016 with strategic preparation and planning.
2. The detailed Projects work streams were 'Go Live' (at varying start dates) since December 2016.
3. External consultancy by Ernst & Young created an initial Governance Framework in December 2016 / January 2017 which was considered to be too complicated with too many project templates for CIT's requirements at this time.
4. A flexible project methodology has been adopted on all projects since their 'Go Live' date with individual Project Manager deciding on their usage and adherence to the Ernst & Young developed standardised templates/tools.
5. Project management within CIT is generically accepted and described as 'an immature environment' and funding/delivery timescales within the Program are prohibitive for a noticeable shift-change at this time (less than 8 months to deadlines - December 2017).
6. The updated Governance Framework is to adopt lessons learnt, add immediate value, standardise the methodology as best as possible and not add unnecessary workload to Project Managers.
7. The sophistication of the reporting regime within the Program does not currently offer automation or robotics and more traditional performance reporting tools and format are to be used in the immediate future.

2 Project Governance

Project Governance is the set of processes and structures that facilitates effective decision-making within a project or program. Governance involves:

- Domains - the 'what' of decisions about the project.
- Authority - the 'who' is responsible for making decisions?
- Structures and processes - the 'how' of decision making.

Project governance domains are essentially defined by the scope of the project and the structure of the project team. Project governance for this Program involves a number of different entities defined by their roles:

- CIT Board
- Chief Executive Officer (CEO)
- Strategic Compass Implementation Group (SCIG)
- Audit, Risk and Finance Committee (ARFC)
- Steering Committee (project optional)
- Strategic Compass Program Manager
- Project Sponsors
- Project Managers

The governance framework must be properly understood, planned, and accepted by all entities to be successful. Sponsorship and adherence to the processes that drive governance will assure that the appropriate structure is in place to support effective project oversight, decision making, stakeholder communications, conflict resolution, plus escalation management.

Establishing structured communications will maintain linkages throughout the levels of governance and assure that the organisational strategy; mission, vision, and desired outcomes are maintained and aligned. When governance is working correctly, the Strategic Compass Program can perform at optimal levels..

2.1 Document Scope

The scope of this plan includes the governance structure and the roles/responsibilities and escalations of the various governance elements within the Strategic Compass Program (the Program). Specifically the Program structure is shown below in Figure 1:

