

Advice on mid cycle evaluation and new Governance Framework – Strategic Compass Program

The initial EY governance arrangements were considered by most project managers, project sponsors and the Program Manager as not fit for purpose and too complicated with too many project templates for CIT's requirements (there were 10 templates).

Partly, in response to these concerns, CIT has recently undertaken a mid cycle evaluation of the governance arrangements for the Strategic Compass Program, to ensure operational clarity for all staff within CIT. The evaluation sought to adopt lessons learnt, add immediate value, standardise project management methodologies as best as possible and not add unnecessary workload to project managers. As part of this evaluation, CIT has been very mindful of who should be fulfilling oversight roles given the respective responsibilities of the Board, the Audit Risk and Finance Committee, the CIT Campus Modernisation Strategy Subcommittee and Skills Canberra.

The CEO endorsed the new governance arrangements on 19 June 2017 (refer **Attachment D Governance Framework – Strategic Compass Program**). The *Governance Framework – Strategic Compass Program* caters for differing governance arrangements within the Framework as the Australian Apprenticeship Skills Reform project reports to the Skills Canberra/CIT Executive Monthly Meetings (as required by the *ACT Funding Agreement*) and then to the Board, while the Centres of Excellence (Campus Modernisation) project reports to the CIT Campus Modernisation Strategy Subcommittee. Nevertheless, discussion on all Strategic Compass projects at the Strategic Compass Implementation Group (SCIG) ensures appropriate linkages are made between the Australian Apprenticeship II project and the Centres of Excellence (Campus Modernisation) project and all other Strategic Compass projects.

The mid cycle evaluation highlighted the importance of 'evolving together', building capacity and capability in project management, collaboration skills and collective accountability. In all of these areas, it is imperative to acknowledge that CIT needs to evolve and transform business from our current state to a new improved future state. Although there are pockets of project management expertise and best practice collaboration within CIT, the CEO has assessed the current collective capability and capacity as requiring significant improvements.

In summary, the newly endorsed *Governance Framework – Strategic Compass Program* (and linked activities) includes the following:

- a) The Chair of the Strategic Compass Implementation Group (SCIG) is changed to the CIT CEO's Strategic Advisor, Ms Cathy Hudson.
- b) The SCIG terms of reference remain unchanged.

- c) The SCIG membership is expanded to include the Executive Director, Transformation and Change, Ms Anita Hargreaves, the Head of CIT Marketing, Ms Rebecca Sporcic, and all project managers (from the Program).
- d) The reporting line for the Program Manager, Mr Marcus Kanagasuntherie is changed to the Executive Director, Transformation and Change, Ms Anita Hargreaves.
- e) Short term work will be completed by a centralised team by mid July to review project approaches, risk registers, gantt charts, financial information, communication plans and data requirements for performance reporting and to deliver greater consistency and support outcomes.
- f) All performance reporting must 'flow' into the CIT Board approved dashboard – standardised templates to be used by all project managers.
- g) Escalation steps and linked business rules outlined.

SCIG Decisions

Progress on the short term work as outlined in e) above was considered by SCIG on 20 June 2017 and again on 4 July 2017. Although significant progress has been made to standardise and finalise all project documentation, due to staff absences from ill health further work is needed to finalise the remaining project documentation by mid July. SCIG also decided at the meeting of 20 June 2017 that the CIT Campus Modernisation Strategy Subcommittee would provide oversight of the Centres of Excellence Project rather than SCIG.

Audit, Risk and Finance Committee (ARFC)

In line with the ARFC's Charter, advice on the mid cycle evaluation of the governance arrangements for the *Strategic Compass 2020 – Evolving Together* projects including details of the newly endorsed *Governance Framework – Strategic Compass Program* and a draft Program Risk Register was provided to the ARFC meeting on 23 June 2017. A commitment was also given at this meeting to the provision of an out of session paper to the ARFC by 14 July 2017 providing a final Strategic Compass Program Risk Profile for the *Strategic Compass 2020* projects.

SCIG held a specific workshop on risk registers with Project Managers, Project Sponsors, the Program Manager and the Senior Manager Audit and Risk to improve understanding and consistency in risk terminology and to complete documentation for the Audit, Risk and Finance Committee in line with the commitment outlined above. On 4 July SCIG considered revised risk registers and the Program Risks. With some further modifications for consistency these documents are expected to be approved by the CEO by 12 July 2017.

The revised Strategic Compass Risk profile will be distributed to the ARFC on 14 July 2017 for noting and will be tabled at the Board meeting on 26 July 2017.

Attachment C: Background to proposed information segregation approach

Traditionally, two categories of program information are captured for reporting on the progress of projects, by organisations. These categories are as follows:

1. Project related metrics: the traditional monitoring metrics (levers) that indicate the successful planning and implementation of projects. These metrics include scope, budget, risks, issues and dependencies. These are normally administrative in nature.
2. Project outputs and outcomes: are the qualitative data captured that reflect the actual work carried out by the projects, changes that are created, reports produced and benefits achieved.

Various organisations present the captured information in various combinations, normally dependent on the nature of the organisation and the size/value of the project to the organisation. One such approach is the presentation of the two categories separately, within a broader context of the nature of the information.

The following benefits may be perceived by separating the reporting of the information captured under the two categories:

- Quantitative program metrics: by considering project metrics in the dashboard, the role of the Board is to monitor progress. The Board monitors whether projects are operating within agreed parameters, appropriate management techniques are implemented and risk and issues are monitored and managed. This is normally presented in a dashboard format. Any inclusion of outputs and outcomes tend to detract from the role of the monitor, as these related to the broader impact on the organisation as opposed to project administration.
- Qualitative Program outcomes: by considering outputs and outcomes as they relate to the broader strategic outcomes at CIT, especially if they are presented within the right context (for example in the CEO's report), the role of the Board switches to a strategic oversight role. This maintains the integrity of the role of the Board in providing strategic oversight and alignment. This also enables the Board to identify, claim and acknowledge outcomes for the organisation with the underlying administrative information

Attachment B: Strategic Compass Program Dashboard modifications

Further details are provided below on the modifications made to the Program Dashboard for project complexity ranking and presentation of financial information.

1. Project Complexity ranking

In order to establish a basic complexity score for the ranking of projects to emphasise impact on the Institute, a review was conducted of the project metrics (levers) to identify those that indicate complexity of projects at CIT.

A complexity matrix has been developed from four selected metrics as displayed below. Each metric has been assigned a score of 1-5 based on estimated increased complexity. The complexity matrix is displayed below for comment:

Metric	Score				
	1	2	3	4	5
Scope - project impacts	one of Student, Staff, Industry, Partner and Government	two of Student, Staff, Industry, Partner and Government	three of Student, Staff, Industry, Partner and Government	Four of Student, Staff, Industry, Partner and Government	All of Student, Staff, Industry, Partner and Government
Funding	\$0-299k	\$300-599k	\$600-999	\$1m-2m	\$>2m
Number of Subprojects	Nil	1-3	4-6	7-9	=>10
Number of members in project team	<5	5-<10	10-<15	15-<20	=>20

The projects were then assessed against the basic complexity matrix above and each assigned a score. As a result the initial complexity ranking of projects has been established as follows:

Project	Scope	Funding	Subprojects	Resources	Total Score
Australian Apprenticeships II Project	4	5	5	5	19
Digitalisation Strategy	3	5	3	2	13
Evolving Teacher	1	2	3	1	7
Innovative Learning Resources	1	3	1	2	7
Customer Experience	1	2	0	3	6
Evolving Together	1	1	3	1	6
Product Innovation Fund	3	1	1	1	6
Transformation & Change	1	2	2	1	6
Business Development and Industry Partnerships	2	1	1	1	5
Centres of Excellence	2	1	1	1	5

The projects on the Program Dashboard have been revised to reflect the results of the complexity rankings.

This basic complexity matrix will continue to evolve, through feedback from the Board and as the Institute matures in program management.

2. Financial Information presentation

The proposed dashboard presented earlier displayed financial information in a traditional budget versus actual format. Whilst this is useful in tracking projects at an individual level in terms of progress of spend, it does not offer any insight into the progression of the projects through the various stages such as from planning to implementation (committed) and delivery (historical/actual).

As discussed at the last Board meeting, the visualisation of the financial information will shift to reflect the progress of projects, whilst maintaining oversight of the performance of the financials between budget and actual.

This has resulted in the following revisions to the Program Dashboard:

- a. Actual vs budget percentage (prior period v current period): this will show the progress of expenditure between the prior reporting period and current reporting period. This is displayed in the top bar of the dashboard
- b. Program Financials bar chart – this will display the allocation of funds between planned, committed and historical. As displayed between reporting periods, a shift in funds from one category to the other indicates continued activity in the projects. This is presented on the right hand side section of the dashboard.

The Board should also note that since the last reporting period, a CIT project financial management tool has also been implemented, this now offers more rigor in categorising expenditure and visibility in managing the financial progress at a program level.

This tool was developed collaboratively with Finance staff in the Chief Operating Officer's team, ensuring alignment with the core financial functions at CIT.

ATTACHMENT B

Strategic Compass Program Dashboard – Explanatory notes

The overall Program health is determined by the changes to key program metrics such as scope, schedule, financials and risk. As displayed in the dashboard, the Program status is currently at risk, resulting from amber and yellow flags in the schedule, financials and risk metrics for the Program.

These flags are raised due to potential delays in project timelines, funding still categorised as planned and risks relating to the acceptance of change within CIT.

Additional commentary is provided below on each of the monitored program metrics:

1. SCOPE

At the time of this report, no projects have reported a variation to scope.

2. SCHEDULE

The overall Program schedule is at risk. This is the result of potential delays in two projects as at the date of this report. Further details on the two projects are provided below:

- a. **Digitalisation Strategy:** A request to the CEO has been drafted to extend the 'Go Live' timeline for the Customer Relationship Management (CRM) system implementation sub-project of the Digitalisation Strategy project to the end of March 2018.. The proposed new timeline allows provides additional time for staff to become more familiar with the platform, together with providing more detailed ability for the platform's functionality to be utilised.
- b. **Evolving Together Project:** This project underpins the entire Strategic Compass with significant dependencies on other Transformation and Change initiatives and the Strategic Compass Projects. With the executive director recruitment yet to be finalised, activities relating to the Strategic Workforce Planning, which forms part of this project, have been delayed until early 2018. This has led to an extension to the project timelines until 2018.

Overall, both these issues have the potential to extend the Program timeline, past the original estimated completion date of 31/12/2017. However, they can be managed as separate instances and finalised outside of Program arrangements.

3. FINANCIALS

At present, the Program is operating within approved budget as displayed in the Program dashboard. The current actual to budget ratio of 45% although slightly lower than the approved budget trend for the projects, is acceptable. With a number of large milestone payments due shortly, the ratio is expected to return to normal.

It should also be noted that at present approximately \$1.8 million in the Program are still in the planned category for expenditure. If these funds are not committed for expenditure in a timely manner, the Program may not be able to expend the funding within the funding agreement timelines. This has been raised as an issue with the Strategic Compass Implementation Group (SCIG). An assessment is currently underway of the level of certainty at a project level of expending these funds in a timely manner, in collaboration with project teams. Any funds that do not meet an acceptable level of certainty within a project, will be tabled at SCIG for possible redistribution. It is expected that this process will be finalised by October 2017.

Lastly, as noted in the schedule section above, additional funding may be required as a result of the extension to both projects. It is important to note that even if funding is identified as available through the assessment detailed in the prior paragraph, it may be constrained by the overarching funding agreement and as such may still need to be expended in the current calendar year (2017). This may result in the need for additional funding from CIT or through external funding sources in 2018 to complete further project activities. As a result all projects are in the process of preparing Budget Submission Plans to be considered as part of the CIT and ACT Government budget process in October 2017.

4. RISK

There are a number of risks with high residual ratings after treatment across the Program, driving the at risk flag for this metric. These risks are as are follows:

#	Project/Program	Risk
1	Digitalisation Strategy	<i>Staff resistant to change and lack skills to adapt to new business processes</i>
2	Evolving Together Project	<i>This project will require ongoing funding past December 2017</i>
3	Strategic Compass Program	<i>Future financial impact is not considered, coordinated, and managed as part of CIT Transformation and Change</i>
4	Strategic Compass Program	<i>The required level of communication is not achieved and the transformation and cultural change is limited</i>

As detailed in the report above, both risk 1 and 2 above will potentially result in the extension to project timelines and may require additional funding.

At the Program level, risk 3 will be mitigated soon, with projects finalising budget submissions for ongoing funding on integration to business as usual, or external funding through the ACT Government budget bid process. Lastly, risk 4 is expected to continue existing until the end of the program in December and will be monitored on an ongoing basis by SCIG. ---End of report---

Strategic Compass Program Dashboard

Status at:
June 2017

Program Health

Metrics	
●	Scope
●	Schedule
●	Financials
●	Risk

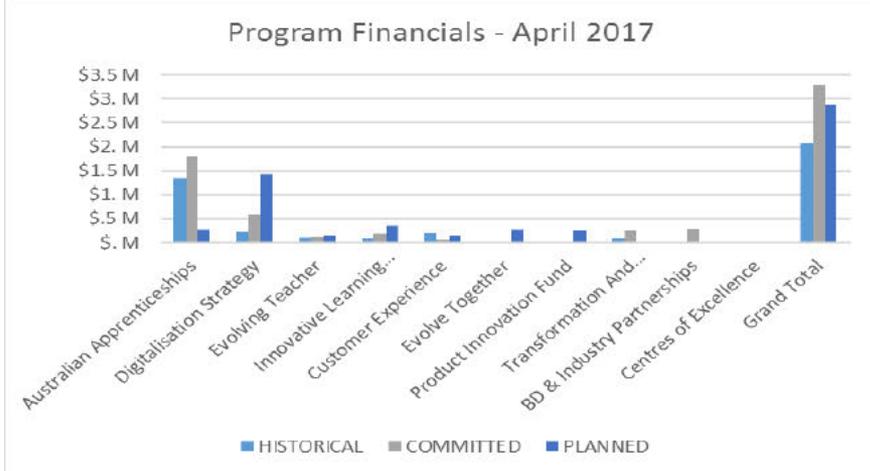
Program Trend

Actual v Budget %	
April	June
25%	36%

At Risk Projects

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	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	Key Issues
▶ To be provided	▶ 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

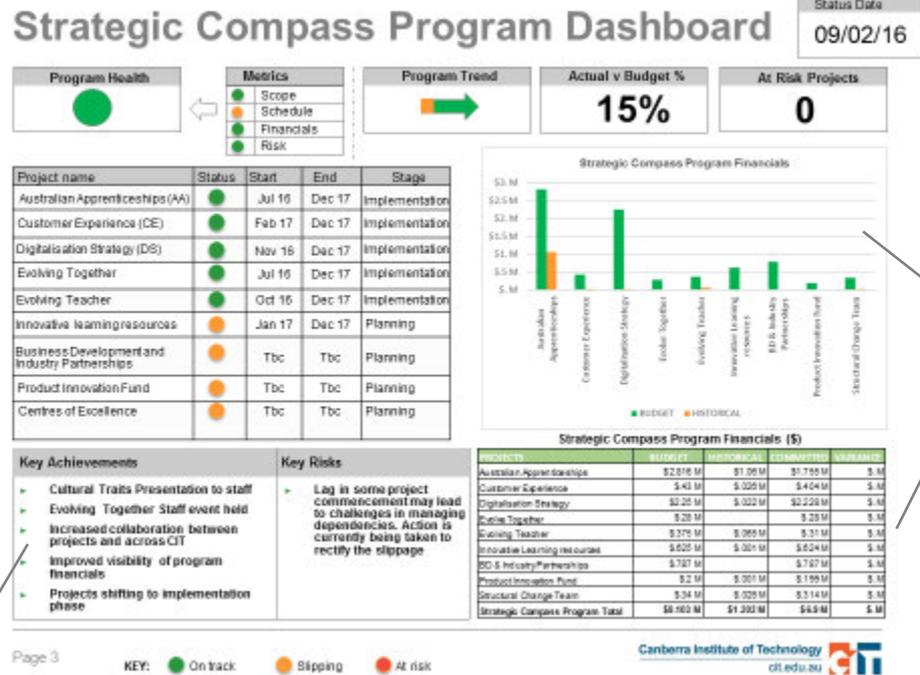
Date of reporting

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,

Strategic Compass Program Dashboard

Status Date

20/04/17

Program Health

Metrics	
●	Scope
●	Schedule
●	Financials
●	Risk

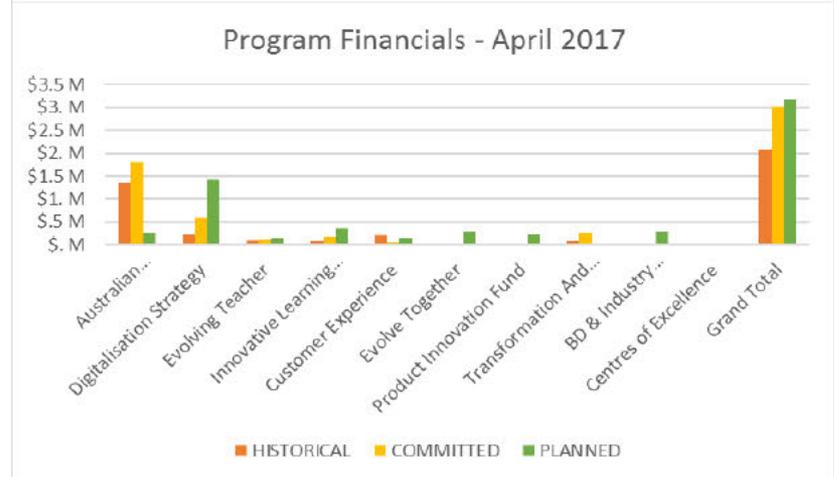
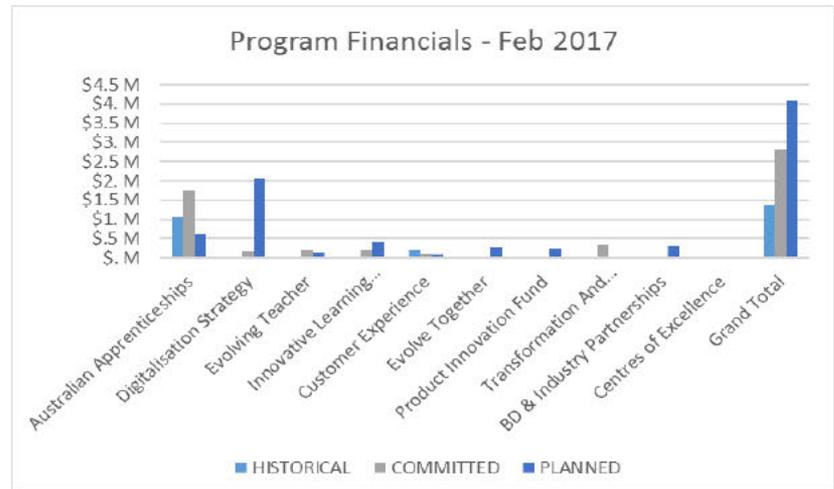
Program Trend

Actual v Budget %	
February	April
15%	28%

At Risk Projects

0

Project name	Status	Start	End	Stage
Australian Apprenticeships (AA)	●	Jul 16	Dec 17	Implementation
Digitalisation Strategy (DS)	●	Nov 16	Dec 17	Implementation
Evolving Teacher	●	Oct 16	Dec 17	Implementation
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Key Achievement

- ▶ The remaining projects have now commenced the planning phase.

Key Risks

- ▶ Evolving Teacher may need to be re-scoped due to emerging digital requirements from other projects

Key Issues

- ▶ Program Governance needs to be embedded further in projects to improve oversight

Strategic Compass – Commentary

Key Achievement

- ▶ The Business Development & Industry Partnerships, Product Innovation fund and Centres of Excellence projects have now shifted to planning mode with the appointment of project sponsors and project managers.

Key Risks

Risk	Risk Treatment Strategy	Target Resolution date
▶ Evolving Teacher may need to be re-scoped due to emerging digital requirements from other projects	<ul style="list-style-type: none"> ▶ A gateway review will be conducted in order to determine the impact of the other projects on the evolving teacher project. This was an expected outcome when originally planning the project. Re-scoping will be done as part of the review ▶ The project may be shifted from the waterfall project management method to Agile project management to allow flexibility to incorporate further changes that may arise 	19/06/17

Key Issues

Issue	Issue Resolution Plan	Target Resolution date
▶ Program Governance needs to be embedded further in projects to improve oversight	<ul style="list-style-type: none"> ▶ A high level three month assessment of the program governance implementation is currently underway and any gaps identified will be addressed ▶ The gaps identified will be addressed and corrected with each project individually to ensure the ongoing consistency of program management across all projects. This is being done in order to ensure that there is an appropriate balance between Project management and project delivery depending on the current project funding levels and complexity. 	19/06/17

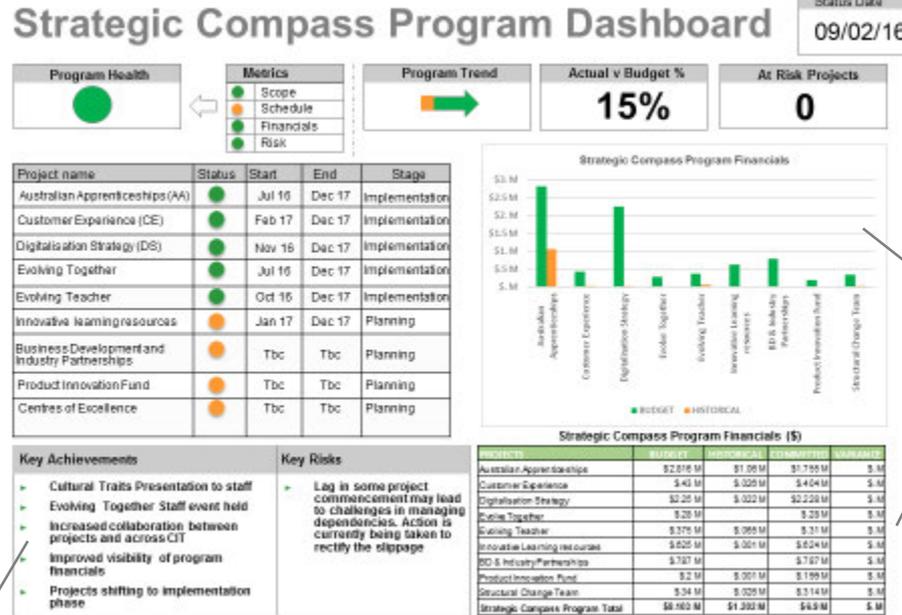
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Detailing program and if required project level risk,

Page 3

KEY: ● On track ● Slipping ● At risk

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CIT Board Paper

Agenda Item:	4.1
Title:	Strategic Compass Program progress update – April 2017
Outcome:	Note

Recommendation: The CIT Board:

1. note the program update and dashboard
2. note that the program dashboard has been revised
3. provide feedback on the proposed separation of program reporting into quantitative program metrics and qualitative program outcomes.

Issues Summary	The program update is provided, the dashboard has been revised as per the Board's request at the last meeting and a proposal on the separation of the information presented into quantitative program metrics and qualitative program outcomes is provided.
Key Risks	Risks and emerging issues are identified in the Dashboard and are being managed and escalated appropriately to ensure timely resolution and actions.
Financial Implications	Nil
Consultation	Project Managers

Background/Issues

Program update

1. The Strategic Compass program continues to progress, with the following key highlights:
 - a. The three projects flagged in the previous dashboard have now commenced (Business Development and Industry Partnerships, Product Innovation Fund and Centres of Excellence). These projects have appointed project managers and are in the process of stakeholder engagement for the planning phases.

- b. The projects currently in the implementation phase have concluded current state assessments and develop key deliverables, such as Digital Principles, Customer Service Blueprint and New Teacher Induction pilots, in order to defined and sustain ongoing implementation and service uplift.
- c. Financially the projects are operating within the agreed parameters, with a noticeable trend in expenditure patterns shifting from planned to committed, indicated continued activity in the projects.
- d. Risks and emerging issues are being managed and escalated appropriately to ensure timely resolution and actions.
- e. Dependencies have been defined and continue to be monitored at both the program and project levels to ensure that outcomes delivered by projects benefit the whole of CIT.
- f. The Program Dashboard includes further details and is provided at Attachment A.

Strategic Compass Program Dashboard

2. At the last CIT Board meeting, the Program Manager presented a proposed Program Dashboard for reporting on the collective progress of the Strategic Compass projects.
3. The Board recommended the following modifications to the Program Dashboard:
 - a. The re-ordering of the projects by complexity
 - b. A shift to visual presentation of financial information from a tabular format
 - c. A change the financial content presented to the Board from budget versus actual to progress of the total expenditure against budgeted expenditure (by historical (actual), committed and planned)
 - d. The inclusion of key emerging issues.
4. The Strategic Compass Program Dashboard now incorporates the above feedback. Further details on the modifications are provided in Attachment B.

Proposed Information Segregation Approach

5. As the Program Dashboard is now fully functional, it is necessary to consider the content of the information provided and the value of this information to the Board, in assessing the progress of the projects.
6. A high-level assessment was conducted on the various methods of presenting program information to aid monitoring and decision making (please see Attachment C for further details). As a result, it was found that, in order for the Board to maintain strategic oversight of the Strategic compass Program, the quantitative program metrics should be presented in the Program Dashboard and the qualitative program outcomes be presented as part of the CEO's report.

7. The CIT Board is asked to consider the proposal on the separation of the information presented into quantitative program metrics and qualitative program outcomes and provide feedback as to the suitability of this format of presentation.

CIT Board Paper

Agenda Item:	4.1
Title:	Strategic Compass Program progress update – September 2017
Outcome:	Noting

Recommendations: The CIT Board:

1. note the status of the Strategic Compass Program;
2. note the Strategic Compass Program Dashboard and explanatory notes;

Issues Summary	The Program Dashboard with corresponding explanatory notes are provided at <u>Attachment A</u> and <u>Attachment B</u> respectively.
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 Strategic Compass Program has been in operation since mid-last year and is now approaching the final quarter of operations under the current funding arrangements.

Strategic Compass Program Status

2. Overall, the Strategic Compass Program (Program) status is currently at risk (refer to **Attachment A**), based on the combined result of amber and yellow flags in the scope, financials and risk metrics used to monitor the Program's health. These are outlined below, with further explanatory notes provided at **Attachment B**.
 - a) **Schedule:** The Program schedule is at risk, as two projects may extend past the Program completion date in December 2017. This is a result of a number of factors including resistance to change (impacting the implementation of the Customer Relationship Management (CRM) implementation sub-project of the Digitalisation Strategy) and extended timeframes for executive director

recruitment (impacting the Strategic Workforce Planning work required for the Evolving Together Project). Changes to the schedule for these projects may have a resultant impact on project financials and funding acquittal.

- b) **Financials:** at present, approximately \$1.8m of Program funding is still in the planned category for expenditure. If not committed for expenditure shortly, this might result in an inability to meet funding acquittal timelines under the relevant funding agreement. An assessment process is currently underway with project teams to assess the level of certainty of expenditure. Project funds that do not meet an acceptable level of certainty will be tabled in October for discussion and potential redistribution.

- c) **Risk:** there are a number of high risks at the Project and Program levels resulting in the at-risk status of this metric. At the project level, this is predominantly due to staff resistance to change (Digitalisation Strategy) and the executive director recruitment process which is yet to be finalised (Evolving Together Project). A request to the CEO has been drafted to extend the timelines for the CRM implementation sub-project of the Digitalisation Strategy project to the end of March 2018. This extension would require additional funding from alternative sources. At the Program level, the risk relating to unknown future funding requirements will be resolved once projects present budget submissions as part of the cyclical CIT budget bid process in October 2017 and the risk relating to communications will continue to exist until the Program is finalised.”

Project Level Status

- 3. The project flags on the Program Dashboard for the Digitalisation Strategy and Evolving Together Projects are driven by a combination of factors relating to schedule, risks and potential future financial impacts. Further details are provided in the explanatory notes provided as part of this paper.

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).	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Communication Strategy for distribution of Report titled <i>Canberra Institute of Technology: Economic and Social Contribution to the ACT</i> (February 2019). • Successful engagement with Economic Development Sub Committee of Cabinet (April 2019).
3.	<p>Enhancing contemporary organisational transformation and workforce development at CIT through ongoing investment in our people through:</p> <ul style="list-style-type: none"> • the overarching <i>Evolving Together Project</i> (with a greater focus on middle management and Heads of Departments); • the <i>Product Innovation Project</i> which has successfully demonstrated the importance of collaboration and innovation across CIT. 	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ the availability of basic design thinking Units of Competencies (UOCs) to all CIT staff utilising the CBRIN trained CIT teachers ○ 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.

	Priorities	Related Actions
4.	Maintaining focus on <i>Transforming our Business</i> through people, processes and system changes including fully understanding the costs of service delivery.	<ul style="list-style-type: none"> • 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 <i>Campus Renewal</i> at Reid as part of the City East Education Renewal Precinct with UNSW.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Budget Bid development and implementation for new CIT ICT environment (including Desktop, Network and Application project).
7.	Reshaping education and training products (<i>Innovative Learning Resources Project</i>) and enhancing teacher capability (including digital fluency) through the <i>Evolving Teacher Project</i> .	<ul style="list-style-type: none"> • 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.

Board Meeting No. 01/2019

20 February 2019

CIT Board Paper

Agenda Item:	3.1
Title:	Strategic Compass Board Priorities and Actions for 2019
Outcome:	Discussion/Decision

Recommendation:

That the CIT Board:

1. Discuss the actions linked to the Strategic Compass Board Priorities for 2019; and
2. Agree to the provision of quarterly reports to the Board on progress in implementing the actions during 2019.

Issues Summary	For the Board's discussion, the CIT Executive has provided actions linked to the Board's Priorities for Strategic Compass implementation in 2019 (see <u>Attachment A</u>). It is proposed that these priorities and related actions be reported on quarterly to the Board during 2019 and be provided to the Audit, Risk and Finance Committee for their information.
Key Risks	A return to a balanced budget by 2020 may impact the progress of Strategic Compass implementation in 2019 and 2020.
Financial Implications	Progress and actions linked to two of the Board's Priorities will be contingent on Government support for two budget bids: <i>Campus Renewal at Reid</i> and <i>New CIT ICT Environment</i> .
Consultation	CIT's Executive has been consulted on the actions linked to the Board's Priorities for Strategic Compass implementation in 2019.

Background

1. Members discussed Board Priorities for Strategic Compass implementation in 2019 at the November 2018 meeting and indicated they were broadly comfortable with the priorities. Members indicated that a greater emphasis should be placed on pursuing market opportunities, workforce development and a refreshed key message for 2019 of

'Evolving Together – Unlocking our Potential'. The Board requested that related actions for the Board Priorities for Strategic Compass implementation in 2019 be provided for this meeting.

2. The Board noted at its November 2018 meeting that it may be necessary to only progress some of the agreed Board Priorities given budget constraints.

Issues

3. Following feedback from the Board the Board Priorities for Strategic Compass implementation in 2019 were amended to the following:
 - Building additional capacity and industry partnerships in emerging industries and areas of government demand;
 - Improving the recognition of CIT as a major economic and social contributor for the ACT and region;
 - Enhancing contemporary organisational transformation and workforce development at CIT through ongoing investment in our people through:
 - the overarching *Evolving Together Project* (including a greater focus on middle management and Heads of Department);
 - the *Product Innovation Project* which has successfully demonstrated the importance of collaboration and innovation across CIT;
 - Driving *Campus Renewal* at Reid as part of the City East Education Renewal Precinct with UNSW;
 - Reshaping education and training products through the *Innovative Learning Resources Project* and enhancing teacher capability (including digital fluency) through the *Evolving Teacher Project*;
 - Investing in digital infrastructure including as part of CIT's *Campus Renewal* and in line with the Chief Minister's ambitions for Canberra; and
 - Maintaining focus on *Transforming our Business* through people, processes and system changes including fully understanding the costs of service delivery.
4. The Chair relayed the Board's Priorities for 2019 at the all staff *Evolving Together* event on 30 January 2019.
5. Attachment A provides a table listing key actions against the Board Priorities for Members to discuss. It is proposed that these priorities and related actions be reported on quarterly to the Board during 2019 and be provided to the Audit, Risk and Finance Committee for their information.

CHAIR MEETING NOTES

Agenda Item: 3.1

Agenda Title: 2019 CIT Board Priorities and Linked Actions

Outcome sought:

Members discuss the actions and agree to the provision of quarterly reports to the Board on progress in implementing the actions.

Talking points:

- We requested at our November meeting that related actions for the Board Priorities for Strategic Compass implementation in 2019 be provided for this meeting.
- The CEO and Executives have provided the related actions in Attachment A for our discussion.

Members discuss the related actions and ask any questions.

- The paper also proposes that progress in implementing the actions be monitored by the Board on a quarterly basis. This is slightly different to last year when reports were provided to the Audit, Risk and Finance Committee on agreed 2018 priorities. I believe that this monitoring role is more appropriately undertaken by the Board.

Ask Members for their agreement to perform this monitoring role.

Background

Board Member Ray Garrand was absent from the Board Meeting in November 2018 but provided comments prior to the meeting on the Board Priorities. Mr Garrand's priorities were incorporated to an extent into the final Board Priorities. His feedback is provided below for your information:

There are 5 areas I think we should spend some time on from a strategic planning point of view:

- *Industry engagement - exploring different models especially given the increasing focus of industry on non-accredited training that is not necessarily aligned to a Training Package - how can CIT better partner with industry to meet the training they are seeking.*
- *Strategic partnerships - including with Universities and Higher Education institutions, the school sector and potentially other RTOs - given the developments in relation to UNSW and others this is critical but also exploring new ways of engaging with the school sector in delivering VET.*
- *Workforce development- this should cover the future skills of VET teachers especially in an increasing digital world and also how to increase flexibility of delivery.*
- *Skills for the future- given the rapid pace of digitisation, automation and impacts of 4IR how does CIT best position itself to be a leader in developing the training for the future.*
- *Innovation - this is an overused word but should cover innovation of delivery, including new models, new course offerings etc - much good work is already happening in this space, what is the next big opportunity?*

THOUGHT PIECE

(by [REDACTED])

Our context:

[REDACTED]
[REDACTED]
[REDACTED]

Our key temporal scales are:

[REDACTED]
[REDACTED]
[REDACTED]

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Our key spatial scales are:

- [Redacted list item]

[Redacted text block]

The difference between temporal and spatial scales: agency

[Redacted text block]

But before we identify our context-specific approaches:

[Redacted text block]

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Our context-specific approaches:

[Redacted text block]

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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).	<ul style="list-style-type: none"> • Pursue market opportunities in the Government's priority areas. 	<ul style="list-style-type: none"> • 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.
		<ul style="list-style-type: none"> • Industry Advisory Groups (IAGs)– refresh CIT Industry Advisory Groups for greater industry engagement and market intelligence and link to the Board. 	<ul style="list-style-type: none"> • A CIT Board Teleconference (April 2019) endorsed a new 3 tier approach to strengthen industry engagement: <ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> Communication Strategy for distribution of Report titled <i>Canberra Institute of Technology: Economic and Social Contribution to the ACT</i> (February 2019). Successful engagement with Economic Development Sub Committee of Cabinet (April 2019). 	<ul style="list-style-type: none"> On hold – working with Minister’s office re involvement in launch of Report. 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.	<p>Enhancing contemporary organisational transformation and workforce development at CIT through ongoing investment in our people through:</p> <ul style="list-style-type: none"> the overarching <i>Evolving Together Project</i> (with a greater focus on middle management and Heads of Departments); the <i>Product Innovation Project</i> which has successfully demonstrated the importance of collaboration and innovation across CIT. 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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.
		<ul style="list-style-type: none"> Expand the PIF program to include <ul style="list-style-type: none"> the availability of basic design thinking Units of Competencies (UOCs) to all CIT staff utilising the CBRIN trained CIT teachers 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. 	<ul style="list-style-type: none"> 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 <i>Transforming our Business</i> through people, processes and system changes including fully understanding the costs of service delivery.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 <i>Campus Renewal</i> at Reid as part of the City East Education Renewal Precinct with UNSW.	<ul style="list-style-type: none"> Budget Bid development and implementation for Reid Campus Renewal. 	<ul style="list-style-type: none"> 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.
		<ul style="list-style-type: none"> Continue to implement campus renewal through ongoing support to the CIT Campus Modernisation Sub-Committee. 	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Budget Bid development and implementation for new CIT ICT environment (including Desktop, Network and Application project). 	<ul style="list-style-type: none"> 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 (<i>Innovative Learning Resources- ILR Project</i>) and enhancing teacher capability (including digital fluency) through the <i>Evolving Teacher Project</i> .	<ul style="list-style-type: none"> Continue development of high quality training products, which have the capacity to maximise student numbers and learner satisfaction whilst reducing delivery costs. 	<ul style="list-style-type: none"> 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.
		<ul style="list-style-type: none"> Investigate and analyse potential benefits from the Banner 9 upgrade in April 2019 for improving learning resources and program delivery 	
		<ul style="list-style-type: none"> Continue to target support and training for trainers and assessors. 	<ul style="list-style-type: none"> 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 <i>CIT Conversations</i>, blended learning facilitation strategies and <i>bits and bytes</i> modules.
		<ul style="list-style-type: none"> Develop and implement a framework for the design and delivery of blended learning models across CIT. 	<ul style="list-style-type: none"> 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.