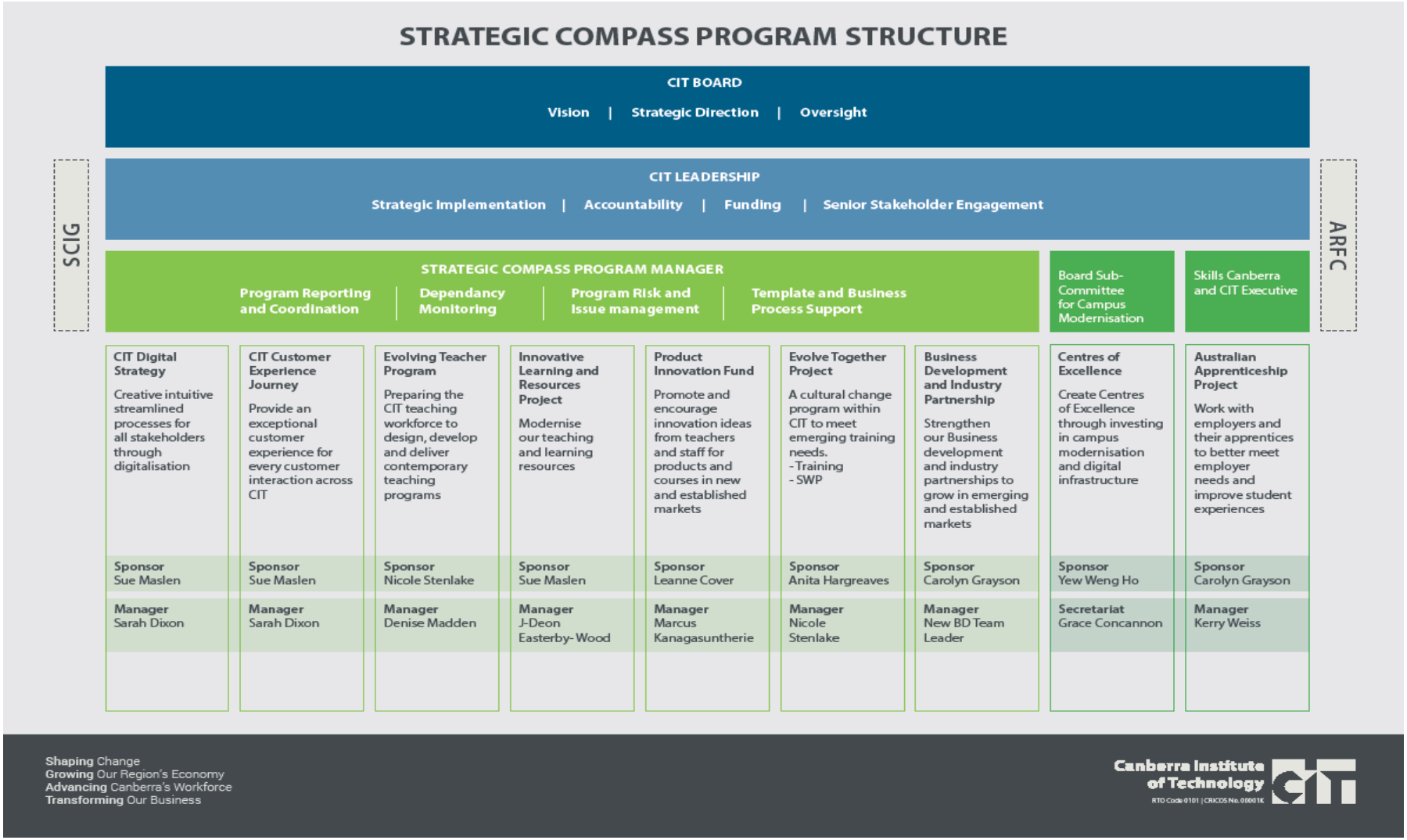


Figure 1: Strategic Compass Program Structure

The Governance Framework Strategic Compass Program caters for differing governance arrangements within the Framework as the Australian Apprenticeship Project reports to the Skills Canberra/ CIT Executive Monthly Meetings and then to the Board, while the Centres of Excellence Project reports to the Board Sub Committee for Campus Modernisation. Nevertheless, discussion on all Strategic Compass Projects at SCIG ensures appropriate linkages are made between the Australian Apprenticeship Project and the Centres of Excellence Project and all other Strategic Compass Projects.

In line with the CIT Audit, Risk and Finance Committee (ARFC) Charter, the Board expects the ARFC to monitor the Strategic Compass Projects from a compliance perspective (procurement, financial and human resources) and risk perspective. In addition, specific matters may be referred to the ARFC for consideration as required by SCIG.

2.2 Governance Structure

Governance is the control framework through which the Projects will deliver on their milestones and broader Program objectives. In the Program it has a multi-tiered leadership, oversight and accountability structure that provides ongoing review and assessment of the overall Program's activity.

The core program governance functions are a core element of the Program governance model and define points where critical decisions must be made or a key document must be reviewed. Depending on the nature, content, impact and/or audience of the document or decision, different groups will be held accountable for decision making and/or document sign-off.

The key elements within the Program's governance structure are depicted below in Table 1.

The Program's governance structure permits agile and timely decision making, while maintaining the integrity of those decisions and protecting the long-term interest of the Program, its stakeholders and sponsors.

The core (CIT specific) Program governance functions are shown below in Table 2.

Committee	Role/Issues	Membership (Chair)	Arrangements	Core role
CIT Board	Governing Board *Canberra Institute of Technology Act 1987* (CIT Act) (Section 9)	CIT Board Chair CIT Board members CIT CEO Refer: CIT Act (Section 10)	Frequency: At least once every 3 months. Duration: As required Agenda: Yes Minutes: Yes Action List: Yes Refer: CIT Board	Oversight Strategy Program Dashboard

Committee	Role/Issues	Membership (Chair)	Arrangements	Core role
			charter	
CIT Audit, Risk & Finance Committee (ARFC)	To provide independent, objective assurance and assistance to the CIT Board on CIT's risk, control and compliance framework, and its external accountability responsibilities. Requirement under *Financial Management Act 1996* (Sections 56 and 77)	Mr Bruce Papps (Chair) Mr Peter McGrath Dr Margo Wade CIT Board chair CEO Executive, Corporate Services Chloe Woolf, ACT Auditor-General's representative At least 3 and not more than 5 members. One has to be a CIT Board member. At least 2 members will be external and independent of CIT.	Frequency: At least 5 times per year including a special meeting to review CIT Annual Financial Statements. Duration: As required Agenda: Yes Minutes: Yes Action List: Yes Refer: CIT Audit, Risk and Finance Committee Charter	Oversight Audit, Risk and Finance Program Dashboard
Strategic Compass Program Implementation Group (SCIG)	To provide oversight, management, strategic direction and assurance for the delivery of Strategy Compass Program The CEO may refer items to EMC	CEO CEO's Strategic Advisor (Chair) Executive Director, Transformation and Change Executive, ETS Executive, IE&SR Executive, Corporate Head of Marketing and Communication Program Manager Project Sponsors Project Managers	Frequency: Fortnightly Duration: 1.5 Hours Agenda: Yes Minutes: Yes Action List: Yes	Advisory (to the CEO)

Table 1: Strategic Compass Program Escalations

Function	Description
Decision Making	Once the CEO has approved project approaches and related documentation, decision making is made at appropriate levels and either as part of Position Descriptions or delegations within the projects. An individual or Subject Matter Expert (SME), in consultation with their Project Manager, can make decisions which will only impact on their area. Wider decisions affecting more than one Project are escalated to the Project Sponsor and Program Manager (with consultation with CEO if needed regarding sensitive matters), while whole of Program decisions are made by SCIG and the CEO (plus the Board where referred by the CEO).
Risk and Issue Resolution	Risks and issues are to be formally reported periodically to the ARFC. They are escalated up the governance framework for review and decision, depending on their nature and severity. Risks and issues that cannot be resolved by a Project Manager or require further guidance are escalated to the Project Sponsor. Outstanding issues or very high risks are then escalated to the SCIG at planned meetings or the CEO by unplanned urgent (exception) meeting. The SCIG is an advisory body to the CEO.
Quality Assurance	The Strategic Compass Program Manager will assist staff to adhere to quality by providing Project Managers with an understanding of the quality expectations, protocols and processes. The review of work products follows an escalation process, which is predicted, on the type of product being developed, its content and sensitivity.
Document Review & Sign-Off	Depending on the intent of the document and its intended audience and / or consequence, reviews and sign-offs must be applied as appropriate. Typically a document that is highly sensitive, confidential or intended for broad and / or senior distribution will be referred to a higher governance level.
Reporting	Reporting timeframes will be stipulated by the CEO, adhered to by the Program Manager, Project Sponsors and Project Managers and monitored at SCIG meetings.

Table 2: Core Program Governance Functions

3 Roles & Responsibilities (Overview)

Project Sponsors, Project Managers, Program Manager, ED Transformation and Change, and SCIG Chair

All staff (including contract staff) involved in the development and implementation of the Program's projects are responsible for ensuring that the whole SC Program delivers more than the sum of the parts (i.e. the SC Projects). SC staff will do this by committing to work as a cohesive group and committing on an individual level to a process of continuous improvement in building their individual capacity to demonstrate CIT's cultural traits, particularly the following three traits: collaborative, adaptable, and accountable.

To ensure greater collective capacity for collaboration, professionalism and accountability this commitment will be included in *Setting My Directions Performance Agreements* for all SC staff (including contract staff) and regular (monthly) performance conversations between staff (and contractors) and their managers will include monitoring progress on this improvement.

3.1 Project Sponsor

The Project Sponsor is accountable for the overall success of the project.

The Sponsor, using their knowledge and information about the business and the project, must work with the Project Manager to ensure the project is clearly defined and managed, and delivered, effectively and

efficiently. The Project Sponsor should provide leadership and strategic support for the project, using their networking, negotiation and influencing skills to champion the project, broker relationships with stakeholders and resolve issues.