Attachment A: 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).	<ul style="list-style-type: none"> Pursue market opportunities in the Government's priority areas. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.
		<ul style="list-style-type: none"> Industry Advisory Groups (IAGs)– refresh CIT Industry Advisory Groups for greater industry engagement and market intelligence and link to the Board. 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Communication Strategy for distribution of Report titled <i>Canberra Institute of Technology: Economic and Social Contribution to the ACT</i> (February 2019). 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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
		<ul style="list-style-type: none"> Successful engagement with Economic Development Sub Committee of Cabinet (April 2019). 	<ul style="list-style-type: none"> CIT briefings to Chief Minister currently being scheduled for fortnightly meetings. 	<ul style="list-style-type: none"> Ongoing work with CMTEEDD in regards to the Campus Renewal project in looking at viable options for Woden Town Centre vs the options proposed for Reid.

Attachment A: 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.	<p>Enhancing contemporary organisational transformation and workforce development at CIT through ongoing investment in our people through:</p> <ul style="list-style-type: none"> • the overarching <i>Evolving Together Project</i> (with a greater focus on middle management and Heads of Departments); • the <i>Product Innovation Project</i> which has successfully demonstrated the importance of collaboration and innovation across CIT. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Over 130 staff participated in a Learning Series session on <i>Networks</i> 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. • 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.
		<ul style="list-style-type: none"> • Undertake leadership and business management development for middle management and Heads of Department. 	<ul style="list-style-type: none"> • Evolving Teacher under the banner of Evolving Together delivered <i>Coaching Skills for Leaders</i> 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 <i>Coaching Skills for Leaders</i> workshop complements the <i>Evolving Teacher Mentor Program for Leaders Workshop and Program</i> (commencing August – selection and mentor/mentee pairing underway). The program is designed for HODs to be mentored by executives, directors and managers. Objectives include: <ul style="list-style-type: none"> ○ To strengthen leadership capacity and capability across CIT 	<ul style="list-style-type: none"> • 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 <i>Coaching Skills for Leaders</i> 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

Attachment A: 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
			<ul style="list-style-type: none"> ○ 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. 	<p>with the Strategic Compass direction was evidenced through the sharing of common challenges, networking and understanding of common practices and through:</p> <ul style="list-style-type: none"> ● Cultivating sustainable, collaborative networks across CIT; ● Developing leadership capability ● Delivering maximum value for CIT students and the broader ACT community <ul style="list-style-type: none"> ● Evaluations from the workshop demonstrated 100% extreme satisfaction with the experience and relevance.
		<ul style="list-style-type: none"> ● Expand the PIF program to include: <ul style="list-style-type: none"> ○ the availability of basic design thinking Units of Competencies (UOCs) to all CIT staff utilising the CBRIN trained CIT teachers ○ Partnering with industry to embed industry into the CIT/CBRIN PIF programs to develop new products and services eg Renewable Energy Hackathon 	<ul style="list-style-type: none"> ● 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. 	<ul style="list-style-type: none"> ● 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

Attachment A: 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
				solutions to the issues of waste and recycling across all trades.
		<ul style="list-style-type: none"> • Further leverage and alignment of the Evolving Together and Product Innovation project approaches to drive innovation, collaboration and transformation at CIT. 		<ul style="list-style-type: none"> • 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.	<p>Maintaining focus on <i>Transforming our Business</i> through people, processes and system changes including fully understanding the costs of service delivery.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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.

Attachment A: 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
			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 in their financial management with further enhancements being gradually introduced.	
5.	Driving <i>Campus Renewal</i> at Reid as part of the City East Education Renewal Precinct with UNSW.	<ul style="list-style-type: none"> Budget Bid development and implementation for Reid Campus Renewal. Continue to implement campus renewal through ongoing support to the CIT Campus Modernisation Sub-Committee. 	<ul style="list-style-type: none"> 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 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. 	<ul style="list-style-type: none"> 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.  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.	<ul style="list-style-type: none"> Budget Bid development and implementation for new CIT ICT environment (including Desktop, Network and Application project). 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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

Attachment A: 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
				<p>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.</p> <ul style="list-style-type: none"> The Desktop renewal project is largely complete and the monitor refresh project will be undertaken in December/January.
7.	<p>Reshaping education and training products (<i>Innovative Learning Resources- ILR Project</i>) and enhancing teacher capability (including digital fluency) through the <i>Evolving Teacher Project</i>.</p>	<ul style="list-style-type: none"> Continue development of high quality training products, which have the capacity to maximise student numbers and learner satisfaction whilst reducing delivery costs. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 2174 assets developed by the ILR team to date (includes images, videos and SCORMS): <ul style="list-style-type: none"> 1238 in Light and Heavy Vehicles 241 in Cyber Security and ICT 167 in Culinary 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.
		<ul style="list-style-type: none"> Investigate and analyse potential benefits from the Banner 9 upgrade in April 2019 for improving learning resources and program delivery 	<ul style="list-style-type: none"> Awaiting Banner 9 like-for-like replacement, which is due at the end of August 2019. 	<ul style="list-style-type: none"> Banner 9 upgrade was successfully completed on 1 October 2019.
		<ul style="list-style-type: none"> Continue to target support and training for trainers and assessors. 	<ul style="list-style-type: none"> 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 <i>Bits and Bytes</i> modules. 	

Attachment A: 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
		<ul style="list-style-type: none"> Develop and implement a framework for the design and delivery of blended learning models across CIT. 	<ul style="list-style-type: none"> 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 Paper**Agenda Item:** 2.3**Title:** CIT Board Strategic Compass development – next steps**Outcome:** Discussion**Recommendation:****The CIT Board:**

- a) Continue a conversation regarding a draft framework for the next iteration of the Strategic Compass.

Issues Summary	This agenda item provides an opportunity for [REDACTED] ([REDACTED]) to discuss with Board members a possible draft framework for the next iteration of the Strategic Compass.
Key Risks	Key risks in the development and implementation of a new strategic compass is that the momentum for transformational change as part of Evolving Together or in response to the COVID 19 challenges slows or halts.
Financial Implications	Funds will be allocated internally to produce a marketing document.
Consultation	The Chair and CEO have consulted with [REDACTED] as part of the development of this paper and agenda item.

Background/Issues.

- On 1 April 2020 the Board held a strategy session by teleconference due to the social distancing requirements of the COVID-19 pandemic. The Board discussed some of the COVID-19 challenges facing CIT and possible responses. It had then been planned for [REDACTED] (complexity consultant – [REDACTED]) to guide Board members through an exploration and discovery session to assist the Board with the development of the next strategic compass. Unfortunately, due to technical issues this could not occur on 1 April 2020 and Board members agreed to reschedule the session for 7 April 2020.

2. On 7 April 2020, following a short introduction by the Chair, [REDACTED] presented to the Board using three background papers to frame the session (Evolving Together – CIT Futures Board Paper, A Leader’s Framework for Decision Making, Thought Piece - CIT Board Musings).
3. Members outlined that the presentation was very useful and raised a number of questions and comments. The Chair then concluded the session indicating that his preference, at least as a Board, is to maintain the momentum and have a new Strategic Compass by June 2020.

CIT Board Paper

Agenda Item: 2.3
Agenda Title: CEO Update
Outcome: Noting

RECOMMENDATION:

The CIT Board note the information contained in this update.

CIT AND ACT/FEDERAL GOVERNMENT

COAG Skills Ministers' Meeting

█ [Redacted]

ACT Wellbeing Indicators

█ [Redacted]

█ [Redacted]

CIT STRATEGIC COMPASS 2020

Quarterly Update – Strategic Compass Projects

4. Progress in implementing the Board's 2019 Strategic Compass priorities and actions is provided as an attachment to this report (**Attachment A**).

CIT PROGRAMS AND SERVICES

Brand Marketing

5. As CIT progresses its effort to deliver on the Strategic Compass four promises with major projects such as campus modernisation, digitalisation of campuses and the building of

innovative learning resources, it is now more important than ever to ensure CIT has relevant information and data about current and future customer behaviours to inform decision making. A market research project was conducted in 2016 which had a strong focus on the courses on offer at CIT and study choice preferences of customers.

[Redacted]

[Redacted]

CIT Reconciliation Action Plan – Progress Update

[Redacted]

[Redacted]

Army Industry and Corporate Development Program

10. Every year the Australian Army selects a small number of high performing senior soldiers and officers to participate in the Army Industry and Corporate Development Program (AICDP). The program is a professional development program in which, individuals are placed in corporate, industry or public sector organisations for 6-12 months. The primary aim is to support a mutual exchange of ideas, knowledge and skills between the placement organisation and the individual, and to provide selected Army personnel with invaluable exposure to inclusive, diverse and successful leadership and management practices in high performing organisations. CIT has agreed to participate in this program and will be hosting a senior army candidate in 2020. The candidate will be working predominantly under direction of the CEO and in a variety of areas across CIT and contribute significantly to the Evolving Together project.

Microsoft Pilot Program

[Redacted]

[Redacted]

[Redacted]

**CIT EVENTS AND MEETINGS
ACT Alcohol and Drug Court**

[Redacted]

[Redacted]

[Redacted]

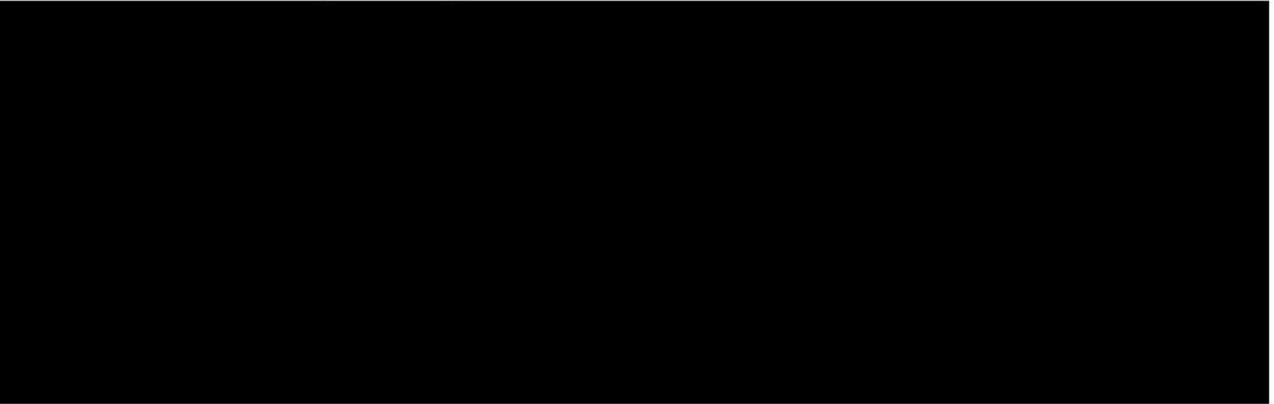
Product Innovation Pitch Night

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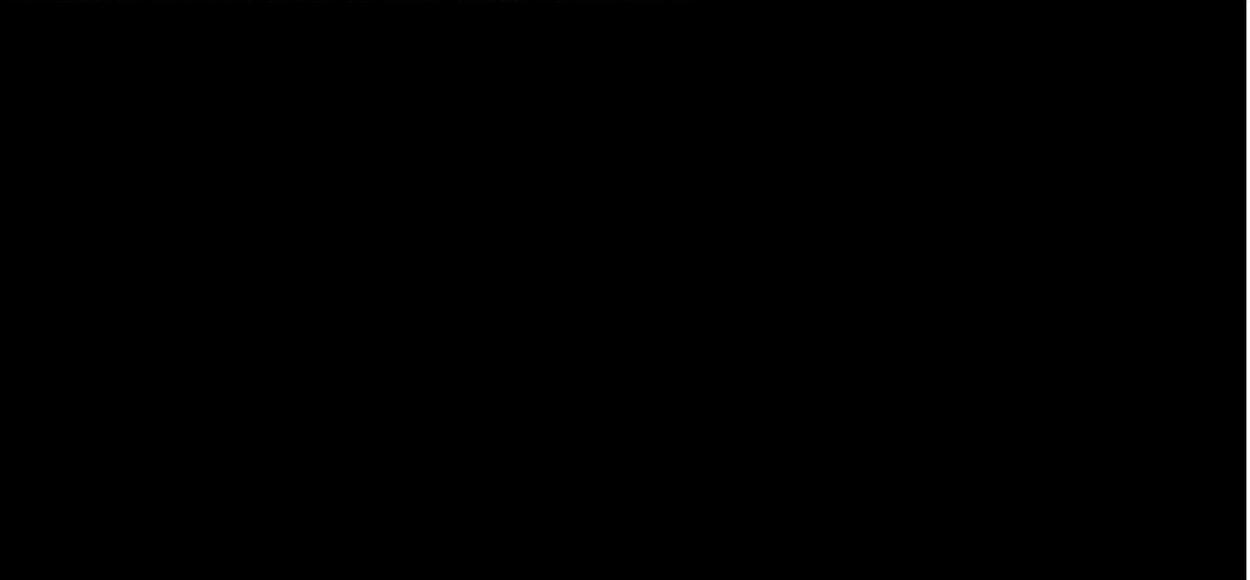
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19. The executive team are providing support to the teams to continue exploring and implementing their ideas. All teams said they want to continue. Many new groups were formed through the PIF project and comments ranged from 'it was the best induction I could have had' to 'the organisation through to the problem was too broad and the timeline was too tight, but it made us focus and drill down to what we could really achieve and the impact we could achieve'. The PIF project is informed by CIT's overall approach to Evolving Together. The next phase of PIF will include teams joining the Evolving Together Design Team to utilise narrative capture tools to gain greater insights into the connections and interdependencies of ideas and possible solutions.

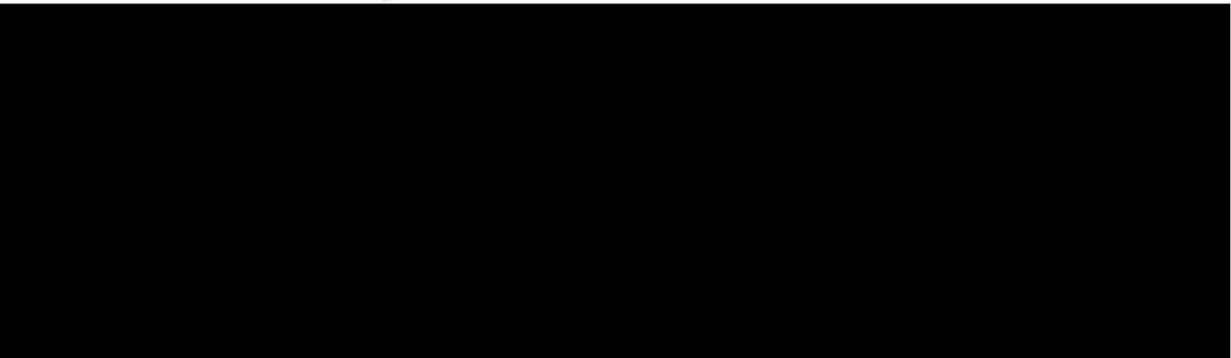
Launch of the Canberra Cybersecurity Innovation Node



CIT Automotive and Metal Fabrication Apprentice Awards



Chief Minister Tour of CIT Campuses



CIT STUDENT ACHIEVEMENTS

ACT Training Awards

[Redacted]

CIT Advanced Bridge Challenge

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

International Landscape Gardening Competition

[Redacted]

Canberra Institute of Technology Strategic Compass 2020

Onwards: A System That Learns

[Redacted text block]

A system that learns: spatial and temporal

[Redacted text block]

[Redacted text block]

What does it need to learn?

[Redacted text block]

The four pillars

[Redacted text block]

How we enact the two lower-order promises

[Redacted text block]

A system that learns revisited: spatial and temporal

[Redacted text block]

[REDACTED]

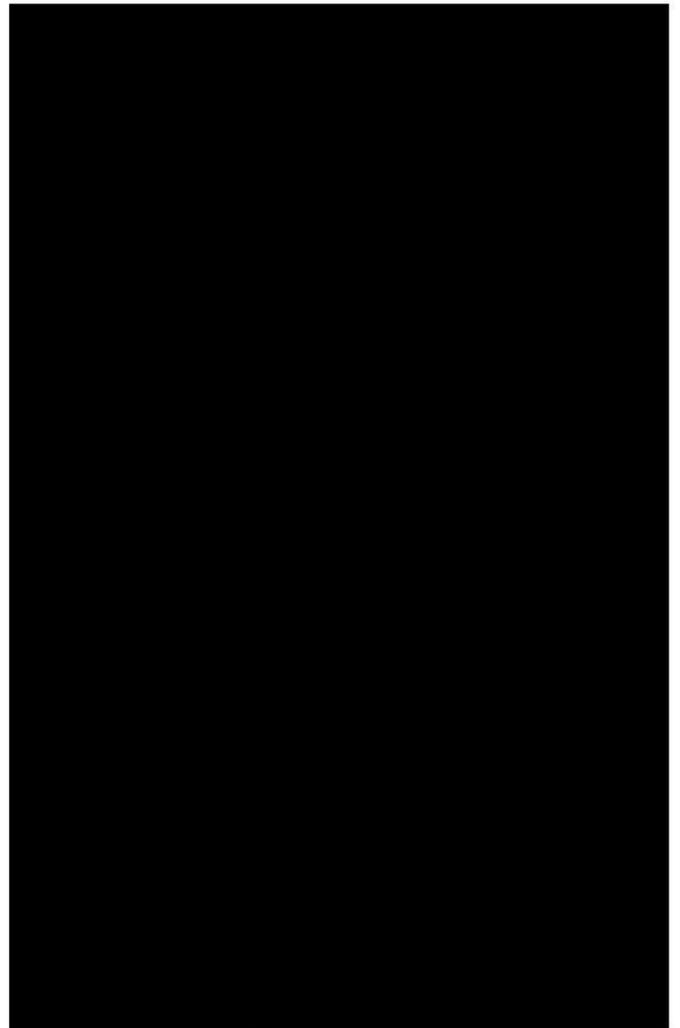
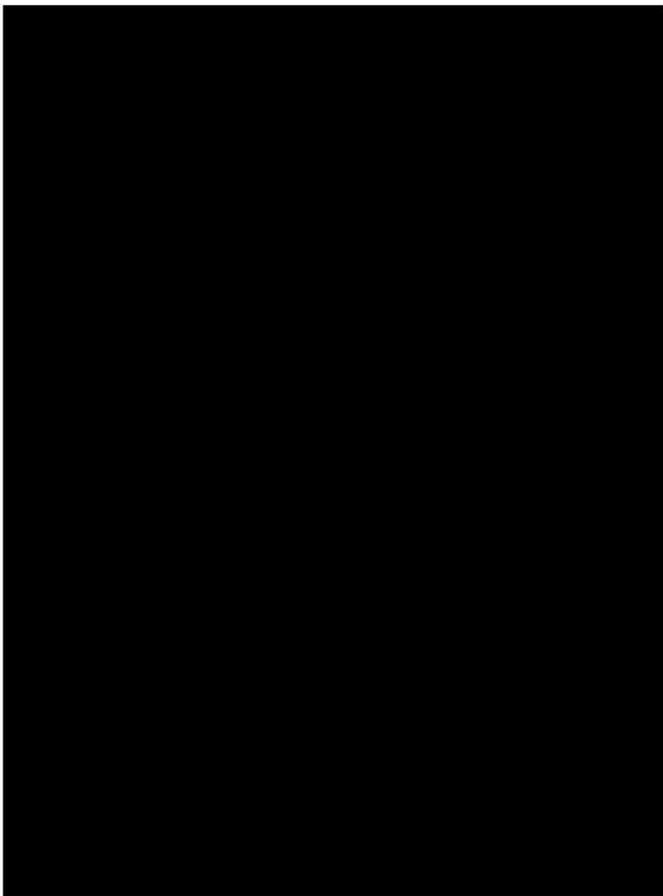
Critically, these different temporal scales are not isolated and discrete, but rather connected, interdependent and nested. So, what happens in the next 12 months alters the course of what happens in the next three years, and the next ten, and so on. But, at the same time, the actions taken to maintain, alter or change trajectories over the next ten years, or three years, will also impact what happens in the next 12 months. Again, the different contexts are not discrete and isolated, but rather connected, interdependent, and nested.

Evolving Together

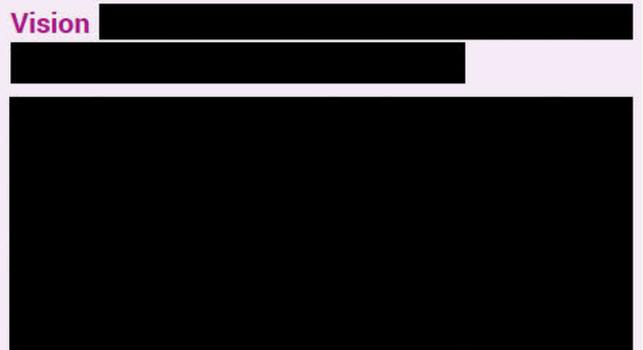
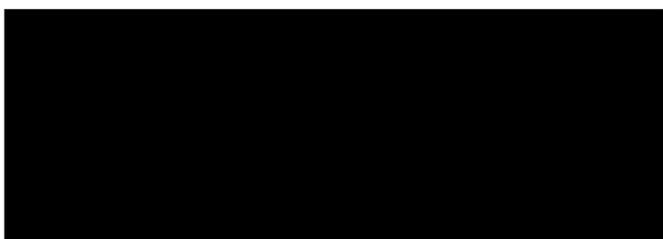
CIT Futures

February 2019

Strategic Compass: the story
so far...



The four pillars



[Redacted]

[Redacted]

[Redacted]

Learning

[Redacted]

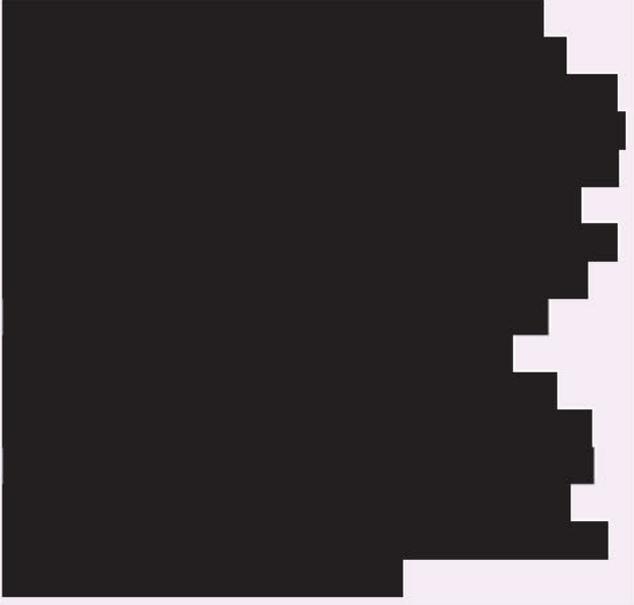
[Redacted]

Workforce

[Redacted]

Business

[Redacted]



It's all about connection...



The application of a complimentary, newer approach...



The true value of the nine projects...



The traditional approach



[Redacted text block]

The contemporary approach

[Redacted text block]

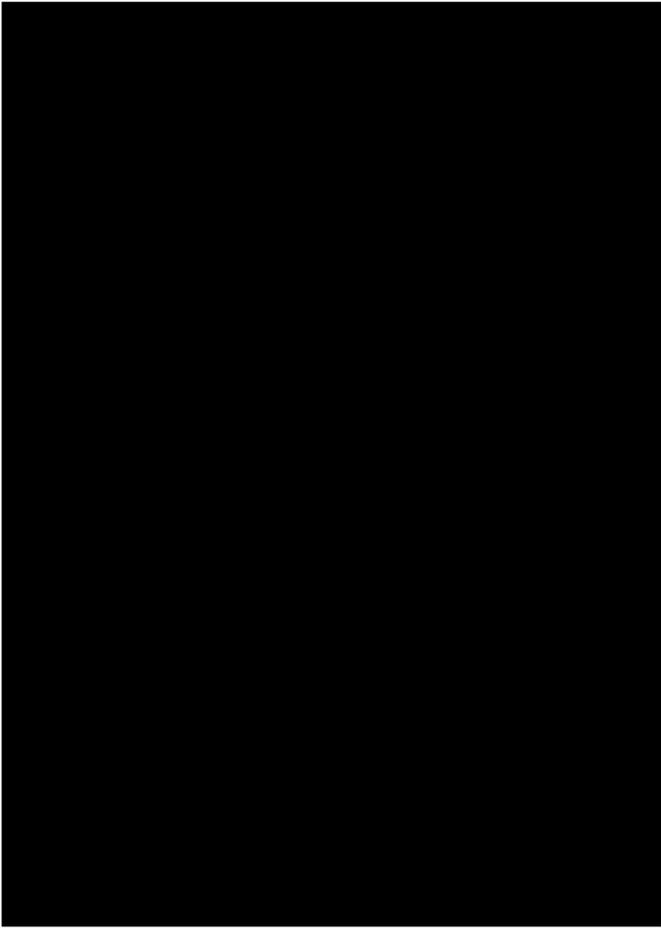
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Dispositions, tendencies and propensities

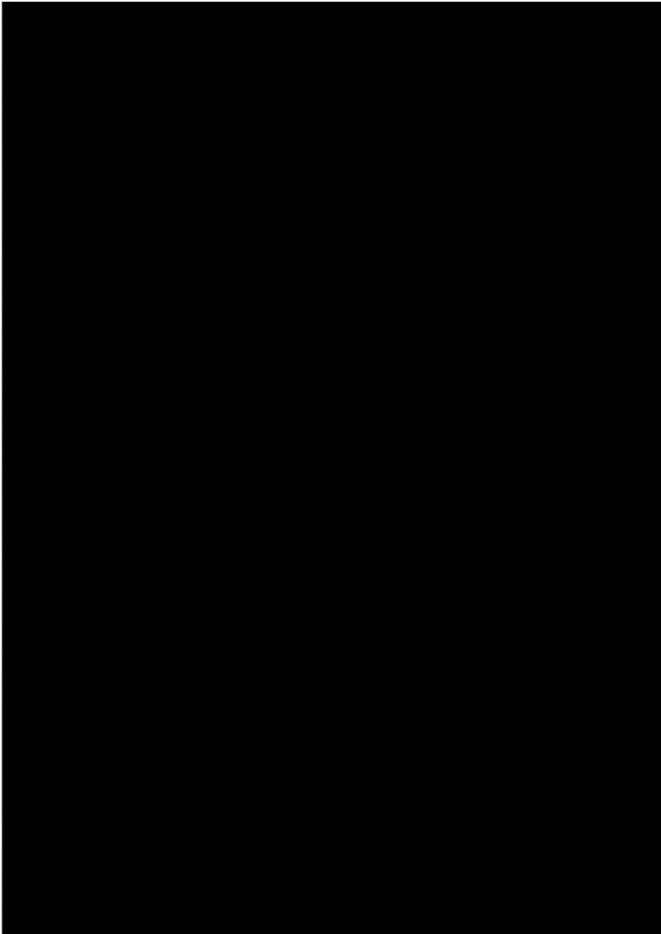
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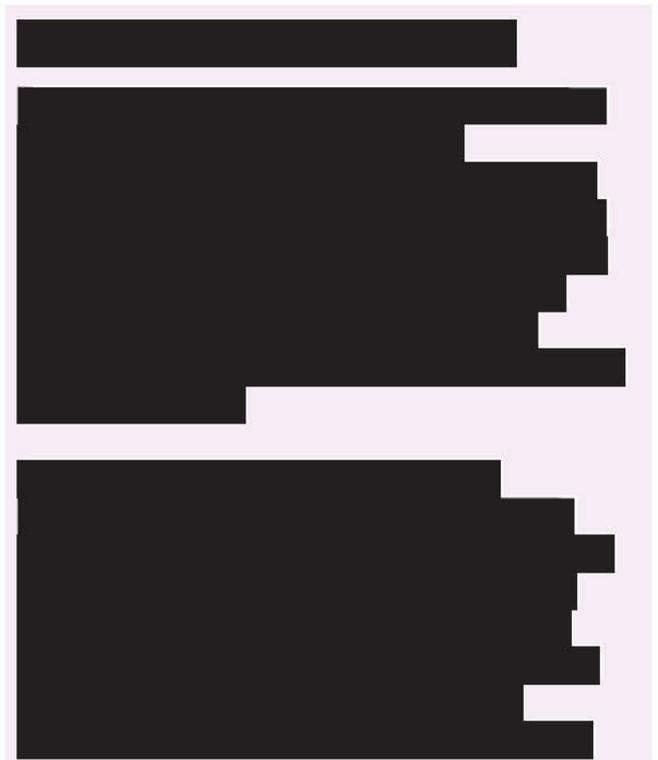
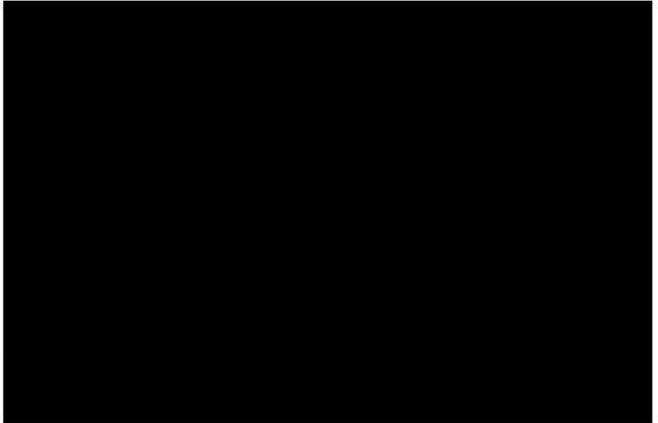
Building knowledge to enable action



An overarching scaffold for this new approach

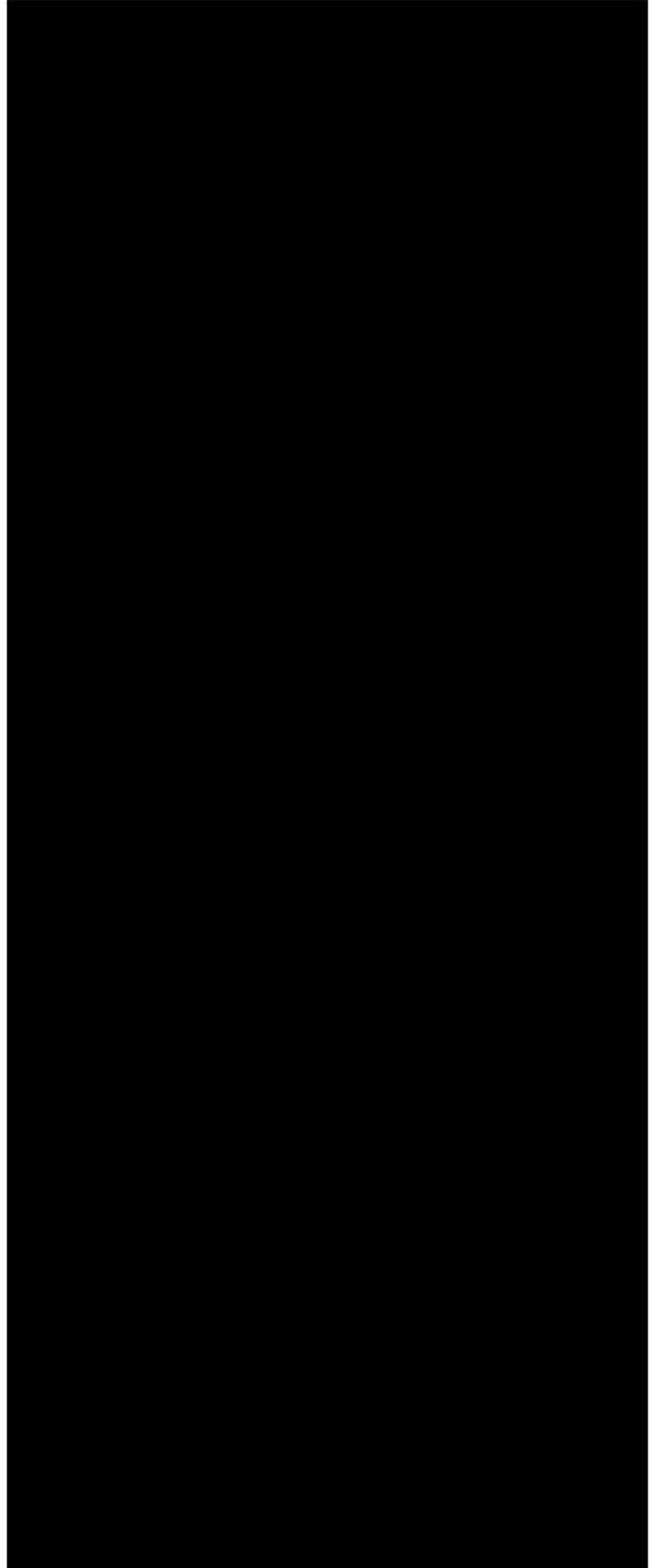
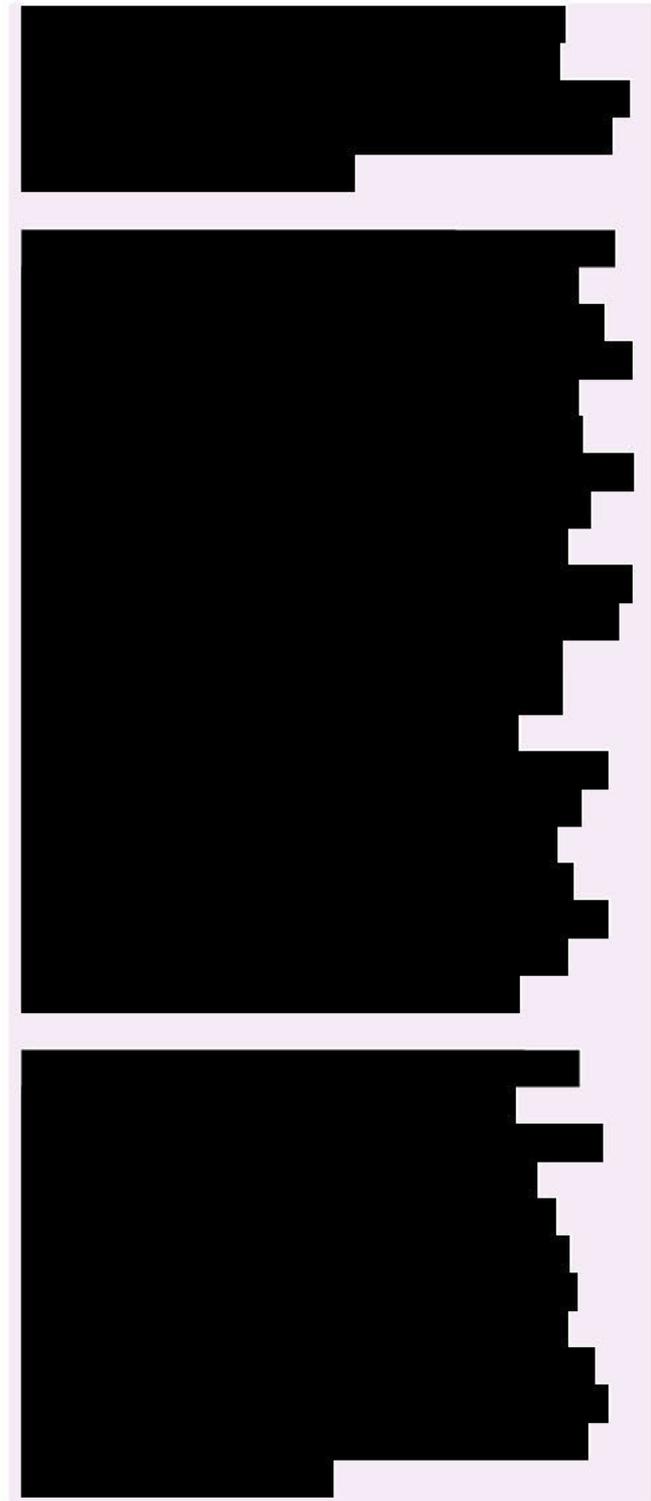