Specific responsibilities include:

- Ensuring the Project Approach/Business Case is prepared, appraising options and submitting for approval to the CEO to meet required timelines; this will include risks, issues, constraints, dependencies, deliverables, benefits and success criteria.
- Securing any additional resources, finance and commitment if required
- Agreeing (with the Project Manager) on reporting and management of the project.
- Controlling minor changes to the project definition as the project progresses
- Receiving and reviewing detailed status reports on the project from the Project Manager, resolving and escalating issues and risks and making key decisions so as to keep the project on track.
- Being accountable for the delivery of project outcomes and expected benefits.
- Clarifying project constraints for SCIG and CEO consideration
- **Ensuring any issues or lessons learnt from the project for BAU are considered by EMC in a timely manner**
- **Modelling CIT's cultural traits, particularly the traits of collaborative, adaptable and accountable**

3.2 Project Managers

The Project Managers are responsible for delivery of their individual projects.

Each Project Manager has responsibility to run the project on a day-to-day basis within parameters agreed by the project sponsor and CEO/SCIG. The main responsibility of this role is to ensure that the project produces the required products, to the required standards of quality and within the specified time and budget.

Each Project Manager is also responsible for the project delivering an outcome that is capable of achieving the benefits set out in the Project Approach (or Business Cases if used).

Specific responsibilities include:

- Running the project and Leading/directing the project team (if present).
- Defining the project and agreeing this with the sponsor/project Committee and having the Project Approach or Business Case formally signed off by the CEO.
- Preparing and maintaining (Program standardised and agreed) project documents (including performance reporting, communications, RAID logs and financial matters) and reporting progress against key milestones.
- Managing the identification, resolution and escalation of risks and issues for their projects.
- Implementing core project processes, including, Risk and Issue management, status reporting, change control, communications planning and stakeholder management
- Complying with Program specific and wider CIT governance and reporting arrangements.
- Being accountable for the delivery of project outcomes and expected benefits.
- Maintaining project administration at a level that supports effective delivery of products/outcomes.
- Deputising for their Project Sponsor.
- Demonstrating CITs' cultural traits, particularly the traits of collaborative, adaptable and accountable.

3.3 Strategic Compass Program Manager (the Program Manager)

The Program Manager is responsible for co-ordinating the delivery of the Program.

The role is to ensure that the Program delivers against their scope (quality, cost and timelines) for all deliverables and benefits stated in each of the Project Approaches/Business Cases.

Specific responsibilities include:

- Running the Program in line with the CEO approved Project Approaches/Business Cases.
- Co-ordinating any re-purposing at the direction of the CEO.
- Assisting project teams to adhere to this Governance Framework
- Working with the Project Managers and Project Sponsors to clarify, document and harness inter-dependencies to maximise efficiencies and effectiveness.
- Obtaining information from the Project Managers in a structured and time planned manner, to report to SCIG, the CEO, Audit, Finance and Risk Committee and the Board.
- Prepare progress reports and presentations on the SC Program for internal and external stakeholders.
- Managing effective communications across the Program, both 'upstream' and 'downstream' in a timely manner.
- Being accountable for the co-ordination of the program and the subsequent delivery of Program outcomes and expected benefits, working collaboratively with the Project Sponsors, Project Managers and teams.
- Co-ordinating the communication strategy for the CEO and Board with the Head of Marketing and Communications (and Project Managers) to inform key stakeholders on the progress of the projects (in line with the Board approved strategy).
- Performing the secretariat function for SCIG including preparation of agenda and relevant papers and following up on action items and agreed initiatives. The SCIG Chair will approve agendas, papers and the decision registers for SCIG prior to circulation.
- Reporting to and working closely with the Executive Director, Transformation and Change on the SC Program and links to the broader transformation and change agenda at CIT.
- Ensuring the overall compliance of the Program with agreed policies and procedures.
- Demonstrating CIT's cultural traits, particularly the traits of collaborative, adaptable and accountable.

3.4 Project Steering Committee (if used)

The Sponsor normally chairs the Project Steering Committee with others nominated to represent relevant business interests in the project. Other Committee members include the Project Manager and other specialist staff as required, such as representatives from legal, HR or finance. Committee members may be appointed for the life of the project or on a temporary basis as required.

The Committee provides advice for the project, monitoring progress against expectations and acting as a gateway for progression of the Project Approach at its stated milestones.

3.5 Project Support

Project support can be done by the Project Manager; however, dedicated support may be needed depending on the size/scale of the project.

This resource may also provide support to more than one project. Project support could be in the form of advice on project management tools, guidance or administrative services such as:

- Setting up and maintaining project files.
- Establishing document control procedures.
- Collecting data and updating plans.
- Administration of project Committee meetings.
- Administration of the quality review process.
- Project reporting.
- Deputising for the Project Manager.

4 Responsibility Matrix

The CIT Cultural Traits are the over-arching principles of working at CIT.

As outlined in Section 3 all staff (including contractors) involved in SC Program/Projects are responsible for modelling and demonstrating CIT Cultural Traits of customer centric, collaborative, trusted, professionalism, adaptable, accountable and inspirational (as champions for CIT's Cultural Traits by all other staff within CIT). However, in the Program specific environment, certain classifications are used within the Responsibility Assignment Matrix; roles in this decision-making framework, commonly referred to as a RACI Matrix, fall into distinct categories: Responsible (R), Accountable (A), Consulted (C), or Informed (I). Table 3 below describes each of these roles and Table 5 for the Compass specific RACI.

Responsibility Assignment Matrix (Role Definitions)	
RACI Role	**Role Description**
Responsible (R)	Those that do the work to fulfill the deliverables. A responsible person or persons get their authority from the individual that is accountable. In the Compass Governance Framework, the Project Managers holds the baseline responsibility for delivery against the scope.
Accountable (A)	The CIT CEO has ultimate decision-making authority and is answerable for the correct and thorough completion of deliverables. The CIT CEO can delegate responsibility for completion of the deliverables to others, but remains accountable.
Consulted (C)	Those whose opinions are sought, typically subject matter experts and advisors. There is two-way communication between individuals that are consulted and those responsible.
Informed (I)	Those that are kept up to date on progress of the project.

Table 3: RACI

The RACI is project specific to the Program environment and core CIT Position Descriptions should be considered in tandem with the matrix and the subsequent section on roles and responsibilities. It is an informed opinion that can be changed with subjective interpretation; it is a guide as opposed to a defining principle.

Strategic Compass Program Proposed Governance Escalation Schedule								
	Project Manager	Project Sponsor	Program Manager	Project Steering Group (PSG)	CEO	SCIG	Audit, Risk and Finance Committee	CIT Board
Project Approach	R	C	C	C	A	C	C	C
Risks, Issues, Dependencies and Compliance	R	A	C	C	C	C	I	CI
Budget	R	A	C	C	A	I	C	CI
Reporting	R	R	A	C	A	C	I	RACI
V1.4 21/06/17								
Strategic Compass Program								

Table 4: Compass Program Specific RACI

5 Project Reporting

5.1 Reporting

Each Project Manager is responsible for maintaining an electronic repository with working copies and version controls (in line with CIT naming conventions), which contains the agreed Program templates.

The Stages, Programs and Work Flows plus Tools are contextualised in Figure 2: Strategic Compass Program Governance Framework - Visual.

The named project tools/templates in Section 9 have been reviewed by the Program Manager (and approved by the CEO) as necessary for production of the CIT Board dashboard.

5.2 Project Manager to Project Sponsor

Dialogue is on a regular basis informally and using a diarised monthly meeting ahead of the diarised Project Steering Committee (if a Steering Committee or equivalent is used).

Business Rule #1:

The Project Manager maintains a simplistic spreadsheet at two levels (where there are multiple sub-projects):

- Master sheet - this is where all separate sub-projects are displayed and a Red, Amber, Green (RAG) system is used to clearly identify the status of the projects.
- Sub-project tabs - this is where each individual sub-projects are displayed and a Red, Amber, Green (RAG) system is used to clearly identify the status of the sub-projects.