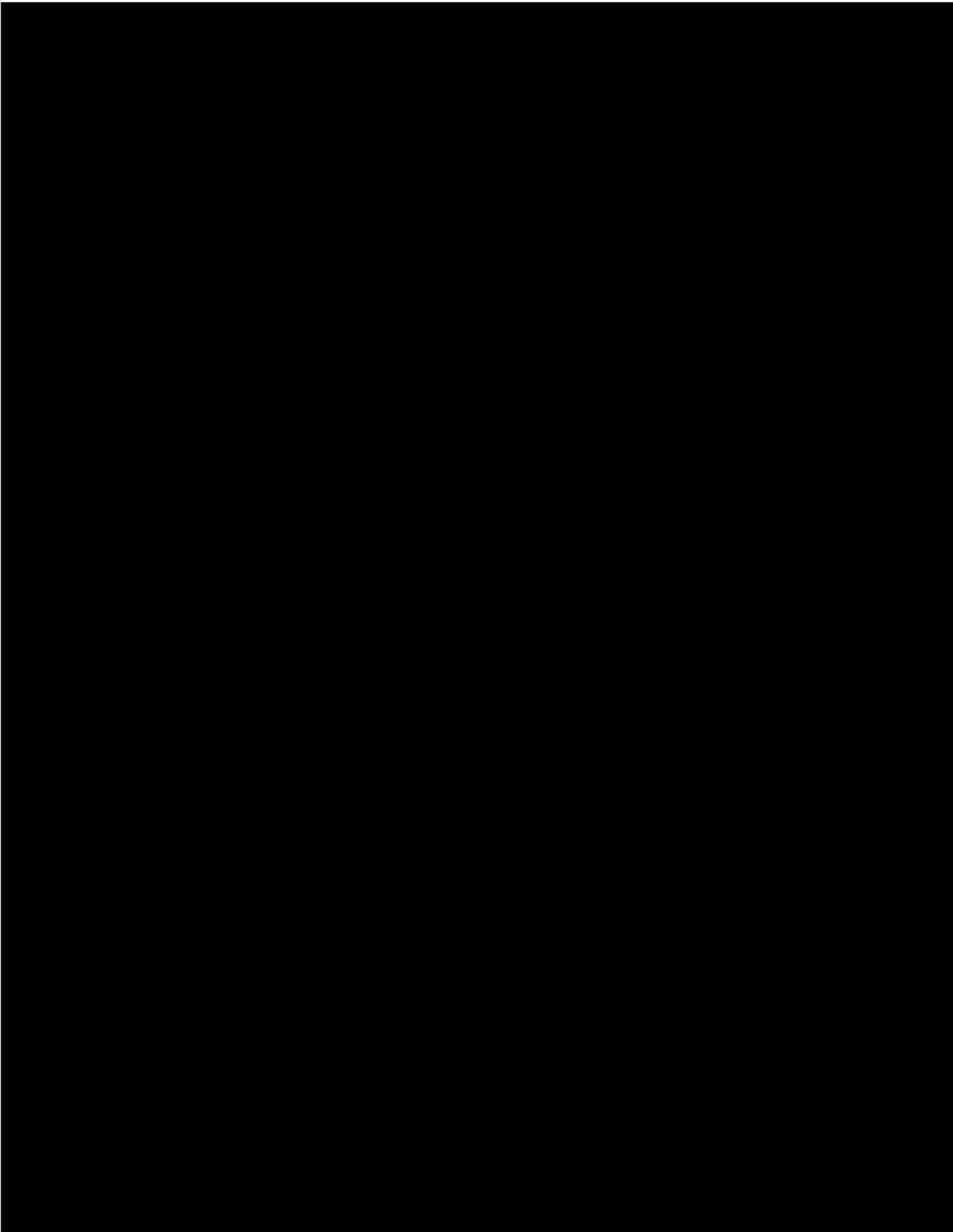
Less linear, more modular

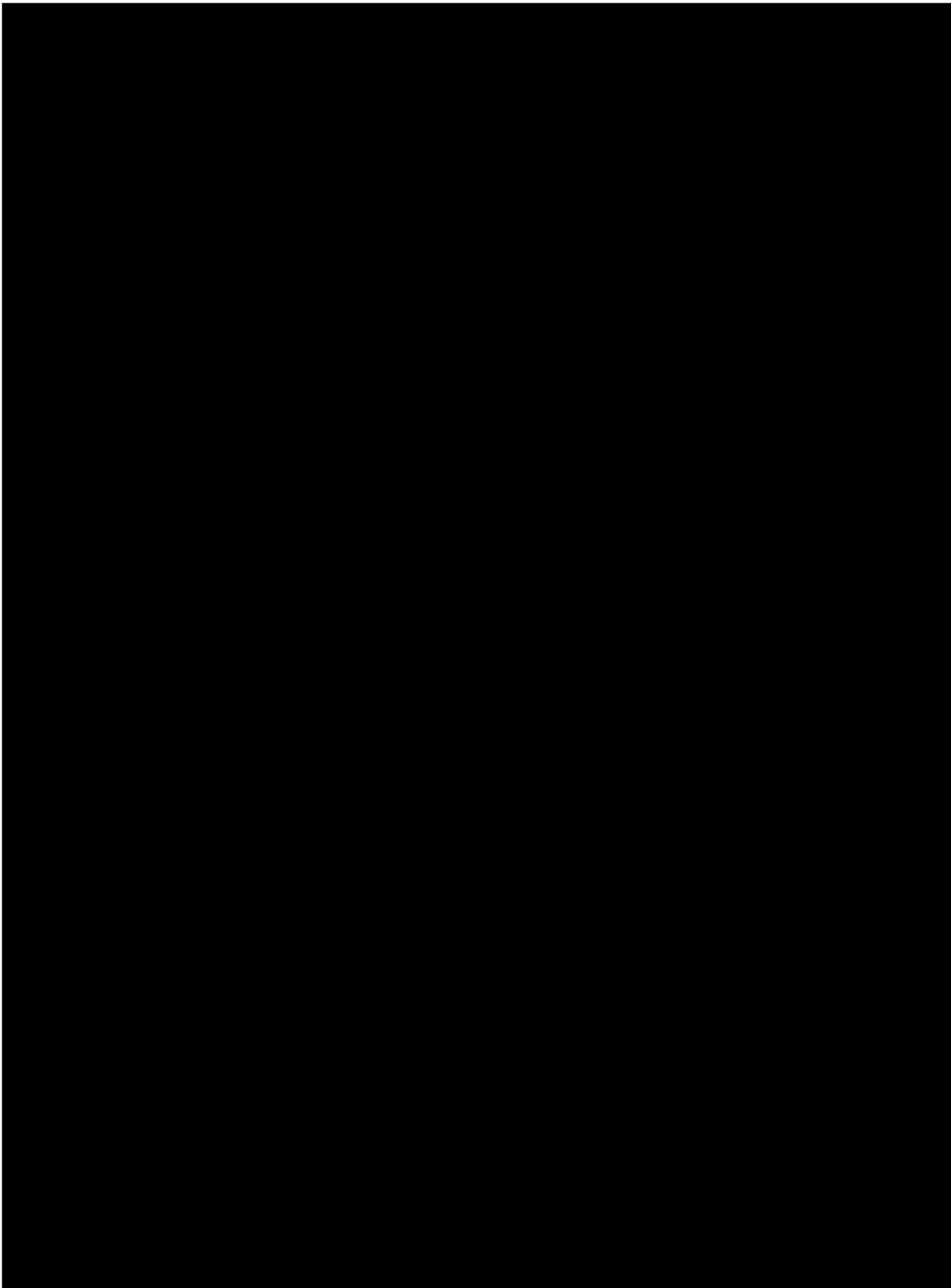


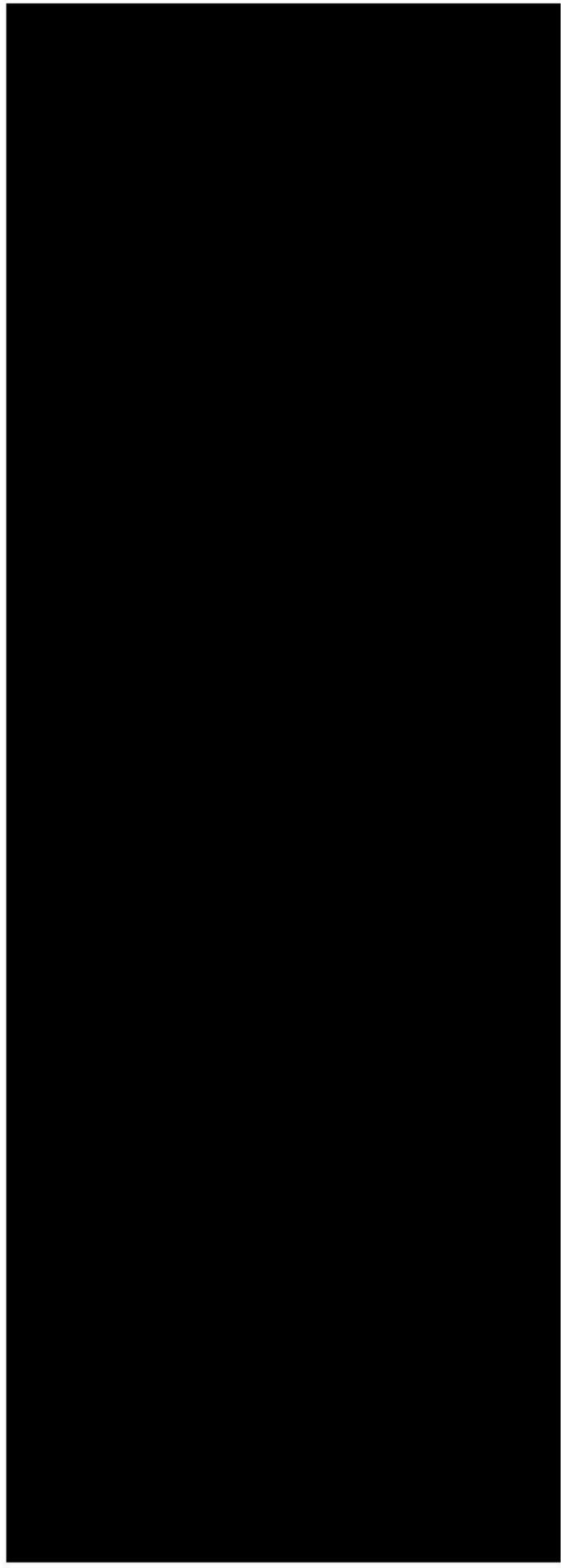
Two tools and one example of this new approach

Tool 1: Network mapping

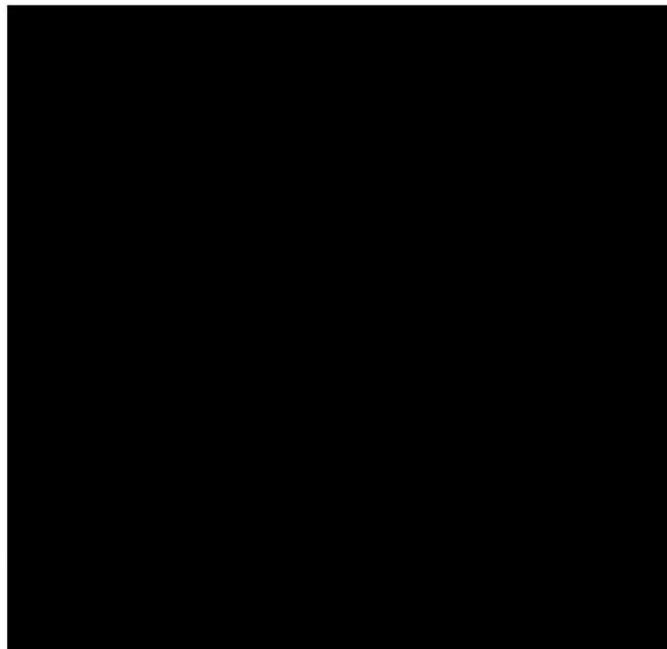
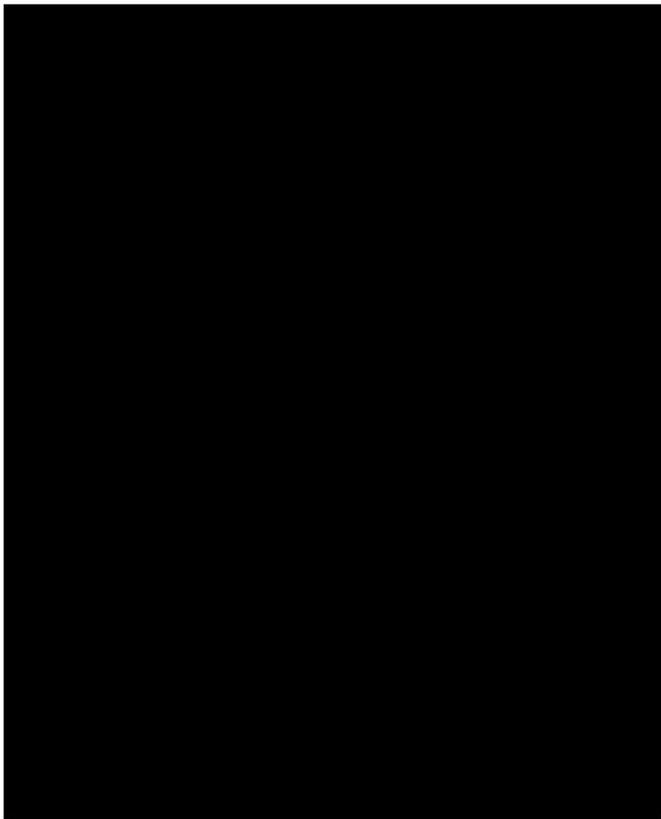








Example: 2019 CIT Evolving Together all staff day



CIT Evolving Together all staff day



In conclusion: from projection,
to probabilities to possibilities.

[Redacted text block]

[Redacted text block]

> [Redacted text block]



– CIT BOARD IN CONFIDENCE –

CIT Board Paper

Agenda Item: 2.2
Title: Evolving Together – CIT Futures
Outcome: Discussion

Recommendations:

That the CIT Board:

1. Note the information in the attached paper – *Evolving Together: CIT Futures* which outlines the approach taken in the Strategic Compass Evolving Together project being led by the CIT CEO.
2. Discuss the approach and concepts outlined in the *Evolving Together: CIT Futures* paper.

Background and Issues:

1. The attached paper *Evolving Together: CIT Futures* outlines the *Strategic Compass* story so far in terms of CIT's approach to transformation.
2. All CIT staff have had exposure to elements of the Evolving Together approach. At the whole of CIT level this has occurred at the annual All Staff development day and through communications including the CEO messages and CEO campus Evolving together forums, Head of Department network, Evolving Together advisory group meetings and workshops with CIT managers.
3. Over 2017/2018 the Evolving Together project has focussed on traditional focus points of change initiatives within CIT (the CEO, Executive and Senior Management teams and Strategic Compass Project Managers). As we progress through 2019 and into 2020 we anticipate that we will significantly expand the Evolving Together project interactions with staff at all levels as well as external stakeholders.
4. Through this work there has been a significant dispositional shift in the culture of the CIT leadership group (approximately 35 key staff) including recognition that they, and CIT more broadly, need to work differently to meet the training needs required for the delivery of the Strategic Compass 2020 promises.

5. The improved staff knowledge and understanding of contemporary organisational transformation within CIT through the *Evolving Together Project* is also reflected in new products and services through projects such as the *Product Innovation* program which has been undertaken in partnership with the Canberra Innovation Network (CBRIN).
6. As a result of the increased propensity to embrace collaboration and innovation through new ways of working at CIT more opportunities are being seized to address contemporary challenges facing industry and students. Some of these opportunities have been highlighted to the Board at recent meetings (e.g. the approach to Cyber Security and CIT's Pressure Cooker).
7. This agenda item provides an opportunity for members to discuss the theoretical underpinnings of the approach being taken to CIT's transformation with the CEO and [REDACTED] (Red Rouge Consultants).

CIT Board Paper

Agenda Item: 2.2
Title: Evolving Together
Outcome: Discussion

Recommendation:

That the CIT Board note the presentation and discussion regarding Evolving Together.

Background/Issues

1. At the Board meeting in February 2019 the attached paper *Evolving Together: CIT Futures* was provided to the Board to outline the approach taken in the Strategic Compass (SC2020) Evolving Together project being led by the CIT Chief Executive Officer (CEO). At that meeting Leanne Cover (CEO) along with [REDACTED] (Red Rouge Consultant) discussed with the Board the approach and key concepts outlined in the *Evolving Together: CIT Futures* paper.
2. Noting heightened awareness of organisational culture brought about from this year's final Hayne Report from the Financial Services Royal Commission, and noting that the Evolving Together project is about much more than just culture, we thought this would be a good opportunity to give you an example of how our contemporary approach (as outlined in the CIT Futures paper, presented at February's meeting) seeks to understand, map and change CIT's organisational culture.
3. As always, we continue to be guided by the four promises of the SC2020. Within this context, we view organisational culture less as a tangible 'thing' (be that thing either good or bad), but rather as an 'enabler' and/or a 'constraint' to us meeting the four promises.
4. This agenda item provides an opportunity for members to gain further knowledge and understanding about the approach being taken to deliver on CIT's commitment to the SC2020 four promises through Evolving Together project and discuss these with the CEO and [REDACTED].

CIT Board Paper

Agenda Item: 2
Agenda Title: CEO Update
Outcome: Noting

STRATEGIC ISSUES

■ [Redacted]

■ [Redacted]

■ [Redacted]

■ [Redacted]

■ [Redacted]

[REDACTED]

[REDACTED]

Staff Survey

- 8. The recent staff survey elicited a strong response rate of 59% which provided CIT with a solid baseline information set. Numerous positive comments were received in the free text which informed that overall, CIT employees are proud to tell others where they work, that they have a strong passion for their work and that teaching and students are central to their work. Staff expressed their conviction that they believe in and demonstrate the CIT cultural traits. Areas identified for improvement included modernisation and streamlining of process and procedures i.e. systems and digital environment, more effective collaboration between colleges and divisions, and improved communication channels between staff and upper management.

Governance Review

9. [REDACTED]

Cyber Security

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Enterprise Agreement Update

[Redacted]

Local Government

[Redacted]

[Redacted]

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[Redacted]

National

[Redacted]

[Redacted]

Sensitive and Legal

[Redacted]

Stakeholder Engagement

[Redacted text block]

CIT Board Paper

Agenda Item: 2
Agenda Title: CEO Update
Outcome: Noting

STRATEGIC ISSUES

1. The CIT staff event, Evolving Together, was held on 1 February 2018 at the Southern Cross Club. It was attended by 500 staff who were presented with information from the CIT Board Chair on CIT campus modernisation, from the CEO on operational priority areas for 2018, updates on the Strategic Compass projects including the Evolving Together project, and an inspiring key note address by [REDACTED]. Feedback from the event has been overwhelmingly positive.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Governance Review

[REDACTED]

[Redacted text block]

- [Redacted list item]

Cyber Security

- [Redacted list item]

- [Redacted list item]

[Redacted text block]

Renewable Energy training

[Redacted text block]

[Redacted text block]

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[Redacted]

Enterprise Agreement Update

[Redacted]

Sensitive and Legal

[Redacted]

[Redacted]

Stakeholder Engagement

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

CIT Board Paper

Agenda Item: 2
Agenda Title: CEO Update
Outcome: Noting

STRATEGIC ISSUES

1. To progress the Board’s 2018 priorities – Transforming our Business and the Evolving Together Project – deliverables for [REDACTED] contract were brought forward, with many more staff (about 90) involved in intensive workshops during the first quarter of 2018. These workshops gave the CIT leadership group a base level understanding of how to transform our business using contemporary transformation approaches.
2. The *Transforming our Business Project* is a practical application of some of the broad concepts covered to date as part of the *Evolving Together Project*. In April 2018, CIT engaged [Launch Factory](#) to explore and design, with Corporate Services and other staff, improvements to our ‘back of house’ business processes. The project will co design a solution to removing friction points within internal business process; engender the positive adoption and enthusiastic engagement of staff using contemporary design process and subsequent shift to open-attitude/mindset that results from participation.
3. The 2018 participants for the Product Innovation Fund (PIF) project have been selected. The design and delivery of the PIF is aligned with the Evolving Together project. This project is providing practical ways to encourage staff to think and work differently as we make changes at CIT. Delivery of the PIF capability development program, in partnership with Canberra Innovation (CBRin), commenced in March with just under 30 staff in attendance. The program includes a series of workshops and mentoring sessions to build participating staff’s innovation skills, such as in co-design, entrepreneurship and pitching skills.

[REDACTED]

[REDACTED]

[REDACTED]

7. To further support the implementation of CIT's Strategic Compass, and as part of the activity required under the CIT Work Health and Safety Strategy 2017-2019 the Executive, College Directors and Senior Managers attended ACT Insurance Agency Risk Management training on 6 March 2018. Risk management training for middle level managers will be held on 31 August 2018.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

14. An update on the 2018 Strategic Compass Project priorities and milestones, along with relevant finance and risk information will be provided to the CIT Audit, Risk and Finance Committee by 30 April 2018. The priorities and milestones extract is included as Attachment A to this update.

[REDACTED]

[Redacted]

Sensitive and Legal

[Redacted]

[Redacted]

[Redacted]

Stakeholder Engagement

19. The CIT CEO has recently participated in the following events:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- Evolving Together project workshops for the CIT Leadership group facilitated by [Redacted] on 19-20 and 26 March 2018; and
- [Redacted]

Strategic Compass Project Priorities and Milestones – April 2018

Evolving Together Project

The Evolving Together Project is the overarching Strategic Compass project given the importance of engaging all staff to progressing CIT's transformation. In recognition of this importance the CEO is the Executive lead for the project. The deliverables for this project in 2018 will evolve over the year in a staged manner in recognition of the need to regularly check in with staff on how CIT's culture is changing and evolving and adapting the project deliverables accordingly.

Given the Board's priority for 2018 of focusing on *Transforming our Business* and the increased funding for the *Evolving Together Project* the deliverables for the contract with the Organisational Transformation Consultant ([REDACTED]) were brought forward to the first quarter of 2018.

Approximately 90 staff were involved in intensive off site workshops during the first quarter of 2018. Through these workshops CIT has now developed a base level of understanding amongst the leadership group about contemporary transformation approaches. The leadership group understands more about the intent of the *Evolving Together Project* in growing our collective knowledge of the new ways of working and our need to work differently together to meet emerging business and industry training needs. This knowledge is also particularly useful for transforming CIT's own 'back of house' processes as part of *Transforming our Business*.

As a practical application of some of the broad concepts covered to date as part of the *Evolving Together Project* in April 2018, CIT engaged [REDACTED] (Launch Factory) in an initial small contract to explore and co design with Corporate Services staff, along with other staff, improvements to our 'back of house' business processes. This contract has a dual purpose: co designing a solution to 'painful' internal business processes and the positive adoption and enthusiastic engagement of the innovative design process by CIT staff/teams and the subsequent shift in open – attitude/mindset which results from partaking in that process. The attached link provides details of Launch Factory's service offering: https://drive.google.com/file/d/1p3OS6J8L54s8syfDb_N72h025sZcuAss/view. [REDACTED] also partners with CBR Innovation Network (CBRin) and presents to CIT participants as part of the Product Innovation Fund Project.

Additional lean leadership training will be provided during the second quarter of 2018 to those staff within the leadership group who did not participate in training during 2017.

As evidence on cultural change and organisational transformation consistently indicates that success requires a long-term focus of at least 3-5 years a further procurement process is underway to procure highly contextualized services to work with CIT to:

- Further increase staff knowledge of contemporary transformation theory and its application; and

- Provide high-level support to CIT to co design and implement tailored contemporary organisational transformation theory informed practice.

Product Innovation Fund Project

The Executive Lead for this project is Leanne Cover, CEO and the Project Manger is Jayne Miller.

In 2017 a new approach was piloted to trial a whole of institute innovation capability development program. The project saw 35 CIT staff complete the Canberra Innovation Network (CBRIN) 'innovation' program and six CIT programs funded to continue in 2018.

In 2018 the ongoing work of the 2017 project teams is informing the direction of future programs, including the need to embed students in industry and industry driven problems into the program.

CBRIN have acknowledged that as a sustainable program CIT should develop a core of facilitators who will continue to be mentored and supported by CBRIN but the program will be led by CIT. Participants of the two programs delivered thus far have acknowledged that the program being delivered off campus benefits them by changing the way they think and act. This is a financial cost that should be built into future programs.

Agreed 2018 priorities

- Create a sustainable innovation culture at CIT that fosters innovation and creates a measureable increase in innovation capability at CIT.
- Working in Partnership with CBRIN on innovation
- CIT Lean Innovation Program delivered by CBR Innovation Network (CBRIN) and co-facilitated by CIT.
- Four CIT staff trained as CIT Lean Innovation facilitators (adding to the four facilitators trained in 2017)
- A CIT/CBRIN co-branded program developed and documented.
- CIT CBRIN program to be delivered in semester 2 2018 for industry and CIT to address industry problems.
- Two funding rounds of \$50,000 (max) each in 2018 with first pitch night on 13 June 2018 and second pitch night on 30 October 2018.

Australian Apprenticeship Program

The Executive Lead for this project is Paul Ryan, Executive Director, Industry Engagement and Strategic Relations and the Project Manager is Alice Clements.

Agreed 2018 priorities

- Implement My Profiling across all Australian Apprenticeship areas by December 2018
- Implement CRN creation across all Australian Apprenticeship areas by December 2018
- Expand ACT Funding Agreement Quality Manual to include Skilled Capital initiative by June 2018

- Provide at least 10 training sessions across campuses on the ACT Funding Agreement Quality Manual by December 2018
- Trial Syllabus Plus in plumbing in Semester 2, 2018
- Implement a communication and engagement strategy about the role of the new Training Initiatives Unit (TIU) and how the unit can assist areas within CIT in reaching their goals by June 2018.
- Achieve 98% compliance in Australian Apprenticeship activity managed by the TIU
- Achieve 98% compliance in Skilled Capital activity.

Business Development and Industry Partnerships

The Executive lead for this project is Paul Ryan, Executive Director, Industry Engagement and Strategic Relations and the Project Manager is James Latimore.

Agreed 2018 priorities

- Work internally with Colleges and externally with industry/employers/individuals to secure enrolments to fill 100% of profile funded places.
- Work internally with Colleges and externally with industry/employers/individuals and funding bodies to secure an increase in total contestable income for CIT, including Skills Capital and Australian Apprenticeships
- Work closely with other CIT areas to ensure the internal and external customer journey is positive with a collaborative approach from first point inquiry to final program evaluation.
- Reinforce BD Team role within the organisation to ensure the team adds value
- Refine BD templates, systems and process to ensure increased productivity and reduce wasted energy.
- Ensure specific College priorities are supported by programs that are aligned to the various funding streams (Skilled Capital, Profile, User Choice etc)
- Promote a positive Business Development culture across CIT.
- Increased Skilled Capital placements to achieve a 30% market share by the end of 2018.
- Increased contestable funding revenue from 58% to 65% by the end of 2018.

Campus Modernisation Project

The Executive lead for this project is Paul Ryan, Executive Director, Industry Engagement and Strategic Relations and the Project Manager is Damien McNamara.

Initial Agreed Priorities in 2018:

The work for the first quarter of 2018 was to draft, consult and finalise;

- A submission for the Government to consider the overall CIT Campus Modernisation Strategy, and
- Two business cases seeking funding in the 2018-19 Budget to support the early commencement of the following necessary foundation elements of the Strategy:

- Funding to undertake the preliminary design and planning for a new building on the Reid campus, which is the key element of Reid campus rationalisation (\$1 million); and
- Funding to demolish the Woden campus buildings (\$6.8 million).

Further 2018 priorities will be established in May 2018 once CIT receives advice on the Government's position on the above.

Customer Experience Journey Project

The Executive Team is currently determining how to build on the project outcomes and the introduction of the Net Promoter Score in 2017 to advance the customer experience in 2018 and beyond.

Digitalisation Project

The Executive Lead for this project is Paul Ryan, Executive Director, Industry Engagement and Strategic Relations and the Project Manager is Penny Neuendorf.

The overarching strategy is to modernise the ICT infrastructure, hardware and systems platforms to give staff and students an enhanced digital experience by;

- Modernising staff and students **desktops** – replacing laptops with updated software and where possible, rationalising fleet by removal of unused or under-utilised devices
- Employing agile user acceptance testing and nimble change management
- Assessing and upgrading the **network**
- Decommissioning unused or archaic infrastructure
- Delivering a streamlined, robust network including internet services.
- Collaboratively investigating CIT **applications**, maximising current systems and associated business and technical processes
- Upgrading, replacing or integrating where necessary, enhancing the useability for staff and students
- Investigating modern classroom technologies and provide contemporary teaching and learning solutions.

In terms of what this looks like in practice, the following are the 2018 planned outcomes;

Desktop Modernisation

- Student Labs asset refresh
- Staff asset refresh
- Decommissioning of old desktops/laptops
- SOE Windows 10 and Microsoft Office Suite upgrade
- Transitioning of ICT services from Micro Focus (formerly Novell) to Microsoft Platform
- Bring Your Own Device (BYOD) for Students

Network Modernisation

- Network Assessment
- Network Improvements
- Consolidation of Proxy and Content Keeper
- Decommissioning of old infrastructure

Application Modernisation

- TRIM upgrade
- CRM review
- Banner upgrade
- Student Email review
- Syllabus Plus
- Learning Management System enhancements
- CIT and CITSOL Intranet/Staff Information Site (SIS) review and consolidation
- SMS System enhancements Account for all CIT Applications
- Decommission unused applications or poorly performing applications by migrating system functionality.

Evolving Teacher Project

The Executive Lead for this project is Paula McKenry, Executive Director, Education and Training Services, and the Project Manager is Angela Ryan.

The Executive Lead has been working closely with the Project Manager to build on the Teacher Professional Learning Capabilities developed and agreed upon as part of the 2017 project priorities and refine the project deliverables for 2018 informed by best practice.

Proposed 2018 priorities to be agreed by end April 2018

- Concierge pilot of the Teacher Professional Learning Capabilities
- Expert Facilitator Lecture and Workshop Series
- Micro PD – Open Access/ Just in time learning
- Develop and implement a Mentoring Program
- Develop and implement a Mobility Program
- 400 plus teaching staff undertake streamlined TAE qualification upgrade by April 2019

Innovative Learning Resources

The Executive Lead for this project is Paula Mckenry, Executive Director, Education and Training Services, and the Project Manager is J-Deon Easterby-Wood.

The Executive Lead has been working closely with the Project Manager to build on the ILR project outcomes in 2017 and refine the project deliverables for 2018 informed by best practice.

Proposed 2018 priorities to be agreed by end April 2018

- In consultation with teaching Colleges, identify top 100 courses as priority development courses for ILR project (April 2018)

- Recruit team members with specialist content development skills to supplement existing CIT pedagogy and subject matter expertise (May 2018).
- Establish and lead cross-functional teams (4 + 1) to transform delivery methodologies and learning resources for priority courses (May 2018 onwards).
- In consultation with Evolving Teacher design, develop and facilitate delivery of flexible delivery professional development activities for teaching and other staff (May 2018 onwards).
- Develop procedures for the evaluation, acquisition and deployment of learning resources within the Learning Management System LMS (June 2018).
- Advise and support BAU team in transitioning existing resources to ensure consistent 'look and feel' for CIT learning resources housed in LMS (May 2018 onwards).
- Review, test and promote flexible learning delivery methodologies, resources and related technologies to improve learner experience across CIT (May 2018 onwards).
- Develop and trial processes to derive learner analytics from LMS (September 2018).
- Identify, test and deploy functional changes to LMS and related systems to improve learner experience and increase user acceptance (July 2018 onwards)

MINUTES

Meeting No. 04/2019
E Block Conference Room, CIT Reid
Wednesday, 16 October 2019
8:30am – 12:00pm

IN ATTENDANCE:

Members: Mr Craig Sloan (Chair), Ms Leanne Cover, Mr Raymond Garrand, Mr Nigel Phair, Mr Sam Mills, Mr Giancarlo Cabrales

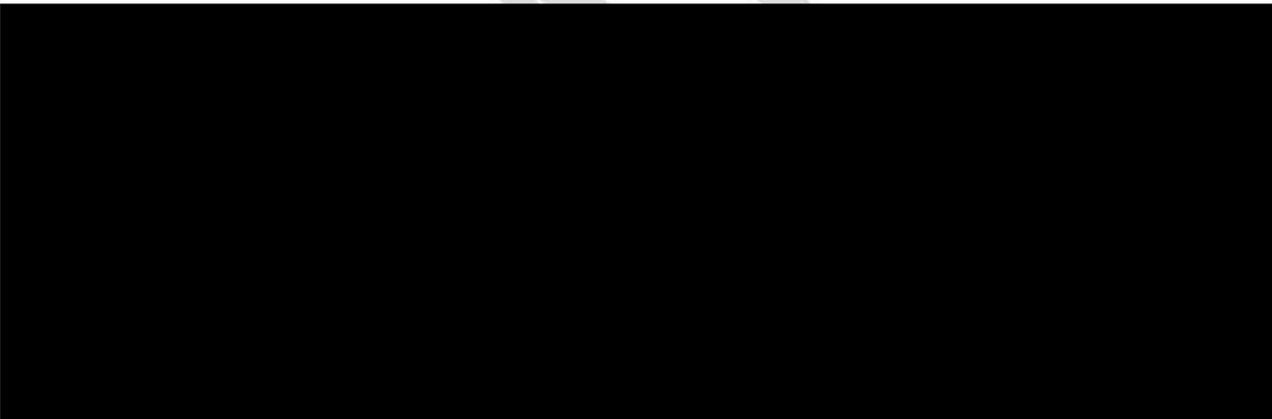
Apologies: Mr Peter McGrath, Professor Frances Shannon

Secretariat: Ms Lequita Young, Ms Cathy Hudson

1. OPENING AND ADMINISTRATION

1.1 Acknowledgement of Country

The Chair provided an Acknowledgement of Country.



1.2 Conflict of Interest Declarations

The Chair called for any conflict of interest disclosures, none were received.

1.3 Confirmation of Previous Minutes and Actions Arising

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1.4 Correspondence Register

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1.5 Member Reports from External Meetings

[Redacted text block]

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2. MATTERS FOR DECISION/DISCUSSION

2.1 Campus Renewal – Site Options

Members considered the CIT Woden Site Analysis Report undertaken by Urbis Consultants. The CEO provided an update on the next steps including proposed transition arrangements for CIT campus renewal. Members discussed feedback that will be provided to the ACT Government on the CIT site options analysis. Following agreement, the Chair signed a letter with feedback to be included in a submission for Government consideration on the current Reid site and four possible sites identified at Woden. A communication strategy will be developed for staff, student and community information and liaison.

Following Government deliberations on the future of CIT Reid, CIT will work with Major Projects Canberra on a business case. Along with the principles included in the Board's feedback (see attached) Members would like the following considered in the business case:

- CIT control of a future site, including commercial operations;
- A site that is prominent and connected to business and industry;
- The scale of options for future delivery;
- CIT future growth;
- Digital infrastructure;
- Integrating a campus into the community; and
- A sustainable contemporary campus, meeting future needs of vocational education.

2.2 Evolving Together Discussion

The CEO and consultant [REDACTED], Red Rouge Pty Ltd, led a presentation and discussion on staff engagement and workshops on contemporary theories of organisational change. A Design Group, consisting of a core of 13 senior staff (and at times working with up to 55 other staff) have been engaging in workshops to develop and build approaches and tools to help staff be part of an organisation that is able to adapt to the changing context of the VET environment and move quickly in a complex world. A lot of time has been spent on adopting a foundational base of knowledge, learnings and language reflective of the contemporary approach which sees organisations and their people as dispositional rather than causal.

[REDACTED] discussed the heightened awareness of organisational culture brought about from the Hayne Report from the Financial Services Royal Commission and then 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 listen to the data outliers/weak signals and see what could emerge. For example, Greta Thunberg (climate activist) might have been seen as a weak signal a year ago but now is seen very differently.

The learnings will help CIT to become a 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. This 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).

Members asked questions and discussed how the national training system itself could be mapped using the Cynefin model: complex, complicated, chaotic and simple.

[Redacted]

2.5 2020 CIT Budget Development

[Redacted]

[Redacted]

- [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

2.6 Draft Accountability Indicators

[Redacted]

[Redacted]

[Redacted]

[Redacted]

2.7 CIT Audit Committee Report (including review of Enterprise Risk Management Profile)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

3. MATTERS FOR NOTING

[REDACTED]

3.2 CIT Key Performance Dashboard

[REDACTED]

4. OTHER BUSINESS

4.1 2020 Board Meeting Dates

[REDACTED]

4.2 Board Communiques

[REDACTED]

MEETING CLOSED: 12.40pm

MINUTES

Meeting No. 01/2020
E Block Conference Room, CIT Reid
Wednesday, 19 February 2020
8:30am – 12:00pm

IN ATTENDANCE:

Members: Mr Craig Sloan (Chair), Ms Leanne Cover, Mr Peter McGrath, Mr Raymond Garrand, Mr Nigel Phair, Professor Frances Shannon, Mr Sam Mills, Mr David Slaney

Apologies: Nil

Obersver: Mr Michael Landy, Army Industry Development Capability Program (AIDC), 12-month placement at CIT.

Secretariat: Ms Cathy Hudson, Ms Lequita Young

1. OPENING AND ADMINISTRATION

1.1 Acknowledgement of Country

The Chair provided an Acknowledgement of Country.

The Chair welcomed members to the first meeting of the year and called for any additional agenda items, no additional agenda items were received.

The Chair welcomed Mr David Slaney, recently appointed CITSA Chair and student member.

The Chair requested that *Item 3.1 CIT Solutions Report* be discussed directly after morning tea following the Board's introduction to Ms Catherine Ng, General Manager, CIT Solutions. Members agreed to this change in the agenda.

1.2 Conflict of Interest Declarations

The Chair called for any conflict of interest disclosures, none were received.

1.3 Confirmation of Previous Minutes and Actions Arising

[Redacted]

1.4 Correspondence Register

[Redacted]

1.5 Member Reports from External Meetings

[Redacted]

[Redacted]

1.6 Board Appointments Update

[Redacted]

[Redacted]

[Redacted]

2. MATTERS FOR DECISION/DISCUSSION

2.1 CEO Update

The CEO Report was noted and the CEO highlighted the following:

- [Redacted]
- [Redacted]
- The CIT Woden Project working group (which reports to CIT Woden Project Board) held a workshop on 12 February to plan and discuss input into the business case. This included two presentations which will be distributed to members:
 - *Learning Environments Design Trends – Linking Research to Theory to Practice*, presented by [Redacted], Director, Habitus Research
 - *Designing a contemporary training institution – perspectives of Vector Consulting*, presented by [Redacted].
- [Redacted]
- [Redacted]

[Redacted]

[Redacted]

[Redacted]

2.4 Draft CIT Statement of Intent 2020-21

[Redacted]

[Redacted]

[Redacted]

2.5 Accountability Indicators

[Redacted]

[Redacted]

2.6 CIT Board Strategic Planning Workshop

The Board discussed preparations for the Strategic Planning workshop being held on 1 April 2020. [Redacted], a consultant with Red Rouge Pty Ltd, who has been working with CIT on Evolving Together is working with the CEO and Board Chair in preparation for the planning workshop. The Chair outlined that the framework for the new strategic compass needs to consider three horizons/temporal scales – next 12 months, until the end of 2023 and 2024-2030. The challenge is to consider all three horizons/temporal scales at the same time.

Board members provided input for the workshop and discussed issues such as the importance of bringing staff on the journey through various consultation mechanisms; engaging with students including through CITSA; input from industry sectors and higher education; and understanding the current VET environment and possible future directions.

It was agreed that summary papers or presentation/s will be put together from what we know on the current environment and shaping the future. This would include information on VET at the local, national, industry and commonwealth level and be provided to members prior to 1 April.

Action: Summary papers or presentation/s will be prepared on the current environment and shaping the future and provided to members prior to the workshop on 1 April.

2.7 Staff Survey Results

The paper was noted. The Senior Director, Human Resources, reported that 59% of staff engaged in the 2019 staff survey. Areas for improvement have been identified with key themes emerging around communication and change management. A common theme, whether positive or negative, was the passion of staff in the organisation.

The next step is to build on the feedback and themes that emerged. The Senior Director HR will be working with Directors to unpack the results in their local area and provide opportunities for staff to discuss the staff survey results in their teams. An update on this work will be made available for the 1 April workshop.

Action: An update on the feedback from staff on the staff survey will be made available for the 1 April workshop.

3. MATTERS FOR NOTING

3.1 CIT Solutions Board Update

[Redacted]

[Redacted]

[Redacted]

[Redacted]

3.2 CIT Key Performance Dashboard

[Redacted]

3.3 CIT Audit Committee Report

[Redacted]

3.4 Annual WHS Report

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

4. OTHER BUSINESS

[Redacted]

MEETING CLOSED: 12.15pm

MINUTES

Meeting No. 02/2020
Video-conference using WebEx
Wednesday, 29 April 2020
8:30am – 12:00pm

IN ATTENDANCE:

Members: Mr Craig Sloan (Chair), Ms Kate Lundy (Deputy Chair), Ms Leanne Cover, Mr Peter McGrath, Mr Raymond Garrand, Mr Nigel Phair, Professor Frances Shannon, Ms Jane Madden, Mr Sam Mills

Apologies: Mr David Slaney

Secretariat: Ms Cathy Hudson, Ms Lequita Young

1. OPENING AND ADMINISTRATION

1.1 Acknowledgement of Country

The Chair provided an Acknowledgement of Country.

The Chair called for any additional agenda items, none were received.

The Chair requested that *Item 2.3 Strategic Compass Development – Next Steps*, being facilitated by [REDACTED], be discussed directly after the opening and administration items. Members agreed to this change in the agenda.

1.2 Conflict of Interest Declarations

[REDACTED]

1.3 Confirmation of Previous Minutes and Actions Arising

[REDACTED]

1.4 Correspondence Register

[REDACTED]

1.5 Member Reports from External Meetings

[REDACTED]

2.3 Strategic Compass Development – Next Steps

This item was facilitated by [REDACTED] of Think Garden.

██████████ provided a recap of the previous session and provided some reflections from members. A paper *CIT Strategic Compass 2020 Onwards: A System That Learns* (see attached) was provided to members as a follow-up to the strategic direction session held with the Board on 7 April.

██████████ went through the paper with members highlighting the importance of CIT's people co-evolving and adapting together. The four promises require CIT to be an adaptive system that learns. CIT is a system that is starting to learn.

The next part of the process is to develop a topology of the future, and looking at projections (single present future), probabilities (multiple present futures) and possibilities (multiple future presents). A system that learns is both spatial (a space created by people and connections) and temporal (systems i.e. finance). The four pillars are still considered relevant in 2020 but a re-sequencing allows the promises to be grouped into two: the first two promises are externally facing, and the second two promises are internally facing:

1. To raise CIT's ambitions to meet new expectations
2. To contribute to the new economy and position for prosperity
3. To adapt CIT's offerings to provide skills for the future
4. To invest in CIT's business for viability and value.

██████████ asked can we build a bridge from the presentation to a discussion on where do we go with the strategy? In response, the Chair asked for members' feedback on the presentation before addressing the question. Members highlighted the following issues:

- The importance of looking at the 5-10 year time-frame and not missing opportunities if our next strategy is 'business as usual' when we are not in a 'business as usual' situation;
- Presentation takes the Board to the world's big socio economic issues, the what ifs and possibilities;
- COVID-19 situation presents us with an opportunity to look at whether our organization is fit for purpose for a world that is not going to be the same and seek to maximize opportunities as they arise;
- Expectation is for next strategy to be more externally focused looking at what is happening in the economy and industries;
- Discussion on the four pillars and whether there has been a discussion about exploring other options – are these the right ones?
- Approach and language is very different and can be challenging;
- Staff perspective – staff are comfortable with the four promises in current Strategic Compass; and
- Query around categorisation of CIT staff in the paper might not be appropriate. Important to remember the heart and purpose of the organization is learning and the role of teachers in that learning.

The Chair, CEO and ██████████ clarified looking at both the external and internal environment as part of the development of the Strategic Compass and looking at possibilities (not business as usual), looking at what could we do that we are not doing now for the future of education and work, exploring 'what ifs' of the world and where Australia fits in the new picture, and looking at CIT as part of the broader picture (not in isolation).

The Chair, CEO and ██████████ will meet to further discuss a framework document. .

Action: The Chair and CEO will work to finalise a framework document and send out to the Board for feedback.

2.4 Campus Renewal

The paper taken as read and noted.

The Chair and CEO have been attending the CIT Woden Project Board meetings. CIT is progressing the principles as outlined by the Board in October 2019. Work on the business case is being progressed, with funding to be requested for the design and construct of CIT Woden. IT infrastructure is an important piece to ensure that there is funding for innovative digitally-enabled teaching and learning. It is planned to build a network of partners to leverage some of the thinking around digital enhancement and reposition and create other possibilities through different relationships with industry. The sequencing for moving off the Reid site and the new campus in Woden will be important as the two are interdependent. The next piece is to finalise the business case and work with Major Projects Canberra (MPC) on procurement.

Members discussed the advantages and disadvantages of a design and construct contract versus a design contract and then a construct contract and the importance of maximising opportunities for local content in building and fitting-out CIT Woden, in line with ACT Government procurement guidelines. The Deputy Chair offered to be involved in discussions on this, as she was previously involved in her role as ACT Local Industry Advocate working with Procurement on the related policy.

MPC have employed a new director to oversee this project. CIT plans to appoint an internal expert to build critical friends and services, ensure we are meeting local industry needs and organising comprehensive consultation with staff and community. The Chair would welcome any recommendation from Board members on an expert to assist CIT internally on the CIT Woden project.

2.5 Finance Report (including quarterly report for January-March 2020)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

3. MATTERS FOR NOTING

3.1 CIT Solutions Board Update

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

3.2 CIT Key Performance Dashboard

[REDACTED]

[REDACTED]

3.3 CIT Audit Committee Report

[REDACTED]

[REDACTED]

4. OTHER BUSINESS

[REDACTED]

MEETING CLOSED: 12.05pm

AGENDA

MEETING NO. 02/2020

Video-conference via WebEx

WEDNESDAY, 29 APRIL 2020

8:30am – 12:00pm

<p>Agenda Item 1 1.1 1.2 1.3 (<i>paper</i>) 1.4 (<i>paper</i>) 1.5 (<i>verbal</i>)</p>	<p>OPENING AND ADMINISTRATION Acknowledgement of Country Conflict of Interest Declarations Confirmation of Previous Minutes and Actions Arising Correspondence Register Member Reports from External Meetings</p>
<p>Agenda Item 2 2.1 (<i>paper</i>) 2.2 (<i>paper</i>) 2.3 (<i>paper</i>) 2.4 (<i>paper</i>)</p>	<p>MATTERS FOR DISCUSSION/DECISION CEO Update CIT Response - COVID-19 Strategic Compass Development – Next Steps (<i>facilitated by</i> ██████████) Campus Renewal</p>
	<p>BREAK</p>
<p>2.5 (<i>paper</i>)</p>	<p>MATTERS FOR DISCUSSION/DECISION (<i>cont.</i>) Finance Report (<i>including quarterly report for January-March 2020</i>)</p>
<p>Agenda Item 3 3.1 (<i>paper</i>) 3.2 (<i>paper</i>) 3.3 (<i>paper</i>)</p>	<p>MATTERS FOR NOTING CIT Solutions Board Update CIT Key Performance Dashboard CIT Audit Committee Report</p>
<p>Agenda Item 4</p>	<p>OTHER BUSINESS</p>

CIT Board Paper

Agenda Item: 4.1
Title: Strategic Compass Program progress update – July 2017
Outcome: Decision

Recommendation: The CIT Board:

1. note the status of the Strategic Compass Program;
2. note the Strategic Compass Program Dashboard;
3. note the advice on the mid cycle evaluation; and
4. endorse the Governance framework for the Strategic Compass 2020 – Evolving Together Projects at **Attachment D**.

Issues Summary	The Program Dashboard with corresponding explanatory notes are provided at <u>Attachment A</u> and <u>Attachment B</u> respectively. Also provided is advice on the mid cycle evaluation of the governance arrangements for the Strategic Compass including the new <i>Strategic Compass Program – Governance Framework</i> .
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 new Governance Framework.

Background/Issues

1. As part of the implementation of the Strategic Compass, the Board identified the need to build project management capability and capacity within CIT. Initially, EY was engaged to assist with enhancing project management capability at CIT and developing governance arrangements, which included 10 project templates and a related Board Dashboard. Subsequently, a Program Manager was employed by CIT to assist with the implementation of the Strategic Compass Program.

Strategic Compass Program Status

2. Overall, the Strategic Compass Program (Program) status is currently at amber (refer to **Attachment A**), based on the combined result of amber flags in the scope and risks/issues metrics used to monitor the Program health. These are outlined below, with further explanatory notes provided at **Attachment B**.
 - a) **Scope:** the scope metric for the Program is currently at amber, due to the pending approval of the revised scope for the Business Development and Industry Partnerships project. The revision to the scope for the project has been brought about by the changes in priorities for business development at CIT and the subsequent repurposing of funds between projects.
 - b) **Risks:** there are a number of medium risks across the Program resulting in the amber status of the risk metric. This is predominantly due to risks in the Business Development and Industry Partnerships project, resulting from the impact of scope and funding changes, with a number of other projects are also reporting medium risks. However, all the risks are currently being monitored on an ongoing basis to ensure that treatment is adequate and implemented in a timely manner. Furthermore, a review of the Program risks is currently underway (further details provided below). The revised Strategic Compass Risk Profile will be provided to the ARFC and Board following approval by the CEO – **Attachment E**.

Project Level Status

3. The projects are all operating within the agreed parameters with the exception of the Business Development and Industry Partnerships project. This project is currently at amber due to a combined result of amber flags in scope and risks (as outlined above).

Strategic Compass Program: Mid cycle evaluation and new Governance Framework

4. CIT has recently undertaken a mid-cycle evaluation of the governance arrangements for the Strategic Compass Program to ensure operational clarity for all staff within CIT. Information regarding the mid-cycle evaluation of the Program is at **Attachment C** and the Governance Framework for Board endorsement at **Attachment D**.

CIT Board Paper

Agenda Item: 7.2
Title: CIT Audit, Risk and Finance Committee Report
Outcome: Note

Recommendation: That the Board note the contents of this paper.

Background/Issues

[Redacted]

CIT Strategic Compass Projects

Members were provided with a brief overview of the lessons learnt resulting from the implementation of the Strategic Compass Projects. Members were also advised of the decisions of the Board regarding the Strategic Compass Projects for 2018 – 2020 and changes to the Strategic Compass governance arrangements within CIT.

2018 Budget Outlook

- [Redacted]
- | [Redacted]

2018 Internal Audit and Review Program

[Redacted]

[Redacted]

[Redacted]

2017 Skills Canberra Internal RTO Self-Assessment Report

[Redacted]

Strategic Business and Fraud Risk

[Redacted]

Annual Audit, Risk and Finance Committee Reports

[Redacted]

Board Items

[Redacted]

[Redacted]

Chair Audit, Risk and Finance Committee
27 March 2018

CIT Board Paper

Agenda Item: 7.2
Title: CIT Audit, Risk and Finance Committee Report
Outcome: Note

Recommendation: That the Board note the contents of this paper.

Background/Issues

1. [Redacted]

CIT Strategic Compass Projects

2. It was reported that:
 - Project milestones and deliverables were progressing in line with the agreed 2018 priorities.
 - Procurement processes are underway for the Evolving Together Project.
 - The year to date (YTD) actual expenditure of \$1.5 million is \$0.28 million below the YTD budget of \$1.8 million. This reflects the phasing of expenditure budgets for individual strategic compass projects.
 - The project risks are being assessed quarterly through the Evolving Together Advisory Group [ETAG] and reported to the ARFC.

CIT Board Update

3. [Redacted]

Financial Performance YTD 31 May 2018

4. [Redacted]

[Redacted]

2018 Internal Audit and Review Program

- 5. [Redacted]

CIT Fraud Control Plan 2019-2021

- 6. [Redacted]

Client Service Review

- 7. [Redacted]
- 8. Key conclusions found that CIT has strengthened its focus on client service through the CIT Strategic Compass 2020 Projects but requires a governance role overseeing client service providing reports to the Executive. [Redacted]

Tax Compliance

- 9. [Redacted]

Social Media Review

- 10. [Redacted]

11.



Strategic Business Risk

12.



Chair Audit, Risk and Finance Committee

2 July 2018

CIT Board Paper

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

STRATEGIC ISSUES

1. A CEO Forum was held on 15 June with a focus on the strategic workforce planning being undertaken as part of Evolving Together project. Project sponsors for the *Customer Experience, Digitalisation, Innovative Learning resources, and Australian Apprenticeship* projects provided project updates to set a theme for reflection on the workforce impacts of the projects. Participant's reflections on key questions were captured using the *Poll Everywhere App* to allow real-time sharing of responses. Participants were highly engaged and the forum prepared managers and leaders for their upcoming participation in the project.
2. ASQA has approved CIT adding Certificate IV TAE40116 and Diploma of VET TAE50116 to our scope. This approval is a culmination of extensive collaboration and hard work across CIT and CIT Solutions. The application was for both CIT and CIT Solutions with delivery to commence in Semester 2, 2017. CIT was approved within the first 10 RTOs of the 800 RTOs offering the Cert IV (so far only 15 have been approved by ASQA to offer the new training package).

Innovation

3. CIT hosted the CBR Innovation 'First Wednesday Connect' at CIT Bruce on 3 May. Open to all business people, innovators, entrepreneurs, researchers, students and investors interested in innovation and entrepreneurship this event was a great success with over 200 people in attendance.
4. CEO of CBRin [REDACTED] has provided a short video endorsing CIT's approach to innovation and encouraging staff to submit ideas to the CIT Product Innovation Fund project. The project will engage up to 30 staff in workshops and mentoring sessions at CIT to build up innovation skills in CIT including co-design, entrepreneurship and 'pitching' skills. Ninety CIT staff will attend the opening session of the Innovation

workshops on 9 August to build a collective understanding of Innovation concepts and product development models.

5. CIT is in discussion with Temasek Polytechnic (Singapore) on the potential to integrate curriculum to develop entrepreneurship capability for ACT students both in Singapore and Australia.
 - Temasek Polytechnic delivers four subjects to all students that cover entrepreneurship, ideation/design, e- entrepreneurship and an accelerator program
 - CIT is currently discussing program development /curriculum adoption with Temasek Polytechnic and are looking at options including adopting curriculum, accrediting program and also opportunities for cross cultural delivery and student programs.
6. CIT has offered local 'start up' companies *Tools by Hollie* and *The Creative Element* to operate out of CIT facilities and access services and equipment. Delivering makerspace opportunities to CIT students; mentoring and programs in innovative product ideation and development

Cyber Security

7. The CEO attended a meeting with the Canberra Cyber Network, following the announcement of the Canberra Node of the Australian Cyber Security Growth Network
8. CEO and Director Business Growth and Transformation met (2 June) with [REDACTED] CEO Box Hill Institute, in regard to working with Box Hill to develop cyber security programs. This has resulted in a partnership to develop and deliver cyber programs at the Certificate IV and Graduate Certificate level commencing in February 2018.
9. CEO and Director Business Growth and Transformation also met and [REDACTED], Business Manager, RSA, regarding the Temasek Polytechnic in Singapore and the RSA Security Operations Centre offering cyber curriculum (31 May).
10. CEO met with [REDACTED], Deputy Chief Executive and [REDACTED], Project Manager for the Australian Cyber Security Growth Network (ACSGN).
11. CEO met with ANU Dean of Engineering and Computer Science [REDACTED] to discuss a proposal from the ACT Higher Education (HE) community (ANU, UC, UNSW and CIT) to the ACSGN to create an Academic Centre of Cybersecurity Excellence. Drawing on the strengths of each institution this would be based at ANU (due to the new building at ANU with Australian Signals Directorate (ASD) for collaboration and research between defence, industry and education). The HE proposal

will include funding to bring together educators to develop an end to end curriculum for cyber security as well as funding to develop a security operations Centre (SOC).

Renewable Energy Centre of Excellence

Wind training

12. The CIT renewable energy team is working on Global Wind Organisation (GWO) accreditation of training.
13. Access to detailed wind monitoring is complete, but only through tethering. CIT is still working on accessing Siemens systems via a Neoen and CIT network.

Battery storage

14. Work on Battery storage proposal has commenced.
 - teachers selected and an agreement for practical training space signed with EPC Solar, development of training space on track
 - CIT are working with EPC to source equipment and work based opportunities for Students undertaking training.

VET Outbound Mobility

15. Programs are underway for 2017, including a tourism and beauty program to Singapore where 10 students undertook a short term study and research program with Temasek Polytechnic and Republic Polytechnic. 10 students (18 applications were received) will travel to France and Spain (3-13 October) for a program supported by Neoen and Schneider Electric to look at new technologies across battery and solar energy. The CIT Renewable Energy board has agreed to pay for 2 x CIT staff to attend this program.
16. CIT has applied for 12 programs (120 students) in 2018. Program proposals were received from all colleges, covering disciplines as diverse as cyber security to innovation and horticulture and nursing. The response from all colleges showed that this is now considered a key marketing tool to draw students into programs.
17. CIT has now been delivering this program for 4 years and has sent more than 200 students overseas. All programs are funded with \$2000 per student being awarded through the Australian Government's VET Outbound Mobility Program.

ACT Investment Attraction Framework

18. ██████████ presented his findings to CIT Directors and Executives on 7 July and outlined the strategy including how each institution will lead a specific area. He also

outlined the benefits for undertaking this work and examples of key projects and results that have been seen in other jurisdictions.

19. Entry29

- Entry29 is a co-working space that supports start-up businesses set up at CBRIN at 1 Moore Street in Civic, and is looking to expand through a 'hub and spoke' model.
- CIT is currently conducting market research to determine viability and potential interest to set up a co-working space as an outpost of Entry29 at CIT Tuggeranong Having Entry29 co-located at CIT would provide CIT students and staff an opportunity to be involved and support start-up businesses, which will improve staff and student exposure to innovation and provide potential future employment opportunities for students, as well as improve the value of CIT to the ACT economy.

Transforming Our Business – Structural Transformation and Change Update

20. The new Executive Director, Education and Training Services and Executive Director, Industry Engagement and Strategic Relations positions were advertised through the executive search agency NGS Global. Applications closed on 5 July 2017. An update on the executive recruitment will be provided at the 26 July 2017 Board meeting.

21. [REDACTED] visited CIT on 19-21 July to meet with CEO and staff to help guide the transformation of CIT over the next 18 months.

ASQA Audit

22. The attached paper was presented to the Audit, Risk and Finance Committee on 23 June. The purpose of the paper is to brief members on the outcomes of the ASQA Audits for:

- Registered Training Organisation (RTO) Re-registration Audit and Commonwealth Register of Institutions; and
- Courses for Overseas Student (CRICOS) Registration Audit conducted May 2017.

Legislative Assembly Business

23. CIT Board Chair and CEO appeared before the Legislative Assembly Select Committee on Estimates 2017-18 on 30 June. The Committee sought feedback on the following items:

- Training for women and men in non-traditional trades;
- CIT's campus modernisation strategy, including plans to move off the Woden site and Centres of Excellence;

- CIT's digital strategy;
- Priorities for the international and local market to expand commercial offerings, including cyber security and renewable energy training; and
- CIT's accountability indicators.

24. Three Questions on Notice (QONs) were requested:

- [REDACTED]
- [REDACTED]
- [REDACTED]

ACT and National Training Awards

25. The 2017 ACT Training Awards are being held on 31 August. CIT will be co-ordinating attendance for CIT Board members and CIT staff. CIT was shortlisted for the Large RTO of the Year Award. A judging panel visited CIT on 28 June and conducted an interview. CIT teachers and students have also been shortlisted for awards and include:

- Elizabeth Kehoe (ACT VET Teacher/Trainer of the Year)
- Renee Brand (ACT VET Teacher/Trainer of the Year)
- Anthony Cowlshaw (ACT VET Teacher/Trainer of the Year)
- Munir Saeed (ACT VET Teacher/Trainer of the Year)
- Tiffany Davies (ACT Australian Apprentice of the Year)
- Georgia Adamson (ACT Australian Apprentice (Trainee) of the Year)
- Alex Sanderson (ACT Aboriginal and Torres Strait Islander Student of the Year)

26. Winners of the local awards will then represent the ACT at the 2017 National Training Awards to be held in Canberra on 23 November.

SENSITIVE AND LEGAL

Federal Court Matter

27. [REDACTED]

28. [REDACTED]

[REDACTED]

CIT SOLUTIONS

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

Council of International Students (CISA) NATIONAL CONFERENCE

34. The 7th National CISA conference was held in Canberra on 3-6 July. Around 200 student and industry delegates attended including 5 CIT students and 2 CIT staff and CITSA staff.
35. Pre-conference workshops, presentations and events were held at CIT Reid. These were hosted by a former CIT Aboriginal student and Reconciliation Action Plan Student Ambassador, and supported by the CIT Student Association (CITSA).
36. Approximately 150 student delegates participated in these activities, which included:
 - attendance at the ACT Government NAIDOC Flag Raising Ceremony
 - ATSI panel discussion of student leaders (from UC, UWA, Uni of Melb) and CISA Executive Representatives

- Workshops on Cultural Awareness, Racism within Institutions and Justice and Equity
- Indigenous Business Showcase – Pipeline Talent, Curijo, [REDACTED] and ServeGateand
- Indigenous Feast and entertainment.

37. Media coverage of the event is available at the following link:
<http://www.abc.net.au/radio/canberra/programs/mornings/ethan-taylor/8683474>.

38. CITSA received a CISA Special Recognition Award for its support of the event.

STAKEHOLDER ENGAGEMENT

39. The DCE represented CIT at the Canberra Refugee Support Scholarship Program. The annual Canberra Refugee Support presentation was held on World Refugee Day, Tuesday 20 June. These scholarships are to recognise meritorious performance and to encourage and support outstanding refugee students. Fifty two scholarships were presented this year to students from primary to higher education. Five CIT students received \$1000 each and four received \$500. Two of CIT students [REDACTED] and [REDACTED] were profiled in the media - Canberra Times and CityNews/ Canberra Weekly.

40. The Chief Minister, Minister [REDACTED] and Minister [REDACTED] visited CIT Tuggeranong on 30 May.

41. The CIT CEO attended the following:

- Department of Foreign Affairs and Trade roundtable to discuss Australia's technical and vocational education experience with [REDACTED], Deputy Leader of the Thai Democrat Party.
- a consultation with Minister [REDACTED], Deputy Chief Minister, regarding the *Future of Education*.
- TAFE Directors Australia (TDA) Board meeting in Brisbane
- a meeting with [REDACTED], CEO, Academy of Interactive Entertainment to discuss innovation.
- the graduation ceremony (with [REDACTED] MLA) for Return to Work for Women Program and presented the Certificate II in Skills for Work and Vocational Pathways
- the CIT Student Association (CITSA) Board meeting and provided an overview of the CIT Board. Elections for the CITSA Board were held and [REDACTED] was elected as Chair.

CIT Board Paper

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

1. Strategic Issues

- More than 500 staff attended Evolving Together on 1 February 2017. The purpose of the annual event is for staff to start the year with a clear understanding of the strategic priorities for the coming year, participate in a professional development opportunity and network across the organisation. The event this year included a keynote presentation by [REDACTED]; a presentation on the 2017 Strategic Direction by the CIT CEO and a message from the Board Chair. The event concluded with a presentation from the CIT Cultural Working Group on the new cultural traits CIT requires to meet the aspirations of the Strategic Compass.
- The CEO appointed the Cultural Working Group, an important part of Transformation and Change, last year following a workshop with 90 managers and executive. The group worked with the CEO and developed a set of cultural traits for adoption across CIT. These were tested with the 90 managers and executive at a breakfast on 24 January 2017 and were extremely well received before being formally launched at CIT Evolving Together.
- 2016 Staff Achievement Awards were held on Friday 9 December 2016, with more than 300 staff from colleges and divisions attending. For the first time, the awards were streamed live for those staff unable to attend, with over 25 staff choosing to participate in this manner. 2016 saw the highest number of award nominees since the awards commenced, with 48 individuals and 10 teams being nominated resulting in 22 awards being given. The award ceremony was received positively by staff with 95% of those surveyed expressing overall satisfaction with the event.
- The CIT Apprenticelink Event was held on Tuesday, 7 February at the CIT Fyshwick Trade Skills Campus. The aim of the event was to attract and connect employers and prospective apprentices/trainees to learn about the process for employing

apprentices/trainees in the ACT. Over 80 potential students attended with 67 'current' jobs available from over 30 employers and agencies also in attendance on the night. Skills Canberra Field Officers, Apprenticeship Network Providers, Group Training Organisations, CIT Teachers, CIT Student Support staff and CITSA staff were on hand. A survey will be conducted to determine the outcomes of the event.

- The proposed Governance Review of CIT is currently in the request-for-quotation phase with CMTEDD engaged in the process of seeking quotations from appropriately experienced and qualified consultants. Importantly, it has been emphasised that the CIT Governing Board, Chair, Deputy Chair, CEO and other senior staff must be consulted during this governance review and CMTEDD has agreed that this will be the case. Further advice about the progress of the review and the arrangements for consultation will be provided to the Board as it comes to hand.
- Printing Services – changes to contractual and related printing arrangements are expected to deliver substantial savings to CIT:
 - The CIT Print Room Service contract with Fuji Xerox Australia signed in January 2017 for 3 years with option to extend for 3 one-year terms. No change to print room services provided while delivering approximately 30% reduction in printing cost, which, based on 2016 figures delivers savings expected to be approximately \$200,000 per annum.
 - Ricoh is the new Whole of Government printing service provider. CIT roll-out commenced 6 February for approximately 3 weeks. Ricoh to provide valet service to MFD devices on campuses. Expected to be a 50% reduction in printing costs and based on 2016 figures savings expected to be approximately \$160,000 per annum.
- A methodology for the upcoming enterprise bargaining negotiations is being progressed with advice from CMTEDD. A meeting with the Minister to discuss the approach is being scheduled and the CEO is also scheduled to appear at the Cabinet Enterprise Bargaining Negotiations Sub-committee on 22 February.
- The Federal Leader of the Opposition, [REDACTED], delivered a speech ('Address to the National Press Club Canberra, 31 January 2017') in which TAFE was a significant element. He spoke of: convening a National Skills Summit with key stakeholders; the importance of more emphasis on TAFE training/funding in particular for apprenticeships; the need for real jobs at the end of training; and the importance of business to drive real change in this VET sector.
- Opposition Leader [REDACTED] visited CIT Fyshwick on 9 February accompanied by [REDACTED], [REDACTED] and [REDACTED]. The visit, hosted by the college directors, focussed on Australian Apprenticeships and there was significant

national and local media in attendance. The party was particularly interested in female participation in trades and engaged with CIT plumbing teacher and Women in Trade Ambassador, [REDACTED].

- The new Chief Operating Officer Mr Yew Weng Ho commenced on 31 January 2017, and new temporary staff have been appointed in various roles to implement the Strategic Compass 2020 new commitments projects including:
 - Mr Marcus Kanagasuntherie, Overall Program Manager of the 9 new commitments in the CIT's Strategic Compass 2020
 - Mr Steve Mirkovic, Business Analyst for the enrolment process (CIT Digital Transformation Project).
 - Ms Renee Robinson, Project Support Officer for the Digital Transformation Project and the CIT Customer Experience Journey project.

- The Draft Structural Transformation and Change Plan together with the Draft Communication Plan have been submitted to the CEO for approval. Recruitment is currently underway to engage a Senior Project Manager and a Project Officer on a temporary basis for six months to assist the ED, Transformation and Change. A budget of \$340,000 has been provided for this Transformation and Change team. The ED, Transformation and Change has met with all CIT Executives, and the General Manager, CIT Solutions and meetings are currently occurring with College Directors. It is expected that the permanent recruitment of College Directors will be undertaken shortly.

- In April 2016 a new training package was released for the Certificate IV in Training and Assessment, Diploma of Vocational Education and Training and Diploma of Training Design and Development. Additional conditions applied to RTOs wishing to deliver this package. As CIT and CIT Solutions both run this course under the same RTO codes, considerable time was spent between the two organisations designing new assessments and delivery materials, as well as having the new 'tools' validated by another RTO, to meet the new conditions. This application was submitted and CIT is awaiting the outcome.

- CIT continues to engage with the CBR Cyber Network and is working with other higher education institutions to establish the ACT node of the Cyber Security Industry Growth Centre as well as engaging with the CyberSecurity Operations Centre and the Australian Federal Police to understand and capitalise on cyber security training needs. CIT Design and Technology are further developing units of competency to add to the current (on scope) Certificate IV in ICT to meet the growing demand for cyberskills in the ICT industry.