In addition to the above spreadsheet the Project Manager must maintain:

- A monthly communications activities plan.
- Budget tracker (planned, committed and actual) expenditure.
- RAID Log.
- Gantt Chart (@ a milestone level).

5.3 Project Manager to Project Steering Group (or equivalent), if used

Once agreed by the Project Sponsor, the Project Manager should present draft documents to the Project Steering Group to seek feedback and in-principle approvals to submit them to SCIG. The timing of the Project Steering Group meetings can be flexible to allow documents to flow into SCIG in a timely fashion.

Business Rule #2:

The Project Manager maintains the same documents as Business Rule #1.

5.4 Project Manager to *'Upstream'* Meeting

Once agreed by the Project Steering Group, the Project Manager should submit the Status Report to the 'Upstream' Meeting; this is where the Project Managers deliver updates and data to the Program Manager.

The meeting considers project scope (Time, Budget and Quality), plus inter-dependencies; and it is held in advance of the SCIG meeting.

Business Rule #3:

The Project Manager completes a standardised high level Status Report for the information of and subsequent use by the Program Manager. The Status Reports gives updated information on the projects scopes (Time, Budget and Quality).

5.5 Program Manager to SCIG

Once the Program Manager has incorporated all individual project Status Reports into a consolidated higher level commentary it is forwarded to SCIG.

Business Rule #4:
The Program Manager completes a composite Status Report for SCIG that includes Budget Tracker, Gantt and a Raid (exception reporting); the report is electronically circulated to SCIG members a minimum of three days before the planned meeting date or by exception with the permission of the SCIG Chair.

The Program Manager has access to soft copies of all projects should SCIG wish to explore further in session detailed information, flowing into the higher level Status Reports they receive.

5.6 SCIG to CIT CEO

Once SCIG has made recommendations these are forwarded in writing (by way of a Recommendation Log) to the CIT CEO for her final decision, or alternatively by her referral to the Audit, Risk and Finance Committee (ARFC).

Business Rule #4:
The SCIG secretariat prepares a Chair endorsed Recommendations Log for the attention of the CEO; the Log to be completed the same business day as the SCIG meeting and once approved by the Chair to be electronically sent to the CIT CEO.

5.7 CEO

The CEO is the final decision maker on implementing the Program.

Business Rule #5:
The CEO must approve Project Approaches, expenditure and outcomes at the highest levels and any budget re-purposing, plus any changes to project scope.

The CEO can arrange project specific briefings to determine her confidence in project management and deliverables.

5.8 CEO to ARFC

The CEO will work with ARFC on monitoring Program compliance and will refer appropriate matters.

5.9 CEO to CIT Board

The CEO has the final approval on Program documents submitted to the CIT Board.

Business Rule #6:
Any Program related proposed agenda items/papers for the Board will be with the CEO at least 14 days before the calendar date of the next Board meeting; the CEO will decide if she needs to meet with the Program Manager or Project Sponsor to test the rigour and accuracy of the papers.. Necessary revisions will be completed ASAP post the CEO meeting.

Business Rules for circulation of papers to the Board and circulation of post meeting minutes are not within the remit of this framework document.

5.10 CEO to SCIG Chair (feedback and decision loop)

The CEO approves the SCIG Chair/Program Manager to give feedback from her and and/or Board meetings to the Project Sponsors/Project Managers in a timely and structured manner/fashion.

Business Rule #7:
The SCIG Chair/Program Manager will take feedback as immediate interventions or advice at an operational project level back to the Project Sponsors and Managers informally and also at diarised meetings ('Downstream' meetings).

The Program Manager will arrange the *'Downstream'* meetings as soon as is practicable from SCIG or Board meetings and within a maximum of 2 business days (not to be delayed for circulation of the draft recommendation log or minutes).