- [Redacted]

[Redacted]

2. Stakeholder Engagement

- CIT has been liaising with the National Electrical and Communications Association regarding the use of e-profiling tool.

3. Sensitive and Legal

- [Redacted]

4. CIT Solutions

[Redacted]

[Redacted]

[REDACTED]
Redrouge Nominees Pty Ltd
PO Box 31
HELENSBURGH NSW 2508

AGREEMENT TO VARY CONTRACT

Contract Name:	Provision of Organisational Transformation Strategic Guidance and Mentoring Services to the Canberra Institute of Technology
Contract Number:	2018.31001.220

Dear **[REDACTED]**

We write in relation to the Provision of Organisational Transformation Strategic Guidance and Mentoring Services to the Canberra Institute of Technology (Contract) between the CANBERRA INSTITUTE OF TECHNOLOGY (CIT) and Redrouge Nominees Pty Ltd ACN 159 204 323 dated 9 November 2018.

Clause 12.7 of the Contract allows the Agreement to be varied by the written agreement of the parties prior to the expiration of the Agreement.

CIT proposes to vary the Contract, with the variation taking effect upon execution of this letter.

The variation is as set out below.

Variation/s:

- (1) Schedule 1, Item 2 TERM is deleted and replaced with the following.
 - Schedule 1, Item 2 TERM The Commencement Date is 9 September 2018.
The Term of this contract is until 9 May 2020.
- (2) Schedule 1, Item 5 CONTRACT PRICE is deleted and replaced with the following.
 - Schedule 1, Item 5 CONTRACT PRICE
 - (1) Contract Price is \$1,220,000.00 (GST inclusive).
 - (2) The Contract Price is payable by instalments. Invoices may only be rendered in accordance with the following.

Instalment	When Invoice may be rendered
\$275,000	March 2019
\$275,000	July 2019

\$275,000	November 2019
\$197,500	February 2020
\$197,500	May 2020
Disbursements less than \$1,100	Monthly in arrears
Disbursements greater than \$1,100	As soon as the expense is incurred by the Consultant

- (3) Travel disbursements from [REDACTED] will not include any mark-up and are to be approved by CIT prior to any expense being incurred.
- (4) Travel disbursements may include mileage, parking, flexible airfares, taxis, food and accommodation.
- (5) CIT may be charged for additional professional services/tools/diagnostic costs. Additional costs will not be incurred without prior approval by CIT.
- (6) Except if otherwise stated in this Agreement, the Contract Price is:
 - (a) payable within 30 days of receipt by CIT of an Invoice;
 - (b) inclusive of GST and all other taxes, duties and charges; and
 - (c) inclusive of all disbursements, including out-of-pocket expenses incurred by the Consultant.

In order for these amendment/s to take effect, please indicate your agreement by signing and returning a scanned copy of this letter to me by no later than 9 November 2019. Upon executing the letter, CIT will promptly return a fully executed copy to you.

Please note that there will be no legally enforceable change in relationship between the parties or additional payments made until the execution of this letter by a duly authorised officer of CIT. Please also note that the party who signs the letter last is the party that dates the letter; **do not** date the letter when signing.

If you have any queries in relation to this variation please contact me.

Yours sincerely

Andrew Whale
Executive Director Corporate Services
Canberra Institute of Technology

Date

The Contractor agrees to the variation/s described in this letter:

SIGNED for and on the behalf of
REDROUGE NOMINEES PTY LTD
ACN 159 204 323

.....
Signature of Director/authorised officer/individual

.....
Print name

in the presence of:

.....
Signature of Director/secretary/witness

.....
Signature of second authorised officer*

.....
Print name

.....
Print name and position

SIGNED AS A VARIATION ON.....

SIGNED for on behalf of the
CANBERRA INSTITUTE OF TECHNOLOGY

.....
Signature of CIT Delegate

in the presence of:

.....
Print name

.....
Signature of witness

.....
Print name

From: [Whale, Andrew \(ACTGOV\)](#)
To: [Cover, Leanne](#)
Subject: Evolving Together Contract Variation [DLM=Sensitive]
Date: Friday, 20 September 2019 7:17:25 AM
Attachments: [CIT Letter of Variation Sep 19.docx](#)

Hi Leanne

Attached is the draft letter of variation to the contract for [REDACTED] Are you okay for me to sign and send it? Below is the timeline for the next contract that Ilze and I have developed.

Timeline

Timeframe for new process

Procurement Plan drafted	01/11/2019
Procurement Plan approved	03/12/2019
Gov Proc Board (if required)	28/01/2020
RFT drafted	03/02/2020
RFT approved	17/02/2020
RFT advertised	20/02/2020
RFT closes	19/03/2020
Tender evaluation	Mar 2020
Approval of Tender Evaluation Report	Mar/Apr 2020
Negotiations	Apr 2020
Contract awarded	08/05/2020
Debrief Unsuccessful Tenderers	June 2020

Andrew Whale

Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | Email: andrew.whale@cit.edu.au

Address: 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

Connect with CIT on: cit.edu.au | [Facebook](#) | [Instagram](#) | [Twitter](#) | [YouTube](#) | [LinkedIn](#)



In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

Evolving Together

CIT Guiding Principles;

- Gaining the knowledge is critical
- Working with the executive team as a priority
- Extend that then to people best placed to influence the system

reflections;

- We are responding to the constraints of a 3 month contract
- We have created something that the outcome achieves the metrics, but that it would not achieve the greater goal
- Taking a longer time view is better
- Preference for 2 day offsite rather than 4 hour onsite
- Reduce to just Exec and Directors for the '3 month' piece of work

Model (July-August-Sept);

- Cohort of 31-35 people, doing 3 x 2 day offsite + 1 x 1 day offsite
- 2 days offsite with a reduced group
- Touch points can include mostly phone calls, could be face-to-face 'day trip'
- Working in the first instance with those people who have influence, power and authority to affect change of the system (CIT)
- Executive sessions, both one-on-one and as a group are options
- Guided approach for CIT to working through Transformation and Complexity theory is recommended

Wednesday, 18 July 2018

- Ongoing advice to CIT about relevant articles, information comes with the 'service provision'
- Transitioning CIT from experts to networked, ecosystem. Engineering the ecosystem is one way of looking at it.
- To enable CIT to deliver on the promises contained in the Strategic Compass
- Executive commit to reading list, for others its optional

From: [Ryan, Paul](#)
To: [Cover, Leanne](#)
Cc: [McKenry, Paula](#); [Young, Lequita](#)
Subject: Re: Dates for off-site work for ET project (July – October) with [REDACTED]. [SEC=UNCLASSIFIED]
Date: Wednesday, 18 July 2018 7:16:13 PM

Hi Leanne,

Looks 100% all good to me.

I agree with points 1-6.....all correct

I agree all dates look good, all are Ok with my diary (except the very last one, which i will be on leave, but it needs to go ahead because that is the last few days of the 3 month contract).

Regards,
Paul

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations

Canberra Institute of Technology
Phone: [02 6207 4955](tel:0262074955) | **Mobile:** +(61) [0402 829 811](tel:0402829811) | **Email:** paul.ryan@cit.edu.au
Address: CIT Reid, [Room E105, 37 Constitution Avenue](#), Reid, Canberra | GPO 826, Canberra 2601
CRICOS No. 00001K | RTO 0101

On 18 Jul 2018, at 18:34, Cover, Leanne <Leanne.Cover@cit.edu.au> wrote:

Paul and Paula

Re : Dates for off-site work for ET project (July – October) with [REDACTED].

Pls find **below** the dates that [REDACTED] has confirmed today. Could you pls advise any “show stoppers” . These dates are in line with the dates we previously provided to [REDACTED] (as attachment for your reference).

For your info:

- <!--[if !supportLists]-->1. <!--[endif]-->The priority is to get the dates into diaries (Lequita will manage into the diaries post your feedback). We can secure venues and a possible overnight for a 2 day workshops for the 35 participants shortly after dates in diary.
- <!--[if !supportLists]-->2. <!--[endif]--> I’ve listed the participants for your reference below . Andrew Whale will be the a/g EDCS.
- <!--[if !supportLists]-->3. <!--[endif]-->I’m aware (30th July - 31st July) is the start of term.
- <!--[if !supportLists]-->4. <!--[endif]-->Advice from [REDACTED] is to use the first 2 day (30th July - 31st July) off site for the 35 group not Exec.

<!--[if !supportLists]-->5. <!--[endif]-->I note some of the 3 of the HODs plus Anita W are due to attend the ACTIA training on 31 July – I suggest ET project is the priority.

<!--[if !supportLists]-->6. <!--[endif]-->████ will arrange Slack just for the 4 of us at this stage

OFF SITE ET PROJECT DATES

Monday 30th July - Tuesday 31st July (Canberra/Bungendore) **35 Participants**
Thursday 16th August - Friday 17th August (Canberra/Bungendore) **35 Participants**

Monday 20th August - Tuesday 21st August (████/Southern Highlands) **executive maybe?**

Wednesday 29th August (Canberra/Bungendore/Goolabri) **35 Participants**
Wednesday 12th September - Thursday 13th September (Canberra/Bungendore) **35 Participants**

Monday 17 September (████/Southern Highlands) **executive maybe?**
Thursday 11 October - Friday 12 October (Canberra/Bungendore) **35 Participants**

35 PARTICIPANTS – ET PROJECT (Exec/Directors/Project Managers/ETAG/CWG)

Caig Karl (D)
Cowlshaw Tony (CWG only)
Clements Alice (PM)
Cover Leanne (Exec)
Dahlstrom Karen (D HR)
Dealy Maria (D)
Douglas Piers (CWG only)
Dunstan James (D)
Easterby-Wood- Wood JD (PM)
Fuzzard Rhonda (=D)
Ganendran Jaci (D)
Gouneau Veronique (CWG only)
Hall Lauren (Sen Manager Comms)
Hudson Cathy (= D)
Hughes Caroline (D)
Johnston Gerard (a/g =D)
King Jason (= PM)
Latimore James (PM)
Marchant Lucy (D)
Maslen, Sue (=D)
McKenry Paula (Exec)
Miller Jayne (D + PM)
Mills Sam (ETAG+CWG)
Mitchell Fiona (D+CWG)
Tony Mudge (a/g D) for Dace-Lyn Fiona (Neuendorf Penny (PM)

Rukundo Catherine (CWG only)
Russell Marg (= D)
Ryan Angela (PM)
Ryan Paul (Exec)
Sporcic Rebecca (ETAG + CWG)
Tomaras Elizabeth (D +CWG)
Wesney Anita (D)
TBA EDCS (Exec)
TBA D Finance (D)

Thank you

Leanne

<Knowledge Building Schedule.docx>

From: [Ryan, Paul](#)
To: [Cover, Leanne](#)
Subject: Note Taking 11 - [REDACTED] conversation
Date: Wednesday, 18 July 2018 2:21:51 PM
Attachments: [Note Taking 11.docx](#)
[ATT00001.htm](#)

No action needed.....just the rough notes from the phone call.



Procurement Plan Minute

PROCUREMENT OVERVIEW													
To	Leanne Cover Chief Executive Officer Canberra Institute of Technology												
Name of Project	Organisational Transformation Strategic Guidance and Mentoring												
Tender Number/s	TBA												
Subject Type	Consultancy												
Procurement Methodology	Single Select Tender												
Purpose	This minute seeks your agreement to procure consultancy services from [REDACTED] to guide CIT in its transformation												
Estimated value (\$) Inclusive of GST	\$2,000,000.00 over three (3) years (Initial term of two (2) years with the option to extend a further one (1) year if required).												
Timing/urgency	<p>Indicative timeframe:</p> <table border="0"> <tr> <td>Procurement Plan approved by CEO</td> <td>06 July 2018</td> </tr> <tr> <td>RFT Issued</td> <td>10 July 2018</td> </tr> <tr> <td>RFT Closes</td> <td>19 July 2018</td> </tr> <tr> <td>Evaluation of Responses</td> <td>23 July 2018</td> </tr> <tr> <td>Approval of Tender Evaluation Report</td> <td>27 July 2018</td> </tr> <tr> <td>Contract Commencement</td> <td>September 2018</td> </tr> </table> <p>(Note: timings are estimates and may change after the Procurement Plan is signed)</p>	Procurement Plan approved by CEO	06 July 2018	RFT Issued	10 July 2018	RFT Closes	19 July 2018	Evaluation of Responses	23 July 2018	Approval of Tender Evaluation Report	27 July 2018	Contract Commencement	September 2018
Procurement Plan approved by CEO	06 July 2018												
RFT Issued	10 July 2018												
RFT Closes	19 July 2018												
Evaluation of Responses	23 July 2018												
Approval of Tender Evaluation Report	27 July 2018												
Contract Commencement	September 2018												
Is Government Procurement Board sign off required?	Yes, as the project is from a non-administrative agency (the Canberra Institute of Technology, and valued above \$1,000,000.00 but less than \$5,000,000.00, a GPB Procurement Review is required.												
Is ACT Government Solicitor (ACTGS) consultation required?	ACTGS's advice will be sought as required.												

PROCUREMENT REQUIREMENTS	
Services to be provided	<p>Provision of guidance in the ongoing education, development and implementation of contemporary organisational transformation theory and practices relevant to CIT and the broader vocational education and training ecosystem in which CIT operates.</p> <p>This will involve:</p> <ul style="list-style-type: none"> • increasing CIT's knowledge of contemporary organisational transformation theory and its application; and • assisting CIT in co-designing and implementing tailored contemporary organisational transformation theory informed practice. <p>For further information please refer to Attachment A – Statement of Requirements.</p>
Funding	The CIT has allocated funding of up to \$2,000,000 for this procurement activity in the Evolving Together budget over the potential three years of this project.
Site	Not Applicable
Consultation (including pre tender)	Not Applicable

PROCUREMENT POLICIES AND PRACTICES	
Canberra Region Local Industry Participation Policy (LIPP)	Yes. An Assessment Criterion for LIPP, including an Economic Contribution Test (ECT) will be included in the RFT.
Sustainable Procurement What are the key sustainability risks and opportunities that will be addressed through this procurement?	<p>Not Applicable.</p> <p>An assessment of the project was undertaken and it was determined that there were no immediate sustainability risks or opportunities associated with this project.</p>
Social Procurement Is this suitable to be a Social Procurement?	<p>Not Applicable.</p> <p>An assessment of the project was undertaken and it was determined that due to the specialist nature of the Services provided, social procurement opportunities would not be possible as part of this project.</p>
Indigenous Procurement Is there a Canberra Region indigenous supplier potentially able to meet requirement?	<p>Not Applicable.</p> <p>An assessment of the project was undertaken and it was determined that due to the specialist nature of the Services provided, indigenous procurement opportunities would not be possible as part of this project.</p>

PROCUREMENT RISK	
Risk	A risk assessment of the key risks associated with this project was undertaken and the risk was identified as LOW. Please refer to Attachment B - Risk Management Plan for further detail.

EVALUATION METHODOLOGY			
Evaluation Criteria	<p>A Tender Evaluation Plan has been developed to ensure that the consultant, [REDACTED] is capable of providing the requested Services in a manner that represents Value for Money to CIT.</p> <p>An impartial assessment of the response from [REDACTED] will be conducted in accordance with this Tender Evaluation Plan by the Tender Evaluation Team identified below.</p> <p>Please refer to Attachment C - Tender Evaluation Plan for further details.</p>		
TENDER EVALUATION TEAM			
Name	1. Paul Ryan	2. Paula McKenry	3. Jason Washington-King
Position	Chair	Member	Member
Agency	CIT	CIT	CIT
Statement on team composition	<p>The Tender Evaluation Team (TET) has been carefully selected on the basis of their understanding and knowledge of the requirements set out in the tender, as well as past experience in evaluation processes. TET members have been personally appointed and will not be removed or replaced without approval from the Delegate.</p> <p>The Panel will be supported by Goods and Services Procurement.</p>		

CONTRACT MANAGEMENT	
Number & form of contract	One (1) Consultancy Services Agreement.
Contract management	The contract will be managed by the Senior Manager, Contracts and Procurement within the CIT Corporate Unit.
Period of contract(s)	<p>The term of the agreement will be for an initial period of two (2) years, with the option to extend for up to a further one (1) year, if required.</p> <p>The maximum term of the agreement will not exceed three (3) years from the date of execution.</p>

AUSTRALIAN FREE TRADE AGREEMENTS (FTAs)	
Does the AUSFTA / Australia-Chile FTA apply?	Not applicable.
AUSTRALIAN GOVERNMENT FUNDING	
Is there Australian Government funding attached to this procurement?	No

EXEMPTIONS	
Exemption	<p>Yes, an exemption under Section 10 of the <i>Government Procurement Regulation 2007</i> (ACT) was sought from, and approved by, CIT's CEO on (TBA)</p> <p>This approval provides the project an exemption from the requirements of Section 9 of the <i>Government Procurement Act 2007</i> (ACT), that being the requirement to put a procurement requirement valued at \$200,000 or greater to open market tender.</p>
Reason for Exemption	<p>The rationale for the exemption was due to the extensive existing knowledge held by [REDACTED] and issues relating to continuity of service if a different consultant was engaged.</p> <p>This rationale is consistent with the examples provided in Section 10.2, Examples 1 and 4 of the <i>Government Procurement Regulation 2007</i> (ACT), that being in regard to the consultant's specialist knowledge and timing requirements associated with this project.</p>

PROCUREMENT, PROPERTY AND VENUES RECOMMENDATION			
Senior Procurement Officer	Matthew Hart	Signature and Date	
		Phone Number	6205 2063
Senior Procurement Manager	Dom Kraljevic	Signature and Date	

CIT ENDORSEMENT			
Name	Paul Ryan	Phone Number	6207 4955
Position	Executive Director – Industry Engagement and Strategic Relations		
Signature		Date	

CHIEF EXECUTIVE OFFICER'S APPROVAL			
Name	Leanne Cover		
Position	Chief Executive Officer		
Statement	The Procurement Plan and attachments are approved. I am satisfied that a value for money assessment will be undertaken against approved assessment criteria with regard to the value for money principles.		
Signature		Date	

STATEMENT OF REQUIREMENTS

1. PURPOSE

- 1.1.1. To provide professional services to the Canberra Institute of Technology (CIT) as part of the Evolving Together Project and guide CIT in contemporary organisational transformation as part of transforming CIT's business over 2018-2020 (Services).
- 1.1.2. In 2018 CIT is intensifying its focus on transforming its business by investing in staff to attract and retain talented people for an energetic, innovative workplace so that CIT's capacity to meet its commitments under *the CIT Strategic Compass 2020 Evolving Together (SC2020)* is enhanced exponentially by 2020.
- 1.1.3. Key to this investment is a deeper knowledge and understanding of contemporary organisational transformation within CIT and how this is linked to the broader ecosystems in which CIT operates. This investment will assist our CIT staff to take greater control of how CIT evolves and role model adaptability and greater responsiveness to meet student, community, industry and government needs in the new world of work.
- 1.1.4. This investment is primarily through the delivery of the Evolving Together project under the SC2020 and in 2018 the project work is intended to simultaneously build on the current leadership group's knowledge and understanding of working successfully in a volatile, uncertain, complex and ambiguous environment and also provide opportunities for all staff to develop increased knowledge and experience in new ways of working through a greater understanding of contemporary transformation theory, learning and practice.

2. BACKGROUND

- 2.1.1. CIT is the largest registered training organisation in the ACT and has a major role in shaping Canberra as the knowledge capital and driving the economic outcomes of the ACT. The *CIT Strategic Compass 2020 Evolving Together (SC2020)* establishes new directions and commitments for CIT to position CIT for a viable and valuable future.
- 2.1.2. The SC2020 establishes new directions to position CIT for a sustainable future where we are able to respond effectively to the competitive and rapidly changing circumstances that exist in the VET and higher education market. These directions align to four pillars **Vision** (Shaping Change), *raising our ambitions to meet new expectations*; **Learning** (Growing Our Region's Economy), *adapting our offerings to provide skills for the future*; **Workforce** (Advancing Canberra's Workforce), *contributing to the new economy and positioning for prosperity* and **Business** (Transforming Our Business), *investing in our business for viability and value* for CIT's future.
- 2.1.3. The environment in which all large public institutions operate continues to change at a rapid pace. A variety of factors including economic, social, environmental and technological, are impacting CIT simultaneously. These factors are reshaping expectations, changing the nature of how work is conducted and posing challenges and opportunities for not only CIT but for our students, industry, employers, government and the broader community.

- 2.1.4. To position CIT for a viable and sustainable future we must shift our employee culture towards a direction that enables our staff to meet the emerging training needs of our customers. This direction is one that values increased staff responsiveness and flexibility, and less of reliance upon external stakeholder support. This direction is one that recognises that CIT is not an isolated entity, but rather a vital member of the broader Canberra ecosystem. CIT's Board and the CEO strongly support this direction.
- 2.1.5. To deliver on the SC2020 and achieve the desired directional shift in employee culture CIT recognises the need for a contemporary approach to organisational transformation. Specifically CIT is seeking assistance to help it increase its knowledge of contemporary organisational transformation theory and, concepts and its practical application as they relate to dynamic organisational systems, and the broader industry and community ecosystems to which they belong.
- 2.1.6. The most important aspect of CIT's evolution is CIT's ability to fully realise all of the potential benefits through investing in our people as part of a learning and growth organisation and building on the platform for evolution that has commenced through the Strategic Compass projects during 2017.
- 2.1.7. Guidance in the ongoing education, development and implementation of contemporary organisational transformation theory and practices relevant to CIT and the broader vocational education and training ecosystem in which CIT operates in order to shift employee culture so that CIT staff are better educated about the rapidly changing world of work (connectivity, interdependency and complexity of systems) and have increased capacity to respond to the new economy.
- 2.1.8. Guidance in identification and engagement of individuals and teams in the CIT and broader ecosystem in which CIT operates that can assist to accelerate CIT's transformation journey in line with the CIT Strategic Compass 2020 Evolving Together (SC2020).

3. SERVICES

- 3.1.1. The Consultant will be required to deliver a range of Services, detailed at **Section 3.1.3**. These Services will be required both on a reoccurring or ad-hoc basis as listed against each item.
- 3.1.2. Progress and performance in the delivery of the Services detailed at **Section 3.1.3** will be tracked against the Key Performance Indicators detailed at **Section 6**.

3.1.3. The Services are outlined in Table 1 below:

TABLE 1

	Description of Services	Timeline
1.	Strategic advice and guidance assisting in the co-development and implementation of contemporary organisational transformation theory and practices relevant to CIT.	Ongoing
2.	Responsive advice and guidance to the CEO as requested provided within three (3) business days.	Ongoing
3.	Strategic advice and guidance, coaching and mentoring of the CIT CEO on contemporary organisational transformation theory and practices through face to face meetings and via teleconferences.	Fortnightly
4.	Coaching and mentoring the Executive Team, Leadership Group and other key staff (including the Cultural Working Group) on contemporary organisational transformation theory and practices through face to face meetings or teleconferences.	Monthly according to CIT requirements.
5.	Guidance, coaching and mentoring of the CIT CEO, the Executive and leadership team to role model new ways of working collaboratively with each other and with the CEO to the broader leadership group and all other staff across CIT through face to face sessions and workshops.	Ongoing
6.	Co design and facilitate workshops (typically workshops to be 1-2 day workshops with requirements likely to be at least 10, but no more than 20 workshops per calendar year, pro-rata for contract basis).	Ongoing
7.	Provision of resource material to support desired cultural shift including slide decks, presentations, research articles, and relevant books	Ongoing at least every two months
8.	Strategic advice and guidance on the implementation of emerging industry best practice and trends relating to digital and collaborative networking, ensuring organisational alignment across CIT with the Digitalisation Project.	As required
9.	Design, facilitation and guidance in the use of tools and practices to increase the CIT's understanding of its organisational systems and the means to influence cultural shifts within systems including through network mapping.	Ongoing from mid-2018
10.	Additional services, as required.	Ongoing

3.2. CONTRACT TERM

- 3.2.1. The proposed Agreement is for an initial term of two (2) years, with the option for extension of up to a further 12 months based on CIT's requirements.
- 3.2.2. The option to action the extension option, and the term of extension, is at the sole discretion of CIT.
- 3.2.3. The Consultant's performance against the Key Performance Indicators detailed at **Section 6** will inform CIT's decision on whether the extension option will be utilised.

4. REPORTING AND DELIVERABLES

- 4.1.1. Deliverables are to be provided to CIT on or by the dates agreed, unless previously agreed in writing by CIT.

4.2. PROGRESS REPORTS

- 4.2.1. The Consultant is to meet face to face or via teleconference with CIT's CEO at least once per month:
 - a. to discuss/finalise delivery options for the Services for the following three months as listed in the description of Services above; and
 - b. to provide verbal updates on progress with specific deliverables agreed at previous meetings and any other ongoing deliverables.
- 4.2.2. CIT's CEO will document the deliverables agreed at the meeting. The documented deliverables are to be agreed electronically by the Consultant within a week.
- 4.2.3. The Consultant is to provide accounts of activities to support payments for Services each month.
- 4.2.4. Any delays or changes to the Services will be communicated in writing by the Consultant as soon as the delay / changes are known.
- 4.2.5. Every six months during the term of the contract the Consultant will provide CIT with progress updates containing details of activities carried out, planned activities, and any issues, risks or problems encountered and how they were managed.

4.3. MEETINGS

- 4.3.1. The Consultant will be required to attend meetings in either a face-to-face format or via teleconference.
- 4.3.2. Meetings will fall into two categories, scheduled and ad-hoc:
 - a. scheduled meetings includes the meetings, workshops and mentoring sessions detailed at **Section 3.1.3**; and
 - b. ad-hoc meetings may include the Services described at **Sections 3.1.3.2** and **3.1.3.10**.
- 4.3.3. CIT will provide hosting and facilities for all face-to-face engagements.

4.4. CONFLICTS OF INTEREST

- 4.4.1. The Consultant has sole responsibility for identifying any potential conflicts of interest at the outset of the contract terms and on an ongoing basis throughout the term of the agreement.
- 4.4.2. The Consultant must identify any conflicts of interest that may affect the provision of advice or guidance provided under the Services specified at **Section 3.1.3.** .

5. WORKPLACE HEALTH AND SAFETY

- 5.1.1. The Territory's standard WHS requirements for consultancy services apply.
- 5.1.2. The Consultant will ensure compliance with the requirements of the *Work Health and Safety Act (2011)* (ACT) whilst providing the Services outlined at **Section 3.1.3.**

6. KEY PERFORMANCE INDICATORS

- 6.1.1. CIT will monitor and track the Consultant's performance in the delivery of the Services detailed at **Section 3.1.3** in the form of the Key Performance Indicators (KPIs) detailed at **Table 2** below.
- 6.1.2. Performance against these KPIs will inform CIT's decision on whether to action the contract extension options detailed at **Section 3.2.**

TABLE 2

Key Performance Indicators		Calculation		
Performance Indicator	Performance Measure	Calculation	Data Source	Frequency
Provision of face-to-face meetings.	Attendance of face-to-face engagements, as outlined in Section 3.1.3, in accordance with the timing requirements for each item to a compliance rate of 100%	Number of engagements provided within the specified timeframes -----Divided By----- Total number of engagements	CIT CEO/Consultant	Monthly
Responsiveness to requests for advice.	Requested advice, as detailed at Section 3.1.3.2, provided within the three business day timeframe to a compliance rate of 95%, unless otherwise agreed by both parties	Frequency of advice provided within the specified timeframes -----Divided By----- Total number of requests for advice	CIT CEO/Consultant	Monthly
Workshop satisfaction rates	Maintain a minimum 80% satisfaction rating for all Workshops, as detailed at Section 3.1.3.6, as evidenced from engagement surveys conducted by CIT following Workshops	Calculated from average satisfaction ratings returned in post workshop engagement surveys.	CIT	As required.

Key Performance Indicators		Calculation		
Performance Indicator	Performance Measure	Calculation	Data Source	Frequency
Reporting	<p>a) Provision of all quarterly reporting, as specified at Section 4.2.3, within 10 business days of the end of the quarterly period to a compliance rate of 90%; and</p> <p>b) Provision of all biannual reporting, as specified at Section 4.2.5, within 10 business days of the end of the 6-monthly period to a compliance rate of 90%.</p>	<p>a) & b):</p> <p>Number of reports provided in accordance with the specified timings -----Divided By----- Total number of reports</p>	CIT	Annually

RISK MANAGEMENT PLAN

Risk Register

This risk register is consistent with AS/NZS ISO 31000:2009 risk management standard and the CMTEDD Risk Management Framework and Policy Statement; and Risk Management Policy.

Risk Ref. No.	Risk Description (source/ Cause)	Describe the consequence	Risk controls – what is in place to manage the risk.	Risk Owner (person or entity who manages the risk)	Consequence	Likelihood	Current risk rating	Control effectiveness
1	Organisational knowledge and Territory information lost due to changes in personnel between CIT and the Consultant.	Loss of information may result in the need to replicate services previously rendered and result in additional costs and time loss.	A requirement to formally document correspondence, advice, and learnings has been included in the Statement of Requirements and will be included in any resulting Contract.	Consultant, CIT	Moderate	Unlikely	Medium	Adequate
2	Changes in CIT requirements or direction of organisational change direction during the term of the contract.	Potentially invalidate previous services rendered, resulting in duplication or require additional services not specified in the contract resulting in additional costs and time in delivery.	The Statement of Requirements, and any resulting Contract, have been drafted such that the Services specified are flexible in their delivery and will allow for changes in direction or scope.	CIT	Moderate	Unlikely	Medium	Adequate
3	Workshops provided fail to meet CIT requirements due to limited scope specified in the Contract.	This could result in the need to repeat workshops, resulting in additional costs and loss of time of attendees.	The workshop specifications included in the Statement of Requirements, and any resulting Contract, have been drafted such that they allow flexibility in topics covered, granting CIT and the Consultant the ability to develop workshops tailored to the required needs.	CIT, Consultant	Minor	Unlikely	Low	Adequate

4	Slippage in contract deliverables due to changes in direction from CIT.	This could result in potential contract variations to rectify the slippage or changes in deliverables, resulting in additional costs and/or loss of time.	<p>The Statement of Requirements, and any resulting Contract, have been drafted such that the deliverables and milestones are flexible and viewed from a strategic perspective rather than a service level requirement, allowing for modification or re-evaluation as required.</p> <p>Additionally, the Contract will be managed directly by an officer within CIT's Executive, ensuring ongoing communication and review of Contract deliverables.</p>	CIT, Consultant	Minor	Possible	Low	Adequate
5	Failure to secure funding beyond existing budget.	A change in circumstance means the budget is unable to secure specific funding in future CIT budget years	<p>The CIT Board has shown support for the Evolving Together – Strategic Compass 2020 project and the Executive plan to make an allowance in future budgets to continue to fund the Strategic Compass.</p> <p>If continual funding is not secured the CEO would be able to fund this project from a discretionary fund.</p>	CIT	Moderate	Rare	Low	Adequate

TENDER EVALUATION PLAN

1. PURPOSE

This Tender Evaluation Plan (EP) is the reference document outlining the roles, responsibilities and process of a single select evaluation process valued above \$200,000 for the nominated Tender Evaluation Team (TET).

A principle for any procurement is to ensure that the evaluation of a single select quotation/proposal (Response) is conducted with an appropriate level of business involvement, support and governance. The evaluation must satisfy the requirements of the *Government Procurement Act 2001 (ACT)* (the Act), and the *Government Procurement Regulation 2007 (ACT)* (the Regulations).

The purpose of this TEP is to document (in advance of the evaluation of a Response), an evaluation process that is transparent, ethical, defensible, non-discriminatory, and capable of being audited.

If a preferred Tenderer status confirmed for a single select process and the Delegate approves entering into a contract with the organisation for the required Services, then the Territory must have access to documents of the assessment considerations, decision and resultant agreement. The TEP is an important artefact in this process.

To achieve this aim, this TEP:

- identifies the Delegate, the TET and Advisers;
- details the roles and responsibilities of the Delegate, the TET and Advisers;
- details the Assessment Criteria and evaluation methodology;
- outlines evaluation reporting and debrief requirements.

This TEP applies to evaluation of a Response submitted in response to the Request for Tender or for provision of consultancy services to CIT on organisational transformation as part of the Evolving Together – Guiding CIT in Contemporary Organisational Transformation 2018-2020 project (Services). This EP should be read in conjunction with the issued RFT.

2. ROLES AND RESPONSIBILITIES - DELEGATE, TENDER EVALUATION TEAM, ADVISERS

Delegate

An overarching requirement when spending public money is that value for money be obtained. The evaluation of a single select Tender received, identification of points for negotiation and the signing of the contract in particular, are key actions in the achievement of value for money. However, these are also areas of high risk and are subject to approval or the exercising of delegation or authorisation by the Delegate.

In all circumstances the Delegate must be satisfied that the requirements set out in this TEP have and the requirements for Territory officers involved in the process (including exercising due care and diligence), have been met before exercising his/her delegation or authorisation. The Delegate must be provided with advice and clearances from the TET as the Delegate reasonably requires to support his/her decision. The Delegate for this procurement is identified below in **Table 1**.

Table 1 - Delegate

Name	Leanne Cover
Position	Chief Executive Officer
Agency	Canberra Institute of Technology

Tender Evaluation Team

A TET has been established to evaluate the Tender up to the point where the Delegate makes a decision in relation to the next steps in the evaluation process. A single select evaluation process must involve three TET members to ensure that probity is upheld.

TET members are personally appointed and will not be withdrawn or replaced without Delegate approval.

The TET will be responsible for:

- a) adhering to probity principles relating to maintaining confidentiality during the procurement process;
- b) evaluating the Tender in accordance with;
 - i) the published RFT (including any addenda); and
 - ii) the evaluation methodology set out in this TEP;
- c) seeking specialist, probity and/or legal advice (if required);
- d) documenting the evaluation process;
- e) contacting referees (if required);
- f) preparing an Tender Evaluation Report (TER) inclusive of a recommendation and any points for negotiation for Delegate consideration / approval;
- g) upon Delegate approval, negotiating with, and engaging, the single select/preferred Respondent into contract; and
- h) debriefing the Tenderer if unsuccessful.

TET Chair

The TET Chair is responsible for:

- a) ensuring the evaluation process is conducted in accordance with this TEP and otherwise in an objective, fair and ethical manner;
- b) approving any correspondence from the TET to the Tenderer prior to it being provided to the nominated Procurement Officer/Facilitator for transmission to the Tenderer;
- c) reviewing any responses to such correspondence prior to it being released to the TET;
- d) leading the evaluation process including:
 - i. that participation by TET members is equitable to benefit from the skills each member brings to the group;
 - ii. if required, liaising with / seeking advice from Specialist Advisers (including defining and monitoring response times);
 - iii. contacting referees (if required) and overseeing the preparation and submission of the TER; and
 - iv. overseeing a debrief.
- e) In the event the TET exercises its discretion to not request support from Goods and Services (G&S) branch for the evaluation process, the TET Chair also is responsible for the roles and functions of the Procurement Adviser.

The composition of the TET is detailed in Table 2 below.

Table 2 – Tender Evaluation Team

Tender Evaluation Team			
Name	1. Paul Ryan	2. Paula McKenry	3. Jason Washington-King
Position	Chair	Member	Member
Agency	CIT	CIT	CIT

Procurement Adviser(s)

At the TET's discretion, the Goods and Services Procurement Branch (G&S) may provide support to the TET. The roles and functions may include, but will not be limited to:

- a) managing the evaluation process;
- b) conducting a Compliance Check (Step 1);
- c) facilitating the evaluation session;
- d) managing (including dispatching) clarification questions to the Respondent (as per TET Chair's instruction);
- e) reviewing the initial draft Tender Evaluation Report;
- f) assisting in contract negotiations or a debrief.

The Procurement Adviser is identified in Table 3 below.

Table 3 – Procurement Adviser(s)

Name	Dom Kraljevic
Agency	CMTEDD / Goods and Services Procurement Branch
Role	Senior Procurement Manager

Roles and Responsibilities of Officers

Officers undertaking procurement are required to act ethically throughout the procurement. Ethical behaviour relates to honesty, integrity, probity, diligence, fairness and consistency. Ethical behaviour identifies and manages conflicts of interests, and does not make improper use of an individual's position. The Tenderer is entitled to have its Tender assessed ethically and fairly and for this to be seen to have been done.

Therefore, all involved in the RFT process, in particular those involved in the evaluation, must:

- a) recognise and deal with actual, potential and perceived conflicts of interest;
- b) deal with the Respondent in a fair manner, including by:
 - i) seeking appropriate internal or external advice where probity issues arise; and
 - ii) not accepting inappropriate gifts or hospitality;
- c) carefully consider the use of Territory resources;
- d) be aware of and comply with applicable Territory policies and procedures.

The Tender documentation and evaluation proceedings will be treated as 'Unclassified, 'Sensitive' and are subject to a high level of protection. When not being used in the evaluation process, hard copy documents comprising of any document related to the evaluation must be retained in a locked secure room or cabinet. Soft copy/electronic documents must be retained on secure Territory e-system drives accessible only to the TET and assigned Procurement Officers.

All discussions associated with any evaluation documentation (the Tender), process or report, including the TET proceedings will be conducted on a 'need-to-know' basis. Discussions must not take place with persons other than those serving on the TET or other designated Advisory authorities. Any request for information regarding the Response or its evaluation must be directed to the TET Chair. On completion of the evaluation, all Tender information must be either returned to the TET Chair or destroyed in a secure manner.

By signing this TEP, each TET member must agree to:

- a) not accept any additional information from the Tenderer unless a formal request has been made by the TET Chair for additional information to be provided as part of the evaluation process, and such a request has been recorded;
- b) keep all evaluation and Tender documentation secured at all times; and
- c) not disclose any information relating to the evaluation.

2. CONFLICT OF INTEREST

Conflict of Interest

TET membership and any associated Advisers should be chosen on the basis that each member does not have a conflict of interest with the selected organisation. If a conflict of interest circumstance arises, the Territory requires ET members, Advisers and officers handling the Response documents to disclose any actual or apparent conflict of interest and take steps to avoid that conflict as outlined in the *Probity and Ethical Behaviour Circular* (PC21). The responsibility lies with each TET member to promptly identify and disclose to the TET Chair, Procurement Officer or Delegate (as the case may be) any actual, perceived or potential conflicts of interest involving themselves, their immediate family or any other relevant relationship.

All disclosures of conflicts of interests will be fully documented. TET members, all Advisers and officers handling Tender documents must provide written acknowledgement of confidentiality and declaration of conflicts of interest prior to receiving a Response and the commencement of the evaluation process by completing a *Deed of Confidentiality and Conflict of Interest*.

Continued TET membership will be dependent on the determination of the declared conflicts of interest. If a TET member's conflict of interest is identified as material, depending on the severity:

- a) the conflict may be managed by removing the TET member's involvement in the evaluation of material related to the conflict; and/or
- b) the TET member may be removed from any involvement in the Tender evaluation process and replaced with a Delegate approved officer.

3. LATE TENDERS

The Tender will be electronically lodged via the Tenders ACT website which cannot accept submission past the specified closing time/date.

As this is a single select procurement process that involves one party, arrangements may be made for lodgement of a Tender to occur past the specified closing time/date. The best practice approach to a single select Tender not being able to meet a specified submission time is to request a time extension to be granted. However, if this is not done and the Tenderer needs to submit a late Tender, they are required to contact Tenders ACT in writing. Approval from the TET Chair to open a Late Tender Box will be sought, in the first instance, by the Senior Manager from whose team the single select process is being managed, and if that Senior Manager is unavailable another G&S Procurement Senior Manager. In the event that a late lodgement is granted, a Tenders ACT team member will create a new Late Tender Box for the submission of the late Response.

Any Tenders lodged after the closing time and date (**Late Tenders**) will be opened and registered by G&S. A late Tender will be evaluated at the absolute discretion of the Territory.

4. CLARIFICATION OF TENDER

Clarification is permitted through the evaluation process if information provided in a Tender is not capable of evaluation because it is uncertain ambiguous or inconsistent. Any additional information submitted by a Tenderer will need to be assessed to determine whether it is truly a clarification of tendered information or whether it effectively amounts to the submission of late material impacts to change the original Response information.

5. ASSESSMENT CRITERIA

A Response that meets the formal compliance requirements of the RFT will be assessed against the following Assessment Criteria:

Table 4

TECHNICAL CRITERIA	Assessment (Acceptable / Unacceptable)
Change/insert/delete Criteria to select the most appropriate for this Procurement	
1. Conformance with the published Request for Tender, including the provision of all requested declarations and documentation.	
2. Agreement to provide the requested Services, to the specifications and requirements detailed in Attachment A – Statement of Requirements , specifically agreeing to: <ul style="list-style-type: none"> a) Provide the activities detailed at Section 3.1.3; b) Comply with the reporting requirements detailed at Section 4.2; c) Agreement to the satisfaction ratings for Key Performance Indicators specified in Section 6. 	
3. Acceptance of CIT's proposed contract, provided at Attachment 4 to the Request for Tender.	
4. Price Tenderers are required to complete the Returnable Pricing Schedule. All pricing breakdown categories within the Schedule should be populated. Prices are to be in Australian Dollars and GST inclusive.	

NON-ASSESSABLE CRITERION
<p>Local Industry Participation To ensure compliance with the Territory's Local Industry Participation Policy (LIPP), the Territory will collect information on the local capability the broader economic benefits for the geographical area comprising the Australian Capital Territory and NSW Member Councils including Bega Valley, Eurobodalla, Goulburn-Mulwaree, Queanbeyan-Palerang, Snowy Monaro, Upper Lachlan and Yass Valley (Canberra Region).</p> <p>NOTE: The Tenderer does not need to be based in the Canberra Region to be providing an economic contribution.</p> <p>The Tenderer must complete and submit an Economic Contribution Test (ECT). The ECT requires a Tenderer to provide information on how both its Tender and business contribute to the economic benefit of the Canberra Region by addressing the following considerations:</p> <ul style="list-style-type: none"> i) details of current business presence in the Canberra Region, including relevant capital investment history and/or new commitments; ii) how the Tenderer will identify and utilise products and capabilities provided by local

- businesses;
- iii) the estimated labour costs that will be incurred within the Canberra Region, compared against the total labour costs associated with this Tender.
 - iv) additional undertakings by the Tenderer to benefit the Canberra Region economy; and
 - v) approach to workforce skilling and utilisation of local skills (e.g. through supply chain or local subcontractors).

Evaluation Considerations

Consistent with Section 22A of the *Government Procurement Act 2001*, in evaluating procurement responses the Territory's objective is the attainment of best 'value for money'. The price of the Services is not the sole determining factor in assessing value for money. Within the context of the Assessment Criteria specified above, factors which could be considered include:

- a) the quality of the goods / services;
- b) fitness for purpose of the proposal;
- c) a Tenderer's experience and performance history;
- d) flexibility of the proposal (including innovation and adaptability over the lifecycle of the procurement);
- e) environmental sustainability of the proposed goods and services (such as energy efficiency and environmental impact);
- f) delivery of goods/services meeting a specified timeframe/program
- g) compatibility with existing/associated systems, equipment, etc.; and
- h) risk.

The Territory will evaluate the Tender to determine whether it satisfies the requirements specified in the published RFT (including the provisions contained within the published RFT) and this TEP. If there is any inconsistency between the requirements of the published RFT and this TEP, the published RFT takes precedence to the extent of the inconsistency.

6. EVALUATION METHODOLOGY

TET Preparation

Prior to commencing an evaluation, all TET members, other officers and advisers involved in the evaluation must be fully prepared. In order to ensure a confident and well prepared approach to the evaluation, the TET and other officers and advisers involved in the evaluation must, as a minimum:

- a) complete declarations of confidentiality and conflict of interest;
- b) read and understand the RFT;
- c) understand the relationship between the assessment criteria, the services/goods required and the Territory's operations; and
- d) understand (as relevant to them) the evaluation processes outlined in this TEP.

In addition, the TET and all other officers and advisers involved in the evaluation process, must be fully aware of, and comply with, all requirements of the Territory's values, procurement, probity and financial policies.

Evaluation Process

This Evaluation Process must be undertaken in the sequential steps outlined below, with the exception of referee information procedures and financial information procedures which can be undertaken at any step prior to the completion of **Step 5 - Risk Assessment**.

Evaluation of the Response must be undertaken sequentially in the following steps:

- a) **Step 1** – Compliance;
- b) **Step 2** – Mandatory Criteria (if used)
- c) **Step 3** – Technical Assessment (assessment of the Technical Criteria);
- d) **Step 4** – Price Assessment;
- e) **Step 5** – Risk Assessment; and
- f) **Step 6** – Value for Money Assessment

NOTE: The creation of an Evaluation Risk Register is advisable to clearly show the risks that are posed by the Response. The risks recorded in an Evaluation Risk Register (identified in Steps 1, 2, 3 and 4 of the evaluation) will be assessed and finalised in the **Step 5 - Risk Assessment** and can be an attachment to the TER.

Step 1 - Compliance

The Tender will firstly be assessed for formal compliance with the RFT requirements.

If the Tender does not comply with the RFT requirements (including the Statement of Requirements), or is incomplete may be deemed to be non-compliant.

Where the Tender is non-compliant, the Territory may at its absolute discretion:

- a) reject the Tender and not consider it any further; or
- b) if possible without impacting on the probity relating to a single select process, allow the Tenderer to correct the non-compliance in the form of a request for clarification; or
- c) admit a Late Tender and/or incomplete Tender to be evaluated (**refer Section 4**).

Assessment for formal compliance will include the following factors:

- a) receipt of the Tender prior to the closing date and time;
- b) submission of a completed Declaration by Tenderer;
- c) submission of a completed Ethical Suppliers Declaration (if applicable);
- d) check against ASIC public records to confirm the Respondent's details on submitted declarations;
- e) any other relevant requirements, licences or certificates set out in the RFT;
- f) compliance with the relevant requirements of the Workplace Gender Equality Act 2012 (Cth) (see <http://www.wgea.gov.au/>);
- g) completed Assessment Criteria Responses (in Returnable Schedules if applicable);
- h) completed Referee Report Form Returnable Schedule (minimum of three relevant referees);
- i) completed Pricing Schedule; and
- j) review of confidentiality requests.

A Tender that is:

- a) at variance with, does not respond to or does not fully comply with any RFT requirements;
- b) unable to meet insurance requirements; or
- c) contains erasures or is illegible,

may be deemed to be non-compliant.

Details regarding the Tenderer's compliance or non-compliance will be documented in the Compliance Schedule.

Non-compliance by the selected Tenderer will be duly considered by the TET with a decision made to either discontinue the procurement process, or seek clarifications. All reasons for discontinuing the procurement process will be clearly substantiated/documentated by the TET in the TER for Delegate consideration/approval.

Compliance screening is an ongoing process and the TET may decide at any time during the detailed evaluation process that the Tender has failed to comply.

Step 2 – Mandatory Criterion

Mandatory Criteria not used.

Step 3 – Technical Assessment

If the Tender is compliant, it will be evaluated as follows.

- a) Individual TET members will undertake an initial assessment of all Technical Assessment Criteria 1 - 4 and assess each criterion response as an 'Acceptable' or 'Unacceptable' using the Scoring Scale at **Attachment A - Table 1**. The TET should consider all relevant material/information tendered in a response when evaluating each Technical Assessment criterion.
- b) Each TET member must individually assess and score the Tender against each Technical Criterion using the scoring method set out in **Attachment A - Table 1**. The descriptions in the "Response" column are intended to act as guidance only on assigning ratings.

TET members should use assessment worksheets to must record the scores and the reason for the assigned assessment they have awarded against each Technical Criterion. The worksheets will be utilised in the collective evaluation session/s discussions and provide support information for the preparation of the Tender Evaluation Report (TER).

The TET will meet as a collective to discuss and consider the assessment ratings and associated comments made by the individual TET members to reach a consensus assessment for all generic Technical Assessment Criteria.

Step 3 (including 3a - Local Industry Participation) may be conducted concurrently with **Step 4 – Price Assessment** for a Single Select procurement process.

Any criteria that were awarded an unacceptable rating will be further scrutinised as part of **Step 5 - Risk Assessment**.

Step 3a – Local Industry Participation

NOTE: The LIPP score and the economic contribution monetary values provided by the Tenderer do not contribute to the evaluation scores in this single select process. The information however will be collected and recorded to meet the reporting requirements of the Policy in the event that a contract is executed.

The LIPP Technical Assessment Criterion of each Tender will be evaluated by the TET using the Economic Contribution Test (ECT).

Information provided against the LIPP Technical Assessment Criterion will be scored through the application of the LIPP Evaluation Worksheet. The Procurement Officer may prepare the LIPP Evaluation Worksheet for the TET's use by prefilling in the project details and the dollar figures provided by the Tenderer in its Tender.

The TET will for each of the listed sub-criterion assess the written response provided a score (out of 10) using the Scoring Scale provided at **Attachment A - Table 2** of this TEP.

Step 3b - Shortlisting

Not Used for Single Select

Step 3c - Interviews, presentations, demonstrations, samples, prototypes

Not Used for Single Select

Step 4 – Price Assessment

The TET will undertake a pricing analysis of the Tenderer's Returnable Pricing Schedule in an objective manner (for example, may include a comparison against benchmarks such as historic data/industry standard rates) to determine an offered rate's viability.

Where the items to be supplied are clearly defined, the TET may research similar arrangements in other jurisdictions as part of their price benchmarking analysis.

Any pricing assumptions listed by the Tenderer will be considered in relation to its relevance to the Territory requirements and expectations for the service.

Finally, the submitted prices/rates and their relationship to the forecasted budget should be considered to determine whether submitted prices are a viable financial option.

Variances to an approved budget may result in the need to undertake negotiations to identify/confirm a varied scope or methodology adjustments to meet the budget threshold.

STEP 5 - Risk Assessment

The TET must undertake a full assessment of risks identified on the Evaluation Risk Register.

Risks may include, but not be limited to:

- a) the identification of shortfalls in the Response relating to the offered capability, capacity, business systems, proposed methodology/solution;
- b) the results of the analysis undertaken on the submitted price, discounts and any associated assumptions;
- c) referee reports;
- d) financial viability assessment information; and

- e) any innovation being offered.

After consideration of the risks as noted in the Evaluation Risk Register, the Tender will be assigned a risk rating of 'Low', 'Medium', 'High' or 'Extreme' based on the highest residual risk rating for its entire response. 'High' and 'Extreme' risks with any mitigating strategies should be clearly described in the TER.

STEP 6 – Value for Money (VFM) Assessment

Following the technical, price and risk assessment, the TET will undertake a value for money assessment, collectively taking into account:

- a) the results each of Respondent's Total Technical Assessment Score;
- b) the results of the pricing evaluation;
- c) consideration of any Non-Technical Assessment Criteria; and
- d) risk posed to the Territory.

The TET may consider, for example, if various aspects of the Response justify the price.

The TET must clearly outline in the TER its value for money analysis and basis for decisions made (including Structured Negotiation activity undertaken).

Prior to commencing a Structured Negotiation activity, the TET will advise/request endorsement from the Delegate of the proposed approach.

7. EVALUATION REPORT

The TET will prepare the following information for inclusion in the TER:

- a) background to the process;
- b) any specialist Advisers who provided input must be named in the TER with the role they undertook during the evaluation;
- c) the evaluation process, including detailed justification (comments and scores) against each Technical Assessment Criterion (including details of any shortlisting, interviews, presentations, demonstrations, samples or prototypes provided);
 - i. a summary of identified risks and any treatment measures required/considered;
 - ii. a summary Value for Money assessment considerations;
 - iii. Details of any Structured Negotiation activity undertaken and resultant outcome with a commentary on final Value for Money assessment findings; and
 - iv. proposed methods for management of risks (if applicable) or issues; and,
 - v. recommendations to the Delegate for consideration / approval.

NOTE: In conducting the evaluation, broad consensus of all TET members should be sought, to the fullest extent possible.

If any TET member does not agree with the majority report and recommendation, that member's dissenting view, together with the reasons for it, must be provided as a separate Dissenting Report (prepared by the dissenting member). This Dissenting Report will be prepared within a timeframe agreed by the TET Chair and attached to the TER.

8. EVALUATION ADVICE LETTERS, DEBRIEFS

The Tenderer will be advised of a successful bid with an invitation to enter into contract negotiations using a Letter of Intent, or a Letter of Decline if deemed unsuccessful.

A Letter of Decline will include, at a minimum, the following information:

- a) a statement demonstrating the Territory’s appreciation for the received Tender;
- b) a statement demonstrating the Territory’s regret that they were unsuccessful on this occasion;
- c) advice of public notification on the ACT Government Contracts Register;
- d) encouragement to submit offers in the future; and
- e) an offer to attend a debriefing session.

EVALUATION PLAN ACKNOWLEDGEMENT

Prior to the provision of the Tender to the TET by the Procurement Officer, each TET member must sign the TEP acknowledging that they have received a copy of this TEP, have read and understood their roles and responsibilities and will abide by the requirements detailed. Each TET member must also read, comply with and sign a Deed of Confidentiality and Conflict of Interest.

The TET members hereby acknowledge the contents of this TEP, including all its attachments:

Name of Committee Member	Signature	Date
Paul Ryan (Chair)/..../....
Paula McKenry (Member)/..../....
Jason Washington-King (Member)/..../....

RECOMMENDATION

It is recommended, as Delegate of this procurement, that you approve the proposed evaluation methodology, as described in this TEP.

I have read this Tender Evaluation Plan and I am satisfied that the proposed evaluation is in accordance with the Territory's policies, and will provide an outcome that represents a proper use of public resources. <✓ tick appropriate box>

Approved

Approved with conditions

Not approved

Insert conditions if applicable:

Signature:

Print name:

Title:

Date signed:

___ / ___ / 20__

ATTACHMENT A - SCORING SCALETechnical Assessment Criteria

Technical Assessment Criteria 1 – 4 will be assessed using the rating scale set out in **Table 5**.

Local Industry Participation Assessment

The TET will, for each of the sub-criterion assess the written response provided using the numerical scoring scale set out in **Table 6**.

Table 5

Descriptor	Response (Prompts) for Technical Criteria Assessment
Acceptable	<p>Response to Technical Assessment Criterion meets all of the relevant SOR requirements and may exceed some relevant SOR requirements.</p> <p>Response demonstrates a good understanding of the requirements of the Technical Assessment Criterion.</p> <p>Some insignificant uncertainties occur but claims or documentation contains majority of the information expected of this Technical Assessment Criterion.</p>
Unacceptable	<p>Response to Technical Assessment Criterion does not meet a majority of the relevant SOR requirements.</p> <p>Response does not demonstrate an understanding of the requirements of the Technical Assessment Criterion, through lack of provided detail or information.</p> <p>Claims and documentation omit or are unable to substantiate requirements of the Technical Assessment Criterion.</p>
Not able to assess Response	<p>Response did not address this Technical Assessment Criterion. (NOTE: There needs to be confirmed evidence of this circumstance).</p> <p>Response was not evaluated, as it did not provide any requested information.</p>

Table 6

Descriptor	Response (Prompts) for LIPP Criterion Assessment	Rating
Outstanding	Response to Technical Assessment Criterion far exceeds all of the relevant SOR requirements and provides major additional value to the Territory. Response demonstrates an outstanding understanding of the requirements of the Technical Assessment Criterion and presents a strategic view of the Goods and/or Service within the broader Territory context. Information provided is concise, extensive and offers some knowledge gain to the Territory. All claims are fully substantiated.	10
Excellent	Response to Technical Assessment Criterion exceeds all of the relevant SOR requirements such that the Territory will receive some additional value above the SOR. Response demonstrates an excellent understanding of the requirements of the Technical Assessment Criterion. Information provided is comprehensive. All claims are fully substantiated.	9
Very Good	Response to Technical Assessment Criterion meets all of the relevant SOR requirements, and exceeds some relevant SOR requirements such that the Territory will receive minor value above the SOR for those. Response demonstrates a very good understanding of the requirements of the Technical Assessment Criterion. All claims are soundly substantiated. Some minor omissions in substantiation may occur but the overall claim is well supported.	8
Good	Response to Technical Assessment Criterion meets all of the relevant SOR requirements and may marginally exceed some relevant SOR requirements. Response demonstrates a good understanding of the requirements of the Technical Assessment Criterion. Some insignificant uncertainties occur but claims or documentation contains majority of the information expected of this Technical Assessment Criterion.	7
Adequate	Response to Technical Assessment Criterion meets all of the relevant SOR requirements. Response demonstrates an adequate understanding of the requirements of the Technical Assessment Criterion. Some minor uncertainties or information gaps occur but claims or documentation generally contains the information expected of this Technical Assessment Criterion.	6
Reservations	Response to Technical Assessment Criterion meets most of the relevant SOR requirements. Response demonstrates a general understanding of the requirements of the Technical Assessment Criterion but lacks detail in specific areas. Some uncertainties or information gaps occur in key requirements.	5
Poor	Response to Technical Assessment Criterion does not meet a minority of the relevant SOR requirements. Response demonstrates a poor understanding of the requirements of the Assessment Technical Assessment Criterion with some shortcomings or deficiencies. Claims and documentation omit or are unable to substantiate key requirements of the Technical Assessment Criterion.	4
Very Poor	Response to Technical Assessment Criterion does not meet a majority of the relevant SOR requirements. Response does not demonstrate an understanding of the requirements of the Technical Assessment Criterion, through lack of provided detail or information. Claims and documentation omit or are unable to substantiate requirements of the Technical Assessment Criterion.	3
Inadequate	Response to Technical Assessment Criterion meets only a negligible number of the relevant SOR requirements. Response demonstrates a minor misunderstanding of the requirements of the Technical Assessment Criterion, containing significant flaws in approach. Claims and documentation are mostly unsubstantiated.	2
Not Acceptable	Response to Technical Assessment Criterion does not meet any of the relevant SOR requirements. Response demonstrates a major misunderstanding of the requirements of the Technical Assessment Criterion, lacking fundamental details to address this Technical Assessment Criterion. Claims and documentation are unsubstantiated and unreliable.	1
Not able to assess Response	Response did not address this Technical Assessment Criterion. (NOTE: There needs to be confirmed evidence of this circumstance). Response was not evaluated, as it did not provide any requested information.	0

From: [Ryan, Paul](#)
To: [Cover, Leanne](#)
Subject: Procurement Plan MinuteV1.doc
Date: Tuesday, 17 July 2018 12:45:01 PM
Attachments: [Procurement Plan MinuteV1.doc](#)

Hi Leanne,

Please find attached the main procurement document for your changes.

Thanks

Paul

From: [Ryan, Paul](#)
To: [McKenry, Paula](#); [Cathy Hudson \(cahudson62@gmail.com\)](#); [Hudson, Catherine](#)
Cc: [SavageCIT, Ashleigh](#); [McKay, Rachal](#); [Cover, Leanne](#)
Subject: Evolving Together Procurement
Date: Wednesday, 16 May 2018 8:59:54 AM
Attachments: [Procurement Plan Minute CIT Organisational Change Consultant FINAL.PDF](#)

Good morning team,

As you are aware the three of us are the Tender Evaluation Team (TET) for this project. As you are aware the timeframes are VERY tight. I have copied the dates below and highlighted the critical one in terms of us needing to meet. I will send out invites soon.

Procurement Plan approved by CEO	11 May 2018
RFT Issued	14 May 2018
RFT Closes	22 May 2018
Evaluation of Responses	24 May 2018
Approval of Tender Evaluation Report	25 May 2018
Contract Commencement	31 May 2018

So, to achieve this timeframe the follow must occur;

- TET members provided with the response for individual review on Wednesday 23
- TET meets Thursday 24 and draft/write report
- Report approved by CEO Friday 25.

Thanks
Paul

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations

Canberra Institute of Technology
Phone: 02 6207 4955 | **Mobile:** +(61) 0402 829 811 | **Email:** paul.ryan@cit.edu.au
Address: CIT Reid, Room E105, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601
CRICOS No. 00001K | RTO 0101

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In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

SINGLE SELECT PROCUREMENT MINUTE

Procurement activity more than \$25,000 and less than \$200,000

To: Leanne Cover, Chief Executive Officer (CEO)

From: Paul Ryan, Executive Director, Industry Engagement and Stakeholder Relations

Subject: Single Select Procurement for a three month Evolving Together consultancy service

Date: 12 June 2018

PURPOSE

To seek your approval for a single select procurement process for a short term contract (3 months) as part of procuring highly contextualised services to CIT as part of the Evolving Together Project.

BACKGROUND

At the end of 2017, the Board endorsed additional funding for CIT to intensify its focus on transforming its business by allocating \$1 million to expand CIT's cultural change and staff capability development programs under the Evolving Together Project. This investment in staff seeks to enhance CIT's capacity to meet its commitments under the CIT Strategic Compass 2020.

In March 2018, you and the Executive Director, Corporate Services sought procurement advice on a suitable procurement process from Goods and Services Procurement within Chief Minister's, Treasury and Economic Development Directorate (CMTEDD).

In May 2018, you agreed to a single select procurement process to engage contemporary organisational transformation services for up to three years as part of the Evolving Together Project.

Although CIT had worked closely with procurement officers during April and May on that procurement process, on 7 June 2018 on the basis of further advice from the Executive Director Procurement Property and Venues, and the Director Goods and Services Procurement, within Chief Minister's, Treasury and Economic Development Directorate (CMTEDD) and the recommendations of the Tender Evaluation Team (TET) you agreed to:

- Terminate the current procurement process, including advising both the Tenderer and Goods and Services Procurement of this decision;
- Submit a Procurement Plan Minute to the Procurement Board for the long term engagement of professional services to guide CIT in contemporary organisational transformation; and
- Task the current TET to investigate the feasibility of a short term single select process (possibly three months) to mitigate the risk caused to CIT's transformation from the time taken to procure services for long term engagement.

ISSUES

Mitigating the risk to CIT's organizational and cultural change transformation

CIT has experienced significant challenges with procuring services for the long term engagement of professional services to guide CIT in contemporary organisational transformation. Given the termination of the latest procurement process, the TET considers that there could now be a gap of services to assist CIT in its organizational and cultural change transformation of up to 6 months (ie March to August 2018). It is already 3 months since the last one day group professional development session was held with senior staff.

In response to this risk, and while the Procurement Board considers the procurement approach for the long term engagement of services, the TET has considered the feasibility and desirability of a three month contract for organizational transformation services. The TET recommends that this be progressed for the following reasons:

- Staff are keen and eager to build on their knowledge about new ways in which to work and put those learnings into practice;
- The need to build capability of the new executives who are being recruited to fill existing gaps and a replacement Executive Director following the impending retirement of the Executive Director Corporate Services at the end of June 2018;
- CIT's capacity to meet the Board's revenue targets through working together differently to meet emerging business and training needs will be diminished if further training does not occur over the next 3 months;
- The complexity of our working environment keeps increasing with recent Board and Government decisions; and
- Evidence on cultural change and organizational transformation consistently indicates that success requires a long term continuous focus.

ACT Government Procurement Framework

When procuring goods and/or services, ACT Government agencies are required to adhere to the ACT Government Procurement Framework (the Procurement Framework).

CIT's Procurement Policy is consistent with the Procurement Framework which provides the following procurement and purchasing thresholds as follows:

- a) ***Purchases less than \$5,000 (including GST)*** – One oral quotation is required. An approval e-mail from a Delegate is adequate for pre-approval. A purchase order is not required.
- b) ***Purchases greater than or equal to \$5,000 (including GST) to less than \$25,000 (including GST)*** – One oral quotation and a purchase order are required.
- c) ***Purchases greater than or equal to \$25,000 (including GST) to less than \$200,000 (including GST)*** – Buying Goods and Services Risk Assessment to be undertaken to identify the level of risk of the purchase.
 - High risk purchases will be processed on a case by case basis and may be managed in consultation with Shared Services Procurement.
 - Low risk purchases - three written quotations and a purchase order are required.

- Written justification for exemption from providing three written quotations for purchases within this threshold must be approved by a Delegate with delegation. Procurement planning and evaluation processes must be followed.

d) **Purchases greater than \$200,000 and less than \$1 million (including GST)** – are required to be managed in consultation with Goods and Services Procurement.

As the estimated cost for this work is likely to fall in category c) **Section 6** of the *Government Procurement Regulations 2007* (the Regulations) requires CIT to receive at least three written quotes from suppliers for the procurement.

Section 10 of the *Government Procurement Regulation 2007* (the Regulation) states:

- The responsible Chief Executive Officer (CEO) for a Territory entity may, in writing, exempt the entity from a requirement mentioned in **Section 6 or Section 9** of the Regulation for a particular procurement proposal.
- However, the responsible CEO may exempt the entity only if satisfied, on reasonable grounds, that the benefit of the exemption outweighs the benefit of compliance with the requirement.
- If the responsible CEO exempts an entity, the CEO may, in writing, direct the entity to do 1 or more of the following:
 - Seek a stated kind or number of quotations for the procurement;
 - Invite a tender from a stated supplier for the procurement
- An exemption must state:
 - The procurement proposal to which it applies; and
 - The responsible CEO's reasons for giving the exemption; and
 - Any direction to which it is subject under subsection (3). The exemption must state the reasons for giving the exemption.

See Attachment A for the *Government Procurement Regulation 2007*

Proposed exemption from the tender requirement

As a result of the work with [REDACTED] over 2017 and early 2018, CIT is now seeing signs of new thinking and approaches to the implementation of the *Strategic Compass 2020* projects that recognise the interdependencies of CIT's work. These cultural shifts include greater collaboration between Directors, managers and project managers, and new perspectives and approaches to innovation, leadership forums and the governance of the Strategic Compass projects.

To continue this cultural change and transformation journey, while the Procurement Board process is underway, the TET recommends that you exempt CIT from the requirements in **Section 6** of a single select process of the *Government Procurement Act 2007* (ACT) to receive three written quotes for a particular procurement proposal in the range of \$25,000 to \$200,000.

It is considered that in this case the benefit of the exemption outweighs the benefit of compliance in line with example 1 provided in **Section 10.2** of the *Government Procurement Regulation 2007* (ACT).

That is, in line with example 1 there is only one supplier available due to the supplier's specialist knowledge and a bespoke application for the CIT context. The proposed consultant, [REDACTED] (Red Rouge Nominees Pty Ltd) has specialist knowledge in contemporary organisational transformation theory and practices relevant to CIT and the broader vocational education and training ecosystem in which CIT operates. The proposed service provider has

demonstrated ability to provide highly customised services to meet CIT needs and impart specialist knowledge into the CIT specific context.

It is therefore recommended that you approve and exemption under **Section 10** of the Regulation from a requirement to receive three written tenders for a three month *Evolving Together – Contemporary Organisational Change Project* in the range of \$25,000 to \$200,000.

Additional benefits with this approach include the following:

- CIT will be able to capitalise on the work that the consultant has previously undertaken for this project as he fully understands CIT's requirements and the complexities involved and has significant knowledge of the issues facing CIT;
- The proposed consultant is well known among staff members and has already gained trust from staff in terms of our complex change processes; and
- This short term contract will assist CIT in mitigating the risk to CIT's organizational and cultural change transformation whilst the procurement of engaging long term specialist services occurs.

Next steps

If you provide your approval to progress with this procurement, relevant documents including a Purchase Plan, Risk Questionnaire, Evaluation Form with a Request for Quote will be provided to you for approval.

FINANCIAL IMPACT

CIT spent \$198,000 (including GST) to [REDACTED] for the work [REDACTED] undertook between August 2017 and April 2018.

The estimated cost for this short term contract is under \$200,000 (including GST).

CONSULTATION

This process has and will be managed in consultation with Matt Hart, Manager, Goods and Services Procurement in CMTEDD

RISKS / SENSITIVITIES

Any procurement in excess of \$25,000 is published on the ACT Government's Notifiable Invoice Register and this contract will be published on the ACT Government's Contract Register. If this contract includes confidential text, it will be considered as a Reportable Contract. A list of Reportable Contracts will be tabled in the Legislative Assembly. Single select procurements do attract scrutiny from Legislative Assembly members.

RECOMMENDATION

It is recommended that you:

- note the contents of this brief;

NOTED / PLEASE DISCUSS

- agree to an exemption for this procurement as detailed in this brief under **Section 10** of the *Government Procurement Regulation 2007* from the requirement to receive three written quotes as outlined in **Section 6** of the Regulation; and

AGREED / NOT AGREED / PLEASE DISCUSS

- note that relevant documents including a Purchase Plan, Risk Questionnaire, Evaluation Form and Request for Quote will be submitted to you shortly for your approval to progress this procurement activity.

NOTED / PLEASE DISCUSS

Leanne Cover

Chief Executive Officer

Canberra Institute of Technology

/ /

From: [Ryan, Paul](#)
To: [Cover, Leanne](#)
Cc: [McKenry, Paula](#); [Hudson, Catherine](#)
Subject: Evolving Together Single Select approval brief
Date: Tuesday, 12 June 2018 5:26:28 PM
Attachments: [ET Single Select approval minute June 2018.docx](#)
[ACT Procurement Regulation 2007-29.pdf](#)

Good afternoon Leanne,

Please find attached a brief seeking your approval of a single select procurement process to progress the work required for the Evolving Together project. Attached is also the Government Procurement Regulations that are referred to in the brief.

For your approval.

Regards
Paul

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations

Canberra Institute of Technology

Phone: 02 6207 4955 | Mobile: +(61) 0402 829 811 | Email: paul.ryan@cit.edu.au

Address: CIT Reid, Room E105, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

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In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

From: [Whale, Andrew \(ACTGOV\)](#)
To: [Cover, Leanne](#)
Cc: [Young, Lequita](#)
Subject: ET Contract
Date: Thursday, 9 April 2020 3:04:24 PM
Attachments: [2147 - Services Agreement \(Contractor\) - Final Signed.pdf](#)

UNCLASSIFIED Sensitive: Legal

Hi Leanne

Final contract for ET contract. [REDACTED] has signed it now needs you to sign.

Andrew Whale

Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | Email: andrew.whale@cit.edu.au

Address: 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

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In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

From: [Cover, Leanne](#)
To: [Whale, Andrew \(ACTGOV\)](#)
Cc: [Young, Lequita](#)
Subject: Re: ET Contract
Date: Thursday, 9 April 2020 3:51:27 PM

Andrew

Pls note I have signed the contract signature page scanned back to you.

In addition Please accept this email as confirmation and approval/ signature for the contract for Evolving Together with Redrouge Nominees attached.

Sent from my iPhone

On 9 Apr 2020, at 3:04 pm, Whale, Andrew <Andrew.Whale@act.gov.au> wrote:

UNCLASSIFIED Sensitive: Legal

Hi Leanne

Final contract for ET contract. [REDACTED] has signed it now needs you to sign.

Andrew Whale

Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | Email: andrew.whale@cit.edu.au

Address: 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

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<image001.jpg>

In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

<2147 - Services Agreement (Contractor) - Final Signed.pdf>

From: [Ryan, Paul](#)
To: [Cover, Leanne](#)
Cc: [Young, Lequita](#); [McKenry, Paula](#); [Hudson, Catherine](#)
Subject: Advice on outcomes of procurement process for Evolving Together
Date: Thursday, 7 June 2018 5:01:34 PM
Attachments: [Outcomes fo Contract Negotiations 070618.docx](#)

Good afternoon Leanne,

Please find attached a brief regarding the recommendation of the Tender Evaluation Team regarding the *Evolving Together – Guiding CIT in Contemporary Organisational Transformation 2018-2020* procurement.