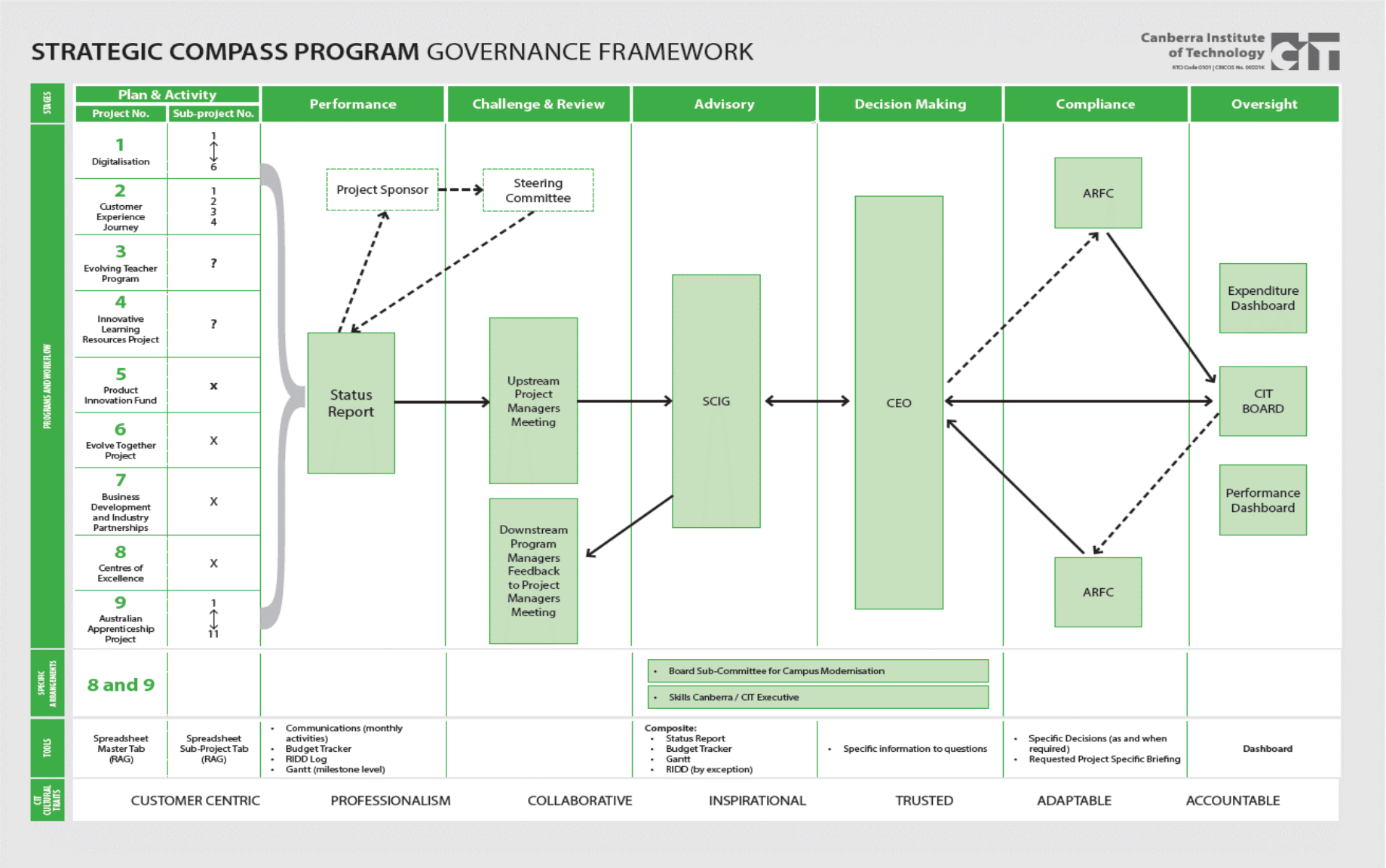


Figure 2: Strategic Compass Program Governance Framework - Visual

6 Program Presentations to the CIT Board

The Program Manager will organise a presentation event where each of the Project Sponsors and Managers are present to talk with CIT Board members and other stakeholders and answer questions on their individual projects. The event will be organised outside of diarised Board meetings in either June or July 2017.

7 Financial Delegations and Program Procurement Policy

The ACT Government policy is that named financial delegations are documented against Position Description numbers.

The ACT Government Procurement Policy will be complied with in the Program and managed as normal by 'Business As Usual' functionality.