I have placed a hardcopy with your office.

Regards
Paul (on behalf of the TET)

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations

Canberra Institute of Technology

Phone: 02 6207 4955 | Mobile: +(61) 0402 829 811 | Email: paul.ryan@cit.edu.au

Address: CIT Reid, Room E105, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

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In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

From: [Ryan, Paul](#)
To: [Cover, Leanne](#)
Cc: [Young, Lequita](#)
Subject: Termination of Procurement Process - Tender No CIT 2018/1019
Date: Thursday, 7 June 2018 7:19:20 PM

Leanne - please see below a draft email for you to send [REDACTED] if you sign the brief recommending terminating the procurement process. Please note it is recommended you repurpose this content for a separate email to Daniel Bailey. I recommend for transparency you cc the members of the TET (myself, Paula and Cathy) on both emails.

Red Rouge Nominees Pty Ltd

Attention: [REDACTED]

As delegate to the procurement process *Evolving Together – Guiding CIT in Contemporary Organisational Transformation 2018-2020* (Request for Tender No CIT 2018/1019) I wish to advise that I have determined to terminate this procurement process. I have similarly advised Goods and Services Procurement within Chief Minister, Treasury and Economic Development Directorate of my decision.

I would like to thank you for the time and effort *Red Rouge Nominees Pty Ltd* committed to responding to our request for tender.

Regards

Leanne Cover
CEO
CIT

From: [Ryan, Paul](#)
To: [Cover, Leanne](#)
Cc: [Young, Lequita](#)
Subject: Termination of Procurement CIT 2018/1019
Date: Thursday, 7 June 2018 8:02:28 PM

Hi Leanne,

Please find below the draft text for the email to the Procurement guys - Daniel Bailey and Dave Pursur (rather than re-purposing the content from the earlier one I provided you for the email to [REDACTED] As with the [REDACTED] one, please cc the TET members.

Regards

Paul

Dear Daniel and Dave

Please be advised that as delegate to the procurement process *Evolving Together – Guiding CIT in Contemporary Organisational Transformation 2018-2020* (Request for Tender No CIT 2018/1019) I have determined to terminate this procurement process.

I have advised the Tenderer *Red Rouge Nominees Pty Ltd* of my decision this morning by email.

Please also be advised that in response to your advice over the last few days and the Tender Evaluation Team's recommendations to me, I have also agreed to the following:

- To submit a Procurement Plan Minute to the Procurement Board for the long term engagement of professional services to guide CIT in contemporary organisational transformation; and
- Tasked the current Tender Evaluation Team to investigate the feasibility of a short term single select process (possibly three months) to mitigate the risk caused to CIT's transformation from the time taken to procure services for long term engagement.

Thank you for your advice to date and your commitment to assist CIT with preparing the documentation for the Procurement Board and assisting with the Procurement Board's consideration within a month.

Regards

Leanne Cover
CEO
CIT

From: [Ryan, Paul](#)
To: [Cover, Leanne](#)
Subject: Re: Advice on outcomes of procurement process for Evolving Together
Date: Thursday, 7 June 2018 8:09:35 PM

Thanks Leanne,

Just one thing for clarity; I have sent you the draft text for the email to [REDACTED] and in doing so suggested you may wish to 'repurpose' for the email to Procurement guys (Daniel and Dave).....but you now have a second draft email separately for them because it needs to cover the procurement board stage so it wasn't a simple 'repurpose'.

It's all good....but just make sure you see both emails before taking action on the first one. I'm on my phone until 11am tomorrow if you wish to double check.

Regards
Paul

On 7 Jun 2018, at 20:05, Cover, Leanne <Leanne.Cover@cit.edu.au> wrote:

Paul

I have considered the attached brief and advise that I agree to all three of the recommendations contained in the brief.

Regards

Leanne

Sent from my iPad

On 7 Jun 2018, at 5:01 pm, Ryan, Paul <Paul.Ryan@cit.edu.au> wrote:

Good afternoon Leanne,

Please find attached a brief regarding the recommendation of the Tender Evaluation Team regarding the *Evolving Together – Guiding CIT in Contemporary Organisational Transformation 2018-2020* procurement.

I have placed a hardcopy with your office.

Regards
Paul (on behalf of the TET)

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations

Canberra Institute of Technology

Phone: 02 6207 4955 | **Mobile:** +(61) 0402 829 811 | **Email:** paul.ryan@cit.edu.au

Address: CIT Reid, Room E105, 37 Constitution Avenue, Reid, Canberra | GPO 826,
Canberra 2601

CRICOS No. 00001K | RTO 0101

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-

<image001.jpg>

In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

<Outcomes fo Contract Negotiations 070618.docx>

To: Leanne Cover, Chief Executive Officer

From: Paul Ryan, Executive Director, Industry Engagement and Strategic Relations
On behalf of the Tender Evaluation Team (TET)

Subject: Advice on outcomes of contract negotiations with Red Rouge Nominees Pty Ltd:
'Evolving Together' – Guiding CIT in Contemporary Organisational Transformation 2018-2020

Critical Date: Thursday 7 June 2018

Critical Reason: As soon as possible to progress a new procurement process following advice from Goods and Services Procurement within Chief Minister's, Treasury and Economic Development Directorate (CMTEDD)

Background

CIT has run a single select procurement process for the *Evolving Together – Guiding CIT in Contemporary Organisational Transformation 2018-2020* project. The Tender Evaluation Team (TET) completed the Tender Evaluation Report which you signed off as Delegate on 30 May 2018 (at [Attachment A](#)).

As part of your sign off as Delegate on the Tender Evaluation Report you agreed to the Tender Evaluation Team (TET) undertaking contract negotiations around three issues. You further determined that the outcomes of the contract negotiation be reported back to you prior to arranging for a contract to be prepared between the Territory and the preferred Tenderer

Purpose

To provide advice on the outcomes of contract negotiations and a recommended way forward.

Contract Negotiation

The table below details the three issues for negotiation included in the Tender Evaluation Report.

Item No	Issue to be negotiated	Outcome sought	Impact of De-scoping
1	Intellectual Property Clause	Agreement to an Intellectual Property Clause acceptable to CIT.	Reduced ability of CIT to reuse contract IP.
2	Termination clause	Agreement to termination clause	Reduced financial risk to CIT
3	Contract length	Agreement to an initial term of contract of 1 year with the option for a 1 year extension followed by another 1 year extension	Reduced financial risk to CIT

Outcomes of contract negotiation

Re Item 1 (Intellectual Property Clause) after further explanation the Tenderer agreed to the maintenance of the Intellectual Property Clause as outlined in the contract.

Re Item 2 (Termination clause) the Tenderer agreed to Termination Clause 10.1 but does not agree to Termination Clause 10.2 due to the risk and impact on his business model. In response to this, the Chair sought advice from the ACT Government Solicitor, who outlined that CIT can assume that risk on the basis that it can rely on Termination Clause 10.1 if the consultant is in contract default.

Re Item 3 (Contract length)

The Statement of Requirements issued by CIT called for the tenderer to describe the provision of services with the possibility of providing the services over a 2 year period with the possibility of a year extension (ie a 3 year period). Red Rouge Pty Ltd provided a response for providing the services over a 2 year period at a cost of approximately \$1.2m. During discussions with the Tenderer a contract with yearly gateway reviews was canvassed along with a contract of reduced length.

Additional Considerations

Following discussions with the Tenderer, and advice from the ACT Government Solicitor, the TET determined to seek additional advice from Executives responsible for Goods and Services Procurement within Chief Minister's Treasury and Economic Development Directorate (CMTEDD) regarding different contract lengths with different potential costs to reduce the financial risk to CIT (ie a 1 year plus 1 year extension contract at a cost of \$1.2m; a 1 year plus 1 year plus 1 year contract at a cost of \$1.8m and a contract of approximately \$907,500 for 18 months).

Although advice was sought from Goods and Services Procurement in March and April this year regarding a suitable procurement process for this procurement activity, and CIT has worked closely with procurement officers during May and June, advice from Procurement Executives as at 6 June 2018 is that this procurement activity should have been considered by the Procurement Board and that executing any length of contract is high risk for two reasons: firstly that it is a single select process, and secondly that there is a substantial difference between the estimated price of \$750,000 for three years of service as outlined in the Procurement Plan Minute (11/05/18) and the Tenderer's response of \$1.2 m for 2 years (and \$1.8m for a 2 year plus 1 year extension). As a result of this procurement process the TET is of the view that the original estimated price of \$750,000 for 3 years of service was insufficient.

The Procurement Executives advised CIT should take the following steps:

- a) Terminate the current procurement process;
- b) Submit a Procurement Plan Minute to the Procurement Board for the long term engagement of professional services to guide CIT in contemporary organisational transformation; and
- c) If necessary, investigate the feasibility of a short term contract (possibly for three months) through a single select process for between \$25,000 and \$200,000.

The Director Procurement has indicated that he will assist CIT in preparing the documentation for the Procurement Board for item b) above and anticipates that consideration by the Procurement Board could occur within 1 month.

Subsequent to the above advice, the Procurement Executives presented an alternative option to the above, which would involve requesting a Probity Review from the ACT Government Solicitor on the current procurement process, and subject to the agreement of the Chair of the Procurement Board, submitting the Probity Review along with a brief on the process to the Procurement Board prior to executing the contract with Red Rouge Nominees Pty Ltd. TET does not consider this is the most

C:\Users\Lequita

Young\AppData\Local\Microsoft\Windows\INetCache\Content.Outlook\WWUXIVJ6\Outcomes fo Contract Negotiations 070618 (002).docx

appropriate way forward for CIT as it does not address the concerns the Procurement Executives have with the current process.

Way forward

The TET is of the opinion that CIT should follow the procurement advice as outlined in a) to c) above.

Consultation

- Contract negotiations with [REDACTED] from Red Rouge Nominees Pty Ltd have occurred.
- Legal advice was sought from the ACT Government Solicitor re drafting a suitable contract.
- Procurement advice was sought from the Executive Director, Procurement, Property and Venues, and the Director, Goods and Services Procurement regarding proceeding with this procurement.

Risks/ Sensitivities

Although CIT has sought to work closely with Goods and Services Procurement on this procurement activity since March 2018, it is now anticipated that the total length of time to procure services for the long term engagement of professional services to guide CIT in contemporary organisational transformation represents a significant risk to CIT's transformation. Investigation of the feasibility of a short term contract (possibly for three months) through a single select process may mitigate this risk to some extent.

Recommendation

That you:

- Terminate the current procurement process, including advising the Tenderer and Goods and Services Procurement of this decision;
• AGREED/NOT AGREED
- Submit a Procurement Plan Minute to the Procurement Board for the long term engagement of professional services to guide CIT in contemporary organisational transformation; and
• AGREED/NOT AGREED
- Task the current TET to investigate the feasibility of a short term single select process (possibly three months) to mitigate the risk caused to CIT's transformation from the time taken to procure services for long term engagement.
• AGREED/NOT AGREED

Leanne Cover / /

From: [Whale, Andrew \(ACTGOV\)](#)
To: [Cover, Leanne](#)
Subject: Tender [REDACTED]
Date: Monday, 6 April 2020 6:13:28 AM
Attachments: [RFT GS0002147.110- Attachment C - Response Schedules \(Amended\).pdf](#)
[GS0002147.110_2018_Response_31001.110.pdf](#)
[GS0002147.110 \[REDACTED\] Basecamp Framework.pdf](#)
[GS0002147.110 \[REDACTED\] Staff CVOCs.pdf](#)
[GS0002147.110 \[REDACTED\] Weighted Criteria Responses.pdf](#)
[GS0002147.110 \[REDACTED\] Non-Conforming Tender.pdf](#)

UNCLASSIFIED Sensitive

Hi Leanne

This got stuck in my outbox when I sent it the other day and just realised it. Still won't let me send it so re trying with a new email.

Andrew Whale

Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | **Email:** andrew.whale@cit.edu.au

Address: 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

Connect with CIT on: cit.edu.au | [Facebook](#) | [Instagram](#) | [Twitter](#) | [YouTube](#) | [LinkedIn](#)



In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
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Evolving Together Services Agreement - Contract Deliverables

Services	Type	Frequency	Status of deliverables
Guidance, coaching & mentoring of the CIT CEO	Unplanned advice	As required, with any phone call returned within 24 hours if the Consultant is unavailable	
	Scheduled teleconference	Approximately once a week	
	Scheduled face-to-face meeting	Approximately once a month for half a day	
Coaching & mentoring of the Executive Team, leaders & other key staff	Scheduled teleconference	Approximately once a month	<ul style="list-style-type: none"> • Executive & Directors Evolving Together Meeting – 21 November 2018 • Dinner catch up (Executive) – 21 November 2018 • Executive Teleconference – 12 December 2018 • Evolving Together (Executive Session) – 31 January 2019 • Evolving Together (Executive Session) – 10 April 2019
Workshops	1-2 day workshops	At least 10, but no more than 15 workshops per calendar year	<ul style="list-style-type: none"> • Evolving Together Executive & Directors Workshop – 5 December 2018 • Evolving Together Day - 30 January 2019 • Evolving Together Update (CEO Leadership Forum) – 10 April 2019 • CIT Transforming Our Business – 11 June 2019 •
Progress Reports	Written Progress Report (detailing activities carried out, planned activities, any issues, risks or problems encountered and how they were managed).	Every six months during the term of the contract	<ul style="list-style-type: none"> • Progress Report received 15 May 2019 <p><i>(next Progress Report due November 2019)</i></p>

From: [Ryan, Paul](#)
To: [Cover, Leanne](#)
Subject: Evolving Together Services Agreement Deliverables
Date: Wednesday, 3 July 2019 9:14:28 AM
Attachments: [Evolving Together Services Agreement Deliverables.docx](#)
[Evolving Together Services Agreement Reference Guide.docx](#)

Good morning Leanne,

Please see attached the two documents I mentioned to you last week that will guide the decision around CIT exercising its option for year 2 of the contract with Redrouge Nominees. Could you please ask Lequita to fill in the 'deliverable' one that includes contacts with CIT that Lequita will know from your diary. We have already populated the interactions and services that I am aware of. The second document has the KPI's for the contract.

Regards
Paul

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations

Canberra Institute of Technology

Phone: 02 6207 4955 | **Mobile:** +(61) 0402 829 811 | **Email:** paul.ryan@cit.edu.au

Address: CIT Reid, Room E105, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | **RTO** 0101

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In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

From: [Whale, Andrew \(ACTGOV\)](#)
To: [Cover, Leanne](#)
Subject: FW: Consultants
Date: Wednesday, 13 February 2019 6:13:51 AM
Attachments: [image006.png](#)
[image007.png](#)
[image008.png](#)
[image006.png](#)
[image008.png](#)

UNOFFICIAL

FYI. Good response from [REDACTED].

Andrew

From: Johnston, Gerard
Sent: Tuesday, 12 February 2019 5:54 PM
To: Whale, Andrew <Andrew.Whale@cit.edu.au>
Subject: FW: Consultants

Hi Andrew

Copy of my email to [REDACTED] in regards to CIT use of consultants and contractors and his response.

Regards

Gerard Johnston

Senior Manager
CIT Human Resources
CIT Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 3561 | **Email:** gerard.johnston@cit.edu.au

Address: CIT Reid, Room E112, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K

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**In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.**

From: [REDACTED]
Sent: Tuesday, 12 February 2019 5:15 PM
To: Johnston, Gerard <Gerard.Johnston@cit.edu.au>
Subject: Re: Consultants

That's fine Gerard

Ta

[REDACTED]

On 12 Feb 2019, at 5:13 pm, Johnston, Gerard <Gerard.Johnston@cit.edu.au> wrote:

Hi [REDACTED]

Thanks for your email in regards to the CIT expenditure on consultants and contractors, while the total dollars spent is publicly available the breakdown by College/Division is not and so I would ask that you are sensitive to that when you consider sharing with third parties.

Give me a call if you wish to discuss.

Regards

Gerard Johnston

Senior Manager

CIT Human Resources

CIT Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 3561 | Email: gerard.johnston@cit.edu.au

Address: CIT Reid, Room E112, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K

Connect with CIT on: cit.edu.au | [Facebook](#) | [Twitter](#) | [YouTube](#) | [LinkedIn](#)

<image003.jpg>

**In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.**

From: [REDACTED]

Sent: Tuesday, 12 February 2019 2:36 PM

To: Johnston, Gerard <Gerard.Johnston@cit.edu.au>

Subject: FW: Consultants

Hi Gerard

Thank you for this information. I assume it is public. The AEU intends to share this information.

Regards

[REDACTED]

Secretary

Australian Education Union – ACT Branch

40 Brisbane Avenue, Barton ACT 2600
PO Box 3042, Manuka ACT 2603
Ph: (02) 6272 7900 | Fax: (02) 6273 1828



The Australian Education Union acknowledges the traditional owners of country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to them and their cultures, and to elders both past and present.

From: [REDACTED]

Sent: Wednesday, 6 February 2019 3:18 PM

To: [REDACTED]

Subject: Consultants

Hi [REDACTED]

You will recall our conversation regarding the AEU request for a report on the use of consultants at CIT. It was agreed that in the first instance we would provide a report showing the CIT's expenditure on consultants over the last three financial years.

Please find below a table showing the expenditure on consultants at CIT over the last three financial years.

<image007.png>

As can be seen above there has been an increase in the expenditure on contractors/consultants at CIT over this time.

However, you would also be aware that over this time CIT has been implementing the 2020 Strategic Compass which includes the nine projects and this has necessitated the need for CIT to engage external expertise across a range of different areas.

I will be away for the period 24 September to 23 October so if you have any specific queries I would be happy to assist on my return. If the matter is urgent then you could contact Shane Campbell who can provide assistance.

Regards

Gerard Johnston

Senior Manager

CIT Safety and Employment Relations

CIT Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 3561 | Email: gerard.johnston@cit.edu.au

Address: CIT Reid, Room E112, 37 Constitution Avenue, Reid, Canberra | GPO 826,
Canberra 2601

CRICOS No. 00001K

Connect with CIT on: cit.edu.au | [Facebook](#) | [Twitter](#) | [YouTube](#) | [LinkedIn](#)

<image002.jpg>

**In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
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CIT Organiser

Australian Education Union - ACT Branch

<https://www.aeuact.org.au/join>

40 Brisbane Avenue Barton ACT 2600

PO Box 3042 Manuka ACT 2603



t: (02) 6272 7900 f: (02) 6273 1828



Public Education Makes a Difference

We are Union

The Australian Education Union, Canberra Branch, acknowledges the traditional owners of country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to them and their cultures; and to elders both past, present and future.

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From: [Steff, Cheryl \(CIT-ACTGOV\)](#)
To: [Whale, Andrew \(ACTGOV\)](#); [Mitchell, FionaM \(CIT\)](#); [Kemp, Ilze](#)
Subject: Re: TET Evaluation Report
Date: Friday, 3 April 2020 3:17:23 PM

Hi Andrew

I am happy with the wording of the draft TET Panel Evaluation Report.

Thanks
Cheryl

From: Whale, Andrew <Andrew.Whale@act.gov.au>
Sent: Friday, April 3, 2020 13:20
To: Steff, Cheryl <Cheryl.Steff@act.gov.au>; Mitchell, FionaM (CIT) <FionaM.Mitchell@cit.edu.au>; Kemp, Ilze <ilze.Kemp@cit.edu.au>
Subject: TET Evaluation Report

UNCLASSIFIED Sensitive

Please find attached the proposed TET Panel evaluation report. Suggest main focus is on Paragraph 12.1.2. Please provide any questions or feedback. If happy can you please email your approval which will be taken as a virtual signature for submission to the Delegate.

Andrew Whale

Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | Email: andrew.whale@cit.edu.au

Address: 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

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Please consider the environment before printing this email.

From: [Mitchell, FionaM \(CIT\)](#)
To: [Whale, Andrew \(ACTGOV\)](#)
Subject: FW: TET Evaluation Report
Date: Friday, 3 April 2020 3:19:14 PM
Attachments: [GS002147 Evaluation Report - V2 - ET.docx](#)

Good Afternoon Andrew

Please accept this email communication as confirmation that I have reviewed the attached evaluation report and is therefore my approval of the final recommendations for Delegate consideration.

I would like to thank you for the opportunity to join the panel in this RFT process.

Kind regards

Fiona

From: Whale, Andrew [Andrew.Whale@act.gov.au]
Sent: Friday 3 April 2020 13:20
To: Steff, Cheryl; Mitchell, FionaM (CIT); Kemp, Ilze
Subject: TET Evaluation Report

UNCLASSIFIED Sensitive

Please find attached the proposed TET Panel evaluation report. Suggest main focus is on Paragraph 12.1.2. Please provide any questions or feedback. If happy can you please email your approval which will be taken as a virtual signature for submission to the Delegate.

Andrew Whale

Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | Email: andrew.whale@cit.edu.au

Address: 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

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In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

From: [Whale, Andrew \(ACTGOV\)](#)
To: [Cover, Leanne](#)
Subject: Fwd: ET report
Date: Friday, 3 April 2020 4:50:33 PM
Attachments: [FW TET Evaluation Report.msg](#)
[Re TET Evaluation Report.msg](#)

Andrew

From: Whale, Andrew
Sent: Friday, April 3, 2020 4:31:21 PM
To: Kemp, Ilze <ilze.kemp@cit.edu.au>
Subject: ET report

UNCLASSIFIED Sensitive

Andrew Whale

Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | Email: andrew.whale@cit.edu.au

Address: 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

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In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

From: [McKenry, Paula](#)
To: [Ryan, Paul](#)
Cc: [Cathy Hudson](#); [Hudson, Catherine](#); [Cover, Leanne](#)
Subject: Re: Contract negotiations
Date: Wednesday, 30 May 2018 9:28:48 PM

Great work Paul.

Thanks for articulating, not just our agreed actions with [REDACTED] this afternoon, but also our intentions and thinking behind those agreed actions.
Fingers crossed for a light and fast outcome - it's looking hopeful

Sent from my iPhone

On 30 May 2018, at 7:40 pm, Ryan, Paul <Paul.Ryan@cit.edu.au> wrote:

Hello team,

Please see below an email I sent to [REDACTED] that I trust is inline with the TET's phone conversation with [REDACTED] this afternoon. Please let me know if you have any questions or concerns with anything in the email.

I have briefed the GSO late this afternoon and have followed up with some clarification emails tonight and formal instructions will be sent first thing tomorrow (even though they have agreed to start work on the basis of my email with the Instructions pending). I limited our instructions to the bear minimum we need following our discussions with [REDACTED] and advised CIT can draft the final contract based on GSO advice, which will give us the chance of meeting our adventurous timeframe. I have fully reviewed the template we provided in the tender documents and it is the absolute CMTEDD standard template for engaging consultants, so there is no need to ask the GSO to review the entire contract.....it is not necessary and will add days to the work.

All being well I plan to have a final version to provide [REDACTED] by mid day(ish) and at the same time brief Leanne during the afternoon. All being well both parties could conceivably sign by COB Thursday, enabling the contract to start 1 June.

Happy for any and all feedback/questions/concerns.

Light and fast people.....light and fast!

Paul

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations
Canberra Institute of Technology
Mobile: +(61) 0402 829 811 | Email: paul.ryan@cit.edu.au
Address: CIT Reid, [Room N204, 37 Constitution Avenue](#), Reid, Canberra
| GPO 826, Canberra 2601
CRICOS No. 00001K | RTO 0101

Begin forwarded message:

From: <Paul.Ryan@cit.edu.au>
Date: 30 May 2018 at 19:30:54 AEST
To: [REDACTED]
Subject: Contract negotiations

Good evening [REDACTED]

Thank you for your time this afternoon to work through some questions we had in relation to your tender submission.

As mentioned on the phone CIT wish to thank you for your submission and wished to confirm the services as described in your submission have totally met CIT's statement of requirement and CIT wishes to progress contract negotiations with you as our preferred tenderer.

I can confirm our discussions this afternoon and offer CIT's in-principle outcome to each matter which is based on our conversation and seek your in-principle support to progress to a final contract. Once we have arrived at a final contract this will be provided to you for your formal consideration of entering into.

The first issue was your request for further discussion regarding the IP clauses at 5.2 to be re-worded. After we spoke and explained the purpose of the clause is to enable CIT to use artefacts you create for us as a result of providing services directly under the contract. I also confirmed you have protection of you 'Consultant Material' under the clauses in the contract. We discussed no action needed here as you are going to consider accepting the current wording.

The second issue was your statement in your

response that you are Ok with the termination clause by default (10.1), but have concerns with the termination by convenience clause (10.2). You articulated your desire to have this clause removed as it provided CIT an exit opportunity that was not consistent with your preferred approach of working with key clients and your concern over the risk exposure for your business model. CIT understands your concerns noting we need to balance that with public sector expectations around expenditure of public money. We agreed CIT would approach the ACT Government Solicitor Office (GSO) to advise CIT wish to have clause 10.2 removed from the contract and seek GSO confirmation that CIT is able to take on this risk is if chooses.

The third issue, which came to light as a result of discussing the second (termination clauses), is that we stated our proposed agreement to seeking removing the termination clause would be to make the contract 1 + 1 + 1, instead of the proposed 2+1. This would need to be included at Item 2 in Schedule 1.

The next item was a shared agreement to attempt to commence the contract on 1 June 2018. This is very very tight, but given our procurement was prolonged both parties wish to start on this date.

The last item was seeking clarification from yourself as to the correct entity to enter into the contract. As discussed it would be the best outcome to have the entity that submitted the response, provide its ABN to ensure it is the entity we contract with, which in turn will allow that entity to provide the monthly invoice. We

also agreed that entity would need to provide its Professional Indemnity insurance.

In terms of moving forward I have already briefed the ACT GSO and provided instructions consistent with the items above. I will need to work closely with them tomorrow to get this across the line, which I am confident of. In the meantime it would be useful if you could brief your legal advisor that you should expect a final contract for consideration in the next day or so which will include consideration of the above points. I will ensure when I provide you the final version I very clearly articulate the differences to the draft that was provided in the tender documents and how that compares to the in principle way forward we discussed today.

I'll be in touch tomorrow and remain very happy to answer any questions or discuss any element of the proposed contract of services.

I'd like to again thank you for engaging in this necessary process and assure you of CIT's commitment to this critical project.

Regards
Paul

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations
Canberra Institute of Technology
Mobile: +(61) [0402 829 811](tel:0402829811) | Email: paul.ryan@cit.edu.au
Address: CIT Reid, [37 Constitution Avenue](#), Reid, Canberra |
GPO 826, Canberra 2601
CRICOS No. 00001K | RTO 0101

From: [Ryan, Paul](#)
To: [McKenry, Paula](#); [Cathy Hudson](#); [Hudson, Catherine](#)
Cc: [Cover, Leanne](#)
Subject: Fwd: Contract negotiations
Date: Wednesday, 30 May 2018 7:40:52 PM

Hello team,

Please see below an email I sent to [REDACTED] that I trust is inline with the TET's phone conversation with [REDACTED] this afternoon. Please let me know if you have any questions or concerns with anything in the email.

I have briefed the GSO late this afternoon and have followed up with some clarification emails tonight and formal instructions will be sent first thing tomorrow (even though they have agreed to start work on the basis of my email with the Instructions pending). I limited our instructions to the bear minimum we need following our discussions with [REDACTED] and advised CIT can draft the final contract based on GSO advice, which will give us the chance of meeting our adventurous timeframe. I have fully reviewed the template we provided in the tender documents and it is the absolute CMTEDD standard template for engaging consultants, so there is no need to ask the GSO to review the entire contract.....it is not necessary and will add days to the work.

All being well I plan to have a final version to provide [REDACTED] by mid day(ish) and at the same time brief Leanne during the afternoon. All being well both parties could conceivably sign by COB Thursday, enabling the contract to start 1 June.

Happy for any and all feedback/questions/concerns.

Light and fast people.....light and fast!

Paul

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations

Canberra Institute of Technology
Mobile: +(61) [0402 829 811](tel:0402829811) | **Email:** paul.ryan@cit.edu.au
Address: CIT Reid, [Room N204, 37 Constitution Avenue](#), Reid, Canberra | GPO 826, Canberra 2601
CRICOS No. 00001K | RTO 0101

Begin forwarded message:

From: <Paul.Ryan@cit.edu.au>
Date: 30 May 2018 at 19:30:54 AEST
To: [REDACTED]
Subject: Contract negotiations

Good evening [REDACTED]

Thank you for your time this afternoon to work through some questions we had in relation to your tender submission.

As mentioned on the phone CIT wish to thank you for your submission and wished to confirm the services as described in your submission have totally met CIT's statement of requirement and CIT wishes to progress contract negotiations with you as our preferred tenderer.

I can confirm our discussions this afternoon and offer CIT's in-principle outcome to each matter which is based on our conversation and seek your in-principle support to progress to a final contract. Once we have arrived at a final contract this will be provided to you for your formal consideration of entering into.

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The second issue was your statement in your response that you are Ok with the termination clause by default (10.1), but have concerns with the termination by convenience clause (10.2). You articulated your desire to have this clause removed as it provided CIT an exit opportunity that was not consistent with your preferred approach of working with key clients and your concern over the risk exposure for your business model. CIT understands your concerns noting we need to balance that with public sector expectations around expenditure of public money. We agreed CIT would approach the ACT Government Solicitor Office (GSO) to advise CIT wish to have clause 10.2 removed from the contract and

seek GSO confirmation that CIT is able to take on this risk if chooses.

The third issue, which came to light as a result of discussing the second (termination clauses), is that we stated our proposed agreement to seeking removing the termination clause would be to make the contract 1 + 1 + 1, instead of the proposed 2+1. This would need to be included at Item 2 in Schedule 1.

The next item was a shared agreement to attempt to commence the contract on 1 June 2018. This is very very tight, but given our procurement was prolonged both parties wish to start on this date.

The last item was seeking clarification from yourself as to the correct entity to enter into the contract. As discussed it would be the best outcome to have the entity that submitted the response, provide its ABN to ensure it is the entity we contract with, which in turn will allow that entity to provide the monthly invoice. We also agreed that entity would need to provide its Professional Indemnity insurance.

In terms of moving forward I have already briefed the ACT GSO and provided instructions consistent with the items above. I will need to work closely with them tomorrow to get this across the line, which I am confident of. In the meantime it would be useful if you could brief your legal advisor that you should expect a final contract for consideration in the next day or so which will include consideration of the above points. I will ensure when I provide you the final version I very clearly articulate the differences to the draft that was provided in the tender documents and how that compares to the in principle way forward we discussed today.

I'll be in touch tomorrow and remain very happy to answer any questions or discuss any element of the proposed contract of services.

I'd like to again thank you for engaging in this necessary process and assure you of CIT's commitment to this critical project.

Regards

Paul

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations

Canberra Institute of Technology
Mobile: +(61) [0402 829 811](tel:0402829811) | Email: paul.ryan@cit.edu.au
Address: CIT Reid, [37 Constitution Avenue](#), Reid, Canberra | GPO 826,
Canberra 2601
CRICOS No. 00001K | RTO 0101

From: [Ryan, Paul](#)
To: [Cover, Leanne](#)
Subject: FW: draft words re Campus Modernisation
Date: Friday, 29 March 2019 4:51:55 PM

Good afternoon Leanne,

The scope of what you are asking from [REDACTED] sits within the existing contract. The key service delivery of the agreement is to, 'drive individual and system-level change and therefore achieve organisation transformation' (3.1.1) I think it is clear that having input into Campus renewal is 'system lead change'. The way we would request the services is under 3.1.3, which twice mentions the consultant will be required to provide input relevant to SC2020. Given Campus Modernisation is a component of the SC2020 it falls under the existing agreement. The agreement also gives us guidance towards effort. If we treated this piece of work as a 'workshop', the agreement provides a guide of the consultant spending 10 days on each for preparation. That is consistent with your desire to have this done by the end of April.

From a technical contract management approach CIT are entirely able to request [REDACTED] to do this as part of the existing contract. This is no different to when he worked on the board paper....another 'system lead change' piece of work. Under item 3 (6) CIT maybe charged for additional services but they need to have prior approval. This would allow [REDACTED] to use an additional contractor to have input into this project if he thought it added value and if CIT agreed to pay the costs. I would have thought if this was necessary it wouldn't be more than \$5-7K ie 2-3 consulting days.

My advice to you is I would not provide this detailed explanation to [REDACTED] as it may lead to unnecessary negotiations. I think we would get a better outcome if you just spoke with him and talked him through what is required, that we thought it was probably around 10 days of his effort/input and the timeframe. If he has any questions you have the detail above to refer to any specific question.

Happy to discuss,

Regards
Paul

From: Cover, Leanne <Leanne.Cover@cit.edu.au>
Sent: Thursday, 28 March 2019 10:21 PM
To: Ryan, Paul <Paul.Ryan@cit.edu.au>
Subject: Re: draft words re Campus Modernisation

Thanks Paul

Yes these will be useful in setting the context for the work required.

I think there is currently a gap in the information we have available around how our campus modernisation needs are aligned and described through the lens of the Strategic Compass and more specifically our contemporary approaches to CITs transformation through the Evolving

Together approach. This is not a criticism of work undertaken to date but rather a matter of timing and alignment between the campus modernisation work and the broader transformation work occurring under the Evolving Together (ET) project.

We need to ensure we include, align, apply and leverage all the elements of our approach to contemporary organisational transformation including our culture transformation with our campus modernisation approach . In particular its important that we are able to translate our ET contemporary approaches to transformation into our campus modernisation thinking and development.

It is critical that in developing new CIT facilities that we consider the culture shifts that we are making in line with the Compass and understand how our infrastructure can enable the emergence of culture and enable our students, staff and the ACT community to adapt and coevolve with the changing education and training environment and broader world of work.

As CIT is a complex adaptive system initially I think we need to develop a CIT artefact for use in our campus modernisation thinking on how architecture services and design can support and influence complex adaptive systems. To do this we need to consider campus modernisation through the lens of our approach to Evolving Together and CITs transformation so I suggest we request [REDACTED] develop the artefact.

Can you pls advise on how we best make this request of [REDACTED] in line with our service level agreement. FYI I would like to request we have the artefact developed by the end of April.

Happy to discuss

Thank you

Leanne

Sent from my iPad

On 26 Mar 2019, at 11:05 am, Ryan, Paul <Paul.Ryan@cit.edu.au> wrote:

Hi Leanne,

As discussed, please find below an exec summary of some of my draft thinking about the new building that could be used by [REDACTED] as context for the piece you are thinking about asking him to do;

A NEW CIT CAMPUS

The investment in the redevelopment of the CIT Reid campus confirms the ACT Governments commitment to learning and innovation and acknowledgement of the importance of strong and effective collaboration between business, industry, the community and the education sector. The new campus will

redefine the traditional role of a tertiary education provider in a way that binds CIT into the future economic and social fabric of the ACT and the surrounding region.

The campus will be a vertical learning environment designed to foster interaction, innovation, collaboration and partnerships between students, staff, business, industry, government and the community. By incorporating dedicated spaces for local business to become imbedded into CIT, the campus will become a place where future generations of entrepreneurs and innovators can connect, be inspired, be educated. It can expose students to live work environments and connect ideas to transform into new start-ups and established businesses to transform into competitive global players.

The campus building will include the digital capacity and connectivity to allow courses to be delivered in a more flexible and responsive learning environment, designed with the flexibility to adopt new advances in technology and practices. It will have the adaptability allowing the building to physically respond to meet the changing needs of an evolving modern workplace while providing an inspiring and engaging environment for those who work and study there.