8 Communications

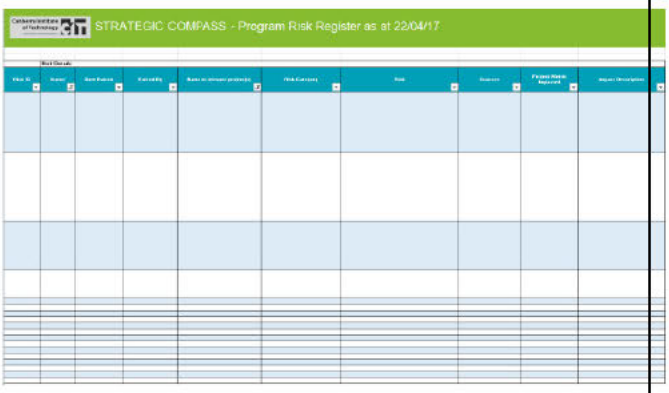
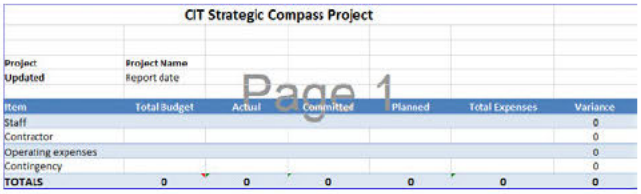
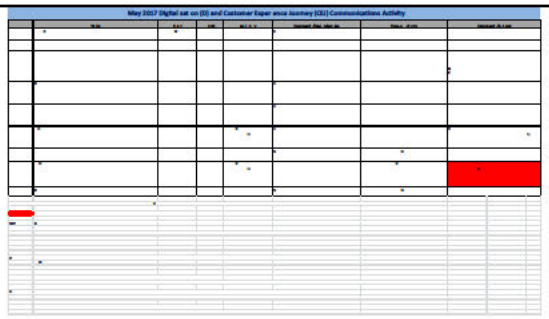
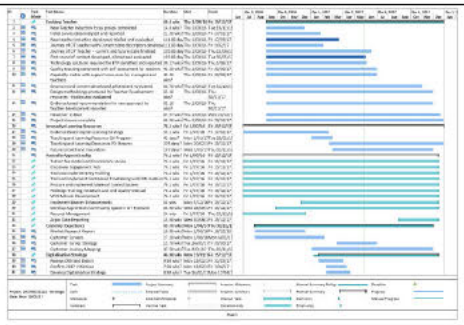
The Project Managers will follow the Board approved Communications Strategy Requirements and time submissions for products/updates. Project Managers will provide relevant and up to date content to the Program Manager and Manager of Communications and Marketing so that they can:

- Finalise the monthly SIS updates and upload to SIS by the 23rd of each month;
- Develop a rolling forward program communication plan using the monthly project communication activity plans and the project Gantt charts for CEO approval.

9 Project Templates

The below named project templates are the minimum requirements of completion and reporting within the Program. The CIT Board monthly dashboard reporting is driven by the documents; Project Managers have discretion to use any additional templates that add value, in discussion with the Program Manager.

	Description	Template
Status Reports	Produced fortnightly (AA2 monthly) by the projects. Provides a progress update on the project. This includes Achievements, Financials, key risks or issues that will impact delivery dates or benefits realisation.	
Project Approach	A high level Project Approach specifying the project details to justify the forecasted time and effort including the resource/financial implication. project scope, objectives, deliverables, dependencies, benefits and activities are defined.	

	Description	Template
RIDD Log	Provides a log of all current and past (resolved or no longer prevalent) risks, issues, dependencies and decisions. Through the maintenance of an up to date register, the progress of issues, risks, etc. can be monitored. Section 4 expands on the risk management guidance, ratings and risk response plan available through the template.	
Budget Tracker	Provides a log of budget, actual committed and planned financials for the projects	
Communication Update Template (monthly pre-planned activities)	Provides a summary of monthly pre-planned activities (in support to the Board approved Program Communications Strategy).	
Gantt Chart	Timeline with milestones (visual of project activity) and % completion of tasks