Most importantly, the building itself will be a modern, functional and stimulating teaching environment that supports innovative flexible learning practices, create an invigorating and enriching environment to learn that will future proof CIT.

The building design will include a series of informal and formal learning environments focusing on peer-to-peer education and technology-enabled collaborative learning. The building is to be an interconnected work environment where the centrepiece is a series of dynamic student commons distributed throughout the learning floors. The informal, collaborative learning spaces are conducive to the exchange of ideas, social engagement and create an innovative networked environment of learning for the

future.

The building aims to simulate real work environment where students work collaboratively on projects rather than assignments, projects that involve working across disciplines and engage with CIT's commercial and industry partners. CIT commercial operations are to become a central focus for student training in live work environments.

CIT is extending:

- the principles of the 'flipped classroom' where conventional classroom activities become homework activities which allows class time to focus on problem solving, team work and group learning, with a simulated work environment which is designed to enable integrated technology-rich learning;
- 'bring your own device' (BYOD) to replace the rooms dedicated to CIT provided computers, and
- new shared learning spaces which avoid the traditional concept of 'owning a space' and the associated inefficiencies and underutilisation of space.

These initiatives will allow students to increase the time spent in specialist workshops and studios and reduce the demand for traditional classrooms and computer laboratories.

The building will be designed to:

- provide students with a simulated work environment rather than a traditional education environment;
- foster collaboration and interaction between departments
- foster collaboration and interaction between students, business and industry;
- allow flexibility and easy adaptability to be responsive to

change;

- be technology-enabled and future proof;
- facilitate innovation and incubator for start-up ventures;
- enable formal and informal learning environments;
- provide a high degree of exposure of learning activities;
- encourage students to remain on campus;
- be environmentally sustainable; and
- be a showcase for student work.

Paul Ryan

Executive Director

Industry Engagement and Strategic Relations

Canberra Institute of Technology

Phone: 02 6207 4955 | **Mobile:** +(61) 0402 829 811 | **Email:** paul.ryan@cit.edu.au

Address: CIT Reid, Room E105, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | **RTO** 0101

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In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

From: [Cover, Leanne](#)
To: [Whale, Andrew \(ACTGOV\)](#)
Subject: Re: Contract Variation
Date: Wednesday, 25 September 2019 6:05:46 AM

Thank you

Sent from my iPhone

On 25 Sep 2019, at 5:22 am, Whale, Andrew <Andrew.Whale@act.gov.au> wrote:

UNCLASSIFIED Sensitive: Legal

FYI

Andrew

From: [REDACTED]
Sent: Tuesday, 24 September 2019 8:55 PM
To: Whale, Andrew <Andrew.Whale@act.gov.au>
Subject: Re: Contract Variation

Thanks Andrew, I'll review and get back to you over the next two days.

[REDACTED]

On 24 Sep 2019, at 1:20 PM, Whale, Andrew
<Andrew.Whale@act.gov.au> wrote:

UNCLASSIFIED Sensitive: Legal

Hi [REDACTED]

As discussed we are proposing to take up the second year option of your contract but with a revised timeframe as outlined in the draft contract Variation letter. Can you review and if you have any questions please don't hesitate to contact me.

Andrew Whale
Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | **Email:** andrew.whale@cit.edu.au

Address: 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | **RTO** 0101

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<image001.jpg>

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<CIT Letter of Variation Sep 19.pdf>

From: [Whale, Andrew \(ACTGOV\)](#)
To: [Cover, Leanne](#)
Subject: FW: Contract Variation
Date: Wednesday, 25 September 2019 5:22:23 AM

UNCLASSIFIED Sensitive: Legal

FYI

Andrew

From: [REDACTED]
Sent: Tuesday, 24 September 2019 8:55 PM
To: Whale, Andrew <Andrew.Whale@act.gov.au>
Subject: Re: Contract Variation

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[REDACTED]

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UNCLASSIFIED Sensitive: Legal

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As discussed we are proposing to take up the second year option of your contract but with a revised timeframe as outlined in the draft contract Variation letter. Can you review and if you have any questions please don't hesitate to contact me.

Andrew Whale

Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | **Email:** andrew.whale@cit.edu.au

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CRICOS No. 00001K | RTO 0101

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<CIT Letter of Variation Sep 19.pdf>

From: [McKenry, Paula](#)
To: [Ryan, Paul](#)
Cc: [Cathy Hudson](#); [McKay, Rachal](#); [Cover, Leanne](#)
Subject: Re: procurement meeting today - follow up actions
Date: Thursday, 24 May 2018 8:56:48 PM

Thanks Paul.

I guess I would add two caveats on the attachments:

1. The calculations are very rough, not sure of numbers of groups and I have not taken into account any individual guiding/coaching/mentoring sessions) so the days may vary significantly.
2. As I've drafted this for procurement purposes - it will not reflect the way [REDACTED] chooses to work - ie I've used a calculation of 7.5 hrs in a day (and we know his workshops off site do not work that way), I've assumed activities cannot be conducted concurrently, they're only scheduled on weekdays etc. The reality maybe quite different with [REDACTED] undertaking research on strategies and tools outside hours, and doing research on modals and useful articles out of hours and I expect he has a significant amount of pre-prepared material he can draw on.

I know you know all this, just don't want this very transactional model taken out of context as I'm am most definitely not suggesting this is the way we would choose to work with [REDACTED] to get best value.

Thanks for following this through with Leanne, Rachel etc tomorrow.
See you Tuesday,

Sent from my iPad

On 24 May 2018, at 8:37 pm, Ryan, Paul <Paul.Ryan@cit.edu.au> wrote:

Thanks Paula....this is super helpful. In addition to using it to justify the value for money considerations, I can also use it with Leanne tomorrow afternoon to 'reality check' with Leanne if she is expecting this much 'servicing'. I guess that will test our model because if Leanne feels we do not have the ability to use [REDACTED] this much....or she feels [REDACTED] wont have the capacity to service us at this level, that would flag a concern with the total price.

I agree re the meeting....really effective to be able to float all ideas to test our thinking and then arrive back at a shared place.

Enjoy your day off.

Regards
Paul

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations

Canberra Institute of Technology
Mobile: +(61) 0402 829 811 | Email: paul.ryan@cit.edu.au
Address: CIT Reid, [37 Constitution Avenue](#), Reid, Canberra | GPO 826, Canberra 2601

On 24 May 2018, at 18:54, McKenry, Paula <Paula.McKenry@cit.edu.au> wrote:

Hi all,

Thanks for a great meeting today – good to see all the different perspectives coming together to get the best result.

As we agreed, I've annotated the Description of Services with estimated timeframes and sketched out an anticipated schedule for services to be provided to flesh out the thinking we applied when we identified the value for money element in the proposal.

Happy for this to be amended but I hope this might be helpful to add to our notes.

Thanks for ensuring the report gets written up in my absence – happy to respond by email tomorrow.

See you Tuesday,

Paula McKenry

Executive Director,
Education and Training Services

Canberra Institute of Technology

Tel: +(61) 02 6207 3106 | Mobile: +(61) 0466028752 | Email:
paula.mckenry@cit.edu.au

Address: CIT Reid, Room E104a, 37 Constitution Avenue, Reid, Canberra | GPO 826,
Canberra 2601

RTO 0101: CRICOS No. 00001K

Connect with CIT on: cit.edu.au | [Facebook](#) | [Twitter](#) | [YouTube](#) | [Linked in](#)

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<image001.jpg>

In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

<Description of Services [REDACTED].docx>

<2018Proposedschedule [REDACTED].doc>

From: [Ryan, Paul](#)
To: [REDACTED]
Cc: [Cover, Leanne](#); [Info - \[REDACTED\]](#)
Subject: Re: Contract wording and signing
Date: Tuesday, 23 October 2018 9:46:04 AM

Hi [REDACTED]

I agree that your email below covers the intent of both parties. I have progressed changing the draft deed with both the termination clauses and the IP clauses. I expect to have a final draft ready for your consideration by mid day Wednesday. If the draft is acceptable to you there is no reason why you couldn't sign and return it anytime between when you receive it and the weekend, and then I could get Leanne to countersign on Monday. It would then be binding and in place prior to the commencement date.

As you are aware the contract commencement date is 1 November 2018. Given you will be offline then, could I ask that you make time on Monday 5 November to have detailed conversations with Leanne and the CIT Executive about planning the program of work/services for the next period of time. We are open to your suggestion about what that 'period of time' and the relative detail looks like eg a detailed work plan for the remainder of 2018, with a parallel discussion (with less detail) about what the first 6 or 12 months looks like.

I'll be back in touch via email around noon tomorrow.

regards
Paul

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations

Canberra Institute of Technology
Phone: [02 6207 4955](tel:0262074955) | Mobile: [+\(61\) 0402 829 811](tel:+610402829811) | Email: paul.ryan@cit.edu.au
Address: CIT Reid, [Room E105, 37 Constitution Avenue](#), Reid, Canberra | GPO 826, Canberra 2601
CRICOS No. 00001K | RTO 0101

On 23 Oct 2018, at 09:00, [REDACTED] wrote:

Hi Paul.

Following on from my conversation with you on Friday afternoon.

We discussed your position with regard to two contract issues I raised in my submission, and you confirmed the following:

- regarding the cancellation clause, you accepted my rationale and agreed to alter/drop the clause
- regarding the ownership of IP clause, you were going to reword the text to make it more agreeable to both parties (something along the lines of joint ownership of IP created)

Have you been able to progress this?

(My understanding is the desire of both parties to sign the contract as soon as possible ie this week. I'll be offline in a few hours time until tomorrow morning, and then I'll be offline again from tomorrow afternoon until the weekend, and then offline again for the duration of the following week.)

Regards,



(sent from my mobile)

From: [Ryan, Paul](#)
To: [REDACTED]
Subject: RE: Contract negotiations
Date: Thursday, 31 May 2018 5:30:24 PM

Hi [REDACTED]

Thanks for the email and for confirmation about the contracting entity.

In terms of timing you are correct in that we are still working through the approval process, more so as part of the broader ACT Government, than any internal within CIT. Leanne and I would value another phone conversation with you, is there any chance you have availability tomorrow?

Please let me know what times work best for you and I'll check in with Leanne regarding her diary.

Kind regards
Paul

From: [REDACTED]
Sent: Thursday, 31 May 2018 5:00 PM
To: Ryan, Paul
Cc: Info - [REDACTED]
Subject: Re: Contract negotiations

Hi Paul,

Further to my email from last night, please find attached our updated PI insurances to include our company Redrouge Nominees Pty Ltd ACN 159 204 323.

Please note an error made in our proposal—the business was referred to as Red Rouge Nominees Pty Ltd—whereas we are insured as Redrouge Nominees Pty Ltd. This stems from an administrative error with ASIC when our business was registered in 2012, and it continues to occasionally rear its head. Apologies, as I should have picked this up prior to our submission being lodged. I trust this does not further complicate the contract negotiations.

As I haven't heard from you today I assume there has been either a delay in the approval process or a change of intention, and that the contract will not commence tomorrow.

Regards

[REDACTED]

On 30 May 2018, at 9:40 PM, [REDACTED] wrote:

Thanks Paul. Please see red below.

[REDACTED]

On 30 May 2018, at 7:30 PM, Ryan, Paul
<Paul.Ryan@cit.edu.au> wrote:

Good evening [REDACTED]

Thank you for your time this afternoon to work through some questions we had in relation to your tender submission.

As mentioned on the phone CIT wish to thank you for your submission and wished to confirm the services as described in your submission have totally met CIT's statement of requirement and CIT wishes to progress contract negotiations with you as our preferred tenderer.

I can confirm our discussions this afternoon and offer CIT's in-principle outcome to each matter which is based on our conversation and seek your in-principle support to progress to a final contract. Once we have arrived at a final contract this will be provided to you for your formal consideration of entering into.

The first issue was your request for further discussion regarding the IP clauses at 5.2 to be re-worded. After we spoke and explained the purpose of the clause is to enable CIT to use artefacts you create for us as a result of providing services directly under the contract. I also confirmed you have protection of you 'Consultant

Material' under the clauses in the contract. We discussed no action needed here as you are going to consider accepting the current wording. **In-principle support provided; we are happy to progress negotiation on this basis.**

The second issue was your statement in your response that you are Ok with the termination clause by default (10.1), but have concerns with the termination by convenience clause (10.2). You articulated your desire to have this clause removed as it provided CIT an exit opportunity that was not consistent with your preferred approach of working with key clients and your concern over the risk exposure for your business model. CIT understands your concerns noting we need to balance that with public sector expectations around expenditure of public money. We agreed CIT would approach the ACT Government Solicitor Office (GSO) to advise CIT wish to have clause 10.2 removed from the contract and seek GSO confirmation that CIT is able to take on this risk is if chooses. **In-principle support provided; we are happy to progress negotiation on this basis.**

The third issue, which came to light as a result of discussing the second (termination clauses), is that we stated our proposed agreement to seeking removing the termination clause would be to make the contract 1 + 1 + 1, instead of the proposed 2+1. This would need to be included at Item 2 in Schedule 1. **In-principle support provided; we are happy to progress negotiation on this basis.**

The next item was a shared agreement to attempt to commence the contract on 1 June 2018. This is very very tight, but given our procurement was prolonged both parties wish to start on this date. **Agreed.**

The last item was seeking clarification from yourself as to the correct entity to enter into the contract. As discussed it would be the best outcome to have the entity that submitted the response, provide its ABN to ensure it is the entity we contract with, which in turn will allow that entity to provide the monthly invoice. We also agreed that entity would need to provide its Professional Indemnity insurance. **We are working to have this resolved by the end of tomorrow.**

In terms of moving forward I have already briefed the ACT GSO and provided instructions consistent with the items above. I will need to work closely with them tomorrow to get this across the line, which I am confident of. In the meantime it would be useful if you could brief your legal advisor that you should expect a final contract for consideration in the next day or so which will include consideration of the above points. I will ensure when I provide you the final version I very clearly articulate the differences to the draft that was provided in the tender documents and how that compares to the in principle way forward we discussed today. **Noted.**

I'll be in touch tomorrow and remain very happy to answer any questions or discuss any element of the proposed contract of services.

I'd like to again thank you for engaging in this necessary process and assure you of CIT's commitment to this critical project.

Regards
Paul

Paul Ryan
Executive Director
Industry Engagement and Strategic Relations

Canberra Institute of Technology
Mobile: +(61) [0402 829 811](tel:0402829811) | Email: paul.ryan@cit.edu.au

**Address: CIT Reid, [37 Constitution Avenue](#), Reid,
Canberra | GPO 826, Canberra 2601
CRICOS No. 00001K | RTO 0101**

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From: [Ryan, Paul](#)
To: [Bailey, Daniel \(ACTGOV\)](#)
Cc: [Cover, Leanne](#); [McKenry, Paula](#); [Hudson, Catherine](#)
Subject: CIT procurement advice
Date: Thursday, 31 May 2018 5:10:57 PM

Good afternoon Daniel,

Thank you for taking our call earlier. As mentioned on the phone please find below the 3 questions we asked. We would greatly appreciate your response at your earliest convenience.

Background

- CIT has run a single select procurement process for the 'Evolving Together' – Guiding CIT in Contemporary Organisational Transformation 2018-2020 project.
- The Single Select nominated \$750,000 over 3 years as the estimated contract value.
- [REDACTED] (trading as Red Rouge Nominees Pty Ltd) has quoted CIT \$1,210,000 (including GST) for the provision of the services over his proposed two years.
- The Tender Evaluation Team (TET) has completed the Tender Evaluation Report which recommended the tenderers response provided value for money to CIT.
- Given that the submission from the tenderer is approximately \$600K per year, your advice was if we progress with our planned 2 + 1 year approach (or a 1+1+1) it is appropriate to value the contract at the highest potential, being \$1.8M

Matters for clarification

1. Even though the TET has recommended the proposal is value for money, it is considerably over the original estimate. What would be your advice as to the variance in regards to CIT accepting the offer and entering into a contract for the higher amount?
2. Assuming there is some degree of variation that may or may not be preferable, CIT is considering limiting the length of the contract to reduce the whole of life cost. In your opinion, is there any difference whether we agree to a 1 year plus 1 year contract at a potential cost of \$1.2 m or a 1 year plus 1 year plus 1 year at a potential cost of \$1.8m in terms of meeting the legislated thresholds?
3. Given the potential impact of the above, CIT is considering negotiating with the Consultant for him to provide the services 'up front' in only 18 months. This would have the effect of providing all the value in his proposal, but over an 18 month period, at a total cost of approximately \$900,000. We would value your opinion as to the suitability of this arrangement in respect of the total cost of the contract being limited to only \$900K and therefore much closer to the original estimate that was prescribed in the single select minute. Would you recommend this approach in terms of staying consistent with the original single select estimate?

Thank you for your advice and assistance with this matter.

Regards
Paul

Paul Ryan
Executive Director

Industry Engagement and Strategic Relations

Canberra Institute of Technology

Phone: 02 6207 4955 | Mobile: +(61) 0402 829 811 | Email: paul.ryan@cit.edu.au

Address: CIT Reid, Room E105, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

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From: [Whale, Andrew](#)
To: [Cover, Leanne](#)
Subject: FW: Contract Variation
Date: Wednesday, 25 September 2019 5:22:00 AM

UNCLASSIFIED Sensitive: Legal

FYI

Andrew

From: [REDACTED]
Sent: Tuesday, 24 September 2019 8:55 PM
To: Whale, Andrew <Andrew.Whale@act.gov.au>
Subject: Re: Contract Variation

Thanks Andrew, I'll review and get back to you over the next two days.

[REDACTED]

On 24 Sep 2019, at 1:20 PM, Whale, Andrew <Andrew.Whale@act.gov.au> wrote:

UNCLASSIFIED Sensitive: Legal

Hi [REDACTED]

As discussed we are proposing to take up the second year option of your contract but with a revised timeframe as outlined in the draft contract Variation letter. Can you review and if you have any questions please don't hesitate to contact me.

Andrew Whale

Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | **Email:** andrew.whale@cit.edu.au

Address: 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

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<image001.jpg>

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<CIT Letter of Variation Sep 19.pdf>

From: [Whale, Andrew](#)
To: [Cover, Leanne](#)
Subject: Evolving Together Contract Variation [DLM=Sensitive]
Date: Friday, 20 September 2019 7:17:00 AM
Attachments: [CIT Letter of Variation Sep 19.docx](#)

Hi Leanne

Attached is the draft letter of variation to the contract for [REDACTED] Are you okay for me to sign and send it? Below is the timeline for the next contract that Ilze and I have developed.

Timeline

Timeframe for new process

Procurement Plan drafted	01/11/2019
Procurement Plan approved	03/12/2019
Gov Proc Board (if required)	28/01/2020
RFT drafted	03/02/2020
RFT approved	17/02/2020
RFT advertised	20/02/2020
RFT closes	19/03/2020
Tender evaluation	Mar 2020
Approval of Tender Evaluation Report	Mar/Apr 2020
Negotiations	Apr 2020
Contract awarded	08/05/2020
Debrief Unsuccessful Tenderers	June 2020

Andrew Whale

Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | Email: andrew.whale@cit.edu.au

Address: 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

Connect with CIT on: cit.edu.au | [Facebook](#) | [Instagram](#) | [Twitter](#) | [YouTube](#) | [LinkedIn](#)



In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.

Please consider the environment before printing this email.

Redrouge Nominees Pty Ltd
PO Box 31
HELENSBURGH NSW 2508

AGREEMENT TO VARY CONTRACT

Contract Name:	Provision of Organisational Transformation Strategic Guidance and Mentoring Services to the Canberra Institute of Technology
Contract Number:	2018.31001.220

Dear Mr Hollingworth

We write in relation to the Provision of Organisational Transformation Strategic Guidance and Mentoring Services to the Canberra Institute of Technology (Contract) between the CANBERRA INSTITUTE OF TECHNOLOGY (CIT) and Redrouge Nominees Pty Ltd ACN 159 204 323 dated 9 November 2018.

Clause 12.7 of the Contract allows the Agreement to be varied by the written agreement of the parties prior to the expiration of the Agreement.

CIT proposes to vary the Contract, with the variation taking effect upon execution of this letter.

The variation is as set out below.

Variation/s:

- (1) Schedule 1, Item 2 TERM is deleted and replaced with the following.
- Schedule 1, Item 2 TERM The Commencement Date is 9 September 2018.
The Term of this contract is until 9 May 2020.
- (2) Schedule 1, Item 5 CONTRACT PRICE is deleted and replaced with the following.
- Schedule 1, Item 5 CONTRACT PRICE
- (1) Contract Price is \$1,220,000.00 (GST inclusive).
- (2) The Contract Price is payable by instalments. Invoices may only be rendered in accordance with the following.

Instalment	When Invoice may be rendered
\$275,000	March 2019
\$275,000	July 2019

\$275,000	November 2019
\$197,500	February 2020
\$197,500	May 2020
Disbursements less than \$1,100	Monthly in arrears
Disbursements greater than \$1,100	As soon as the expense is incurred by the Consultant

- (3) Travel disbursements from [REDACTED] will not include any mark-up and are to be approved by CIT prior to any expense being incurred.
- (4) Travel disbursements may include mileage, parking, flexible airfares, taxis, food and accommodation.
- (5) CIT may be charged for additional professional services/tools/diagnostic costs. Additional costs will not be incurred without prior approval by CIT.
- (6) Except if otherwise stated in this Agreement, the Contract Price is:
 - (a) payable within 30 days of receipt by CIT of an Invoice;
 - (b) inclusive of GST and all other taxes, duties and charges; and
 - (c) inclusive of all disbursements, including out-of-pocket expenses incurred by the Consultant.

In order for these amendment/s to take effect, please indicate your agreement by signing and returning a scanned copy of this letter to me by no later than 9 November 2019. Upon executing the letter, CIT will promptly return a fully executed copy to you.

Please note that there will be no legally enforceable change in relationship between the parties or additional payments made until the execution of this letter by a duly authorised officer of CIT. Please also note that the party who signs the letter last is the party that dates the letter; **do not** date the letter when signing.

If you have any queries in relation to this variation please contact me.

Yours sincerely

Andrew Whale
Executive Director Corporate Services
Canberra Institute of Technology

Date

The Contractor agrees to the variation/s described in this letter:

SIGNED for and on the behalf of
REDROUGE NOMINEES PTY LTD
ACN 159 204 323

.....
Signature of Director/authorised officer/individual

.....
Print name

in the presence of:

.....
Signature of Director/secretary/witness

.....
Signature of second authorised officer*

.....
Print name

.....
Print name and position

SIGNED AS A VARIATION ON.....

SIGNED for on behalf of the
CANBERRA INSTITUTE OF TECHNOLOGY

.....
Signature of CIT Delegate

in the presence of:

.....
Print name

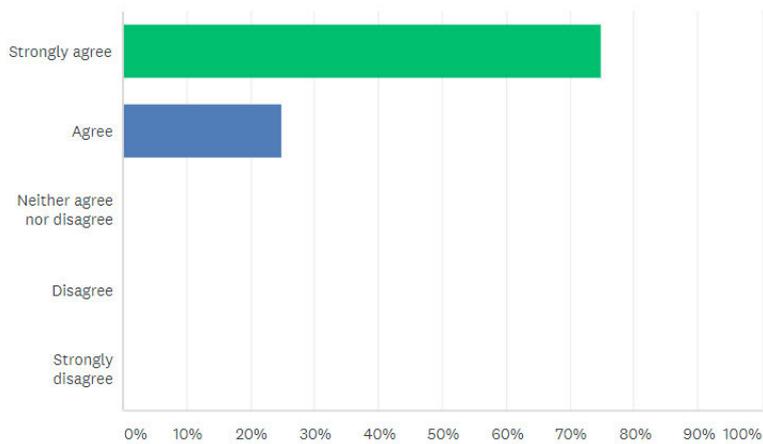
.....
Signature of witness

.....
Print name

Wardly Mapping Survey Results

I think being asked to do the Wardley Mapping work was a great opportunity.

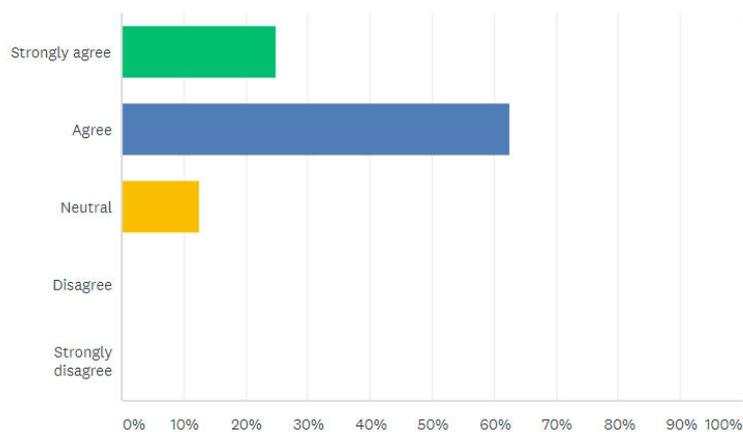
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	75.00% 6
Agree	25.00% 2
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	8

I understood the expectations of the work.

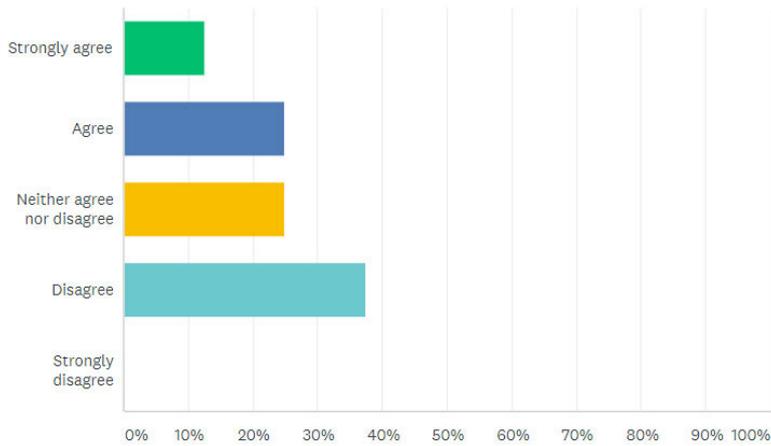
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	25.00% 2
Agree	62.50% 5
Neutral	12.50% 1
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	8

I found it easy to allocate sufficient time for me to do the work required

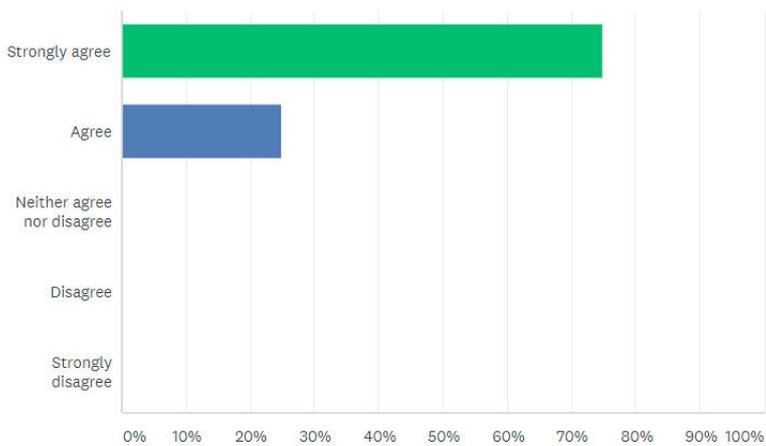
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	12.50% 1
Agree	25.00% 2
Neither agree nor disagree	25.00% 2
Disagree	37.50% 3
Strongly disagree	0.00% 0
TOTAL	8

I learnt valuable skills through this experience.

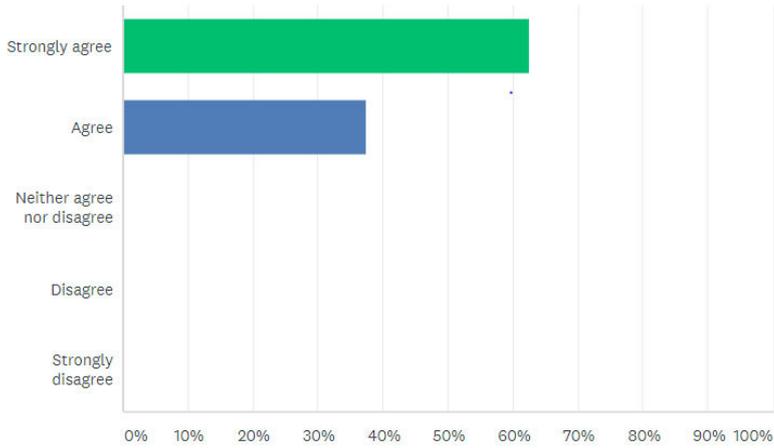
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	75.00% 6
Agree	25.00% 2
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	8

I see value for CIT in the Wardley Mapping work that I was part of.

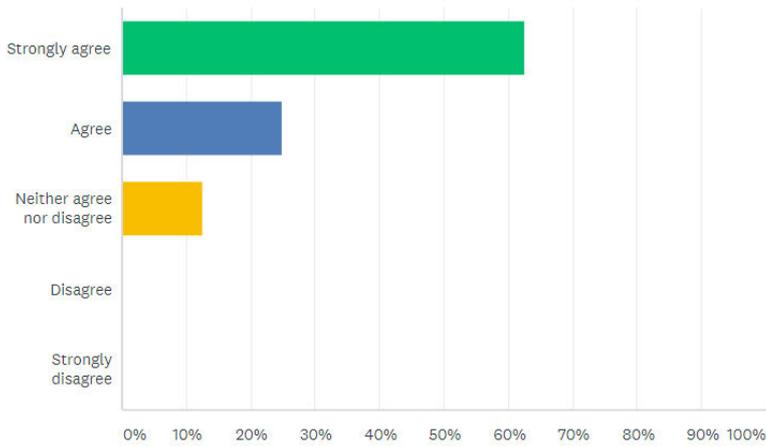
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	62.50% 5
Agree	37.50% 3
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	8

My work area understood the work I was doing and made it easy for me to participate in it fully

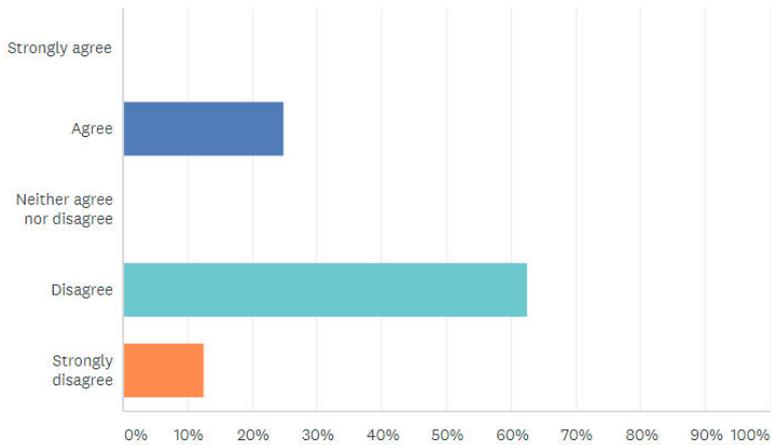
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	62.50% 5
Agree	25.00% 2
Neither agree nor disagree	12.50% 1
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	8

I felt guilty about doing this work and not my 'normal' work

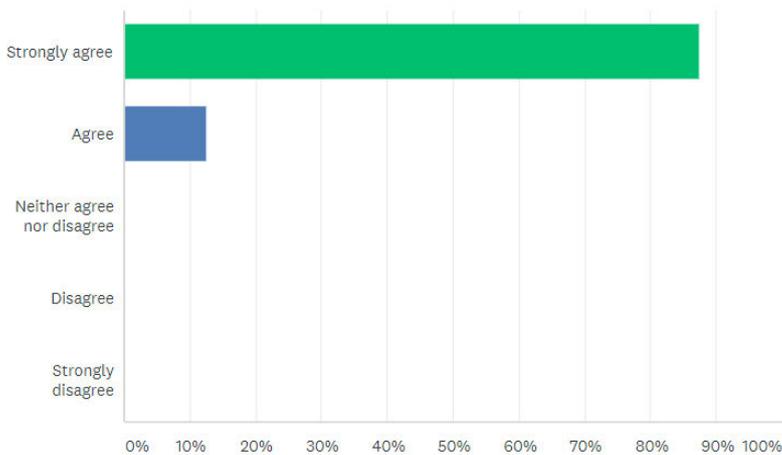
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	0.00% 0
Agree	25.00% 2
Neither agree nor disagree	0.00% 0
Disagree	62.50% 5
Strongly disagree	12.50% 1
TOTAL	8

I enjoyed meeting and working with people from other parts of CIT

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	87.50% 7
Agree	12.50% 1
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	8

Steff, Cheryl

From: Small, Kelly
Sent: Wednesday, 22 July 2020 12:29 PM
To: Steff, Cheryl
Subject: Warldy Mapping Survey Results
Attachments: Warldy Mapping Survey Results.docx

UNCLASSIFIED

Afternoon,

Here are the survey results – 8 out of 9 have responded.

I will check the results a bit later on this afternoon and will update it if they have answered.

Let me know if you need it in a different format or anything 😊

Kel

Steff, Cheryl

From: Whale, Andrew (ACTGOV)
Sent: Friday, 3 April 2020 1:21 PM
To: Steff, Cheryl; Mitchell, FionaM (CIT); Kemp, Ilze
Subject: TET Evaluation Report
Attachments: GS002147 Evaluation Report - V2 - ET.docx

UNCLASSIFIED Sensitive

Please find attached the proposed TET Panel evaluation report. Suggest main focus is on Paragraph 12.1.2. Please provide any questions or feedback. If happy can you please email your approval which will be taken as a virtual signature for submission to the Delegate.

Andrew Whale

Executive Director, Corporate Services

Canberra Institute of Technology

Tel: +(61) 02 6207 8960 | Email: andrew.whale@cit.edu.au

Address: 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K | RTO 0101

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In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

CASE STUDY A: Cyber security

Aim:	To take a new qualification and create a higher apprenticeship level qualification in a skills shortage area that underpins the security of all Australians in an innovative and collaborative delivery model.
Qualification/s:	<ul style="list-style-type: none"> • Certificate IV in Cyber 22334VIC • Graduate Certificate of Cyber security GC-BD17
Success achieved:	<ul style="list-style-type: none"> • CIT has enrolled over 300 students (March 2018 – June 2019). • The Training Security Operations Centre (TSOC) has been completed and is used to run classes and enables ACT start up cyber companies to showcase their products to new clients. • To build on employment opportunities, CIT has now launched a Career Central Pilot—“Ctrl+IT – Control Your Future.” • New skills set for renewable energy sector (from the Certificate IV in Cyber) delivered to employees who work on ‘operating systems/control centres’.
Student impact:	<ul style="list-style-type: none"> • Numbers in class are not limited by fixed infrastructure with the new online platform allowing CIT to scale up the number of students who access the training remotely or from their workplace. • Industry has worked with CIT to create mentorship and internship opportunities for students and this has directly led to jobs. • The virtual program has given students real examples of cyber incidents to work on that align to the learning requirements. In an industry that is currently dealing with new threats this responsive platform ensures students are prepared for the workplace.
Industry/partner involvement:	<ul style="list-style-type: none"> • CBRIN • ACT Government • ACT Node of Austcyber • Defence, Higher education and research sector • National commitment and MoU between TAFE/CIT across each state, underpinned by AustCyber to deliver and align programs to ensure a national benchmark for cyber security entry level training. • Worked with industry to design the solution to our training facilities.
Case study ([REDACTED]): [REDACTED]	<ul style="list-style-type: none"> • A recent example of someone who reskilled through CIT is an apprentice floor and wall tiler who made the move to cyber security. • As much as he enjoyed his trade, he saw first-hand the physical pressure it put on his workmates, so I decided to embark on a career change. • Pursuing a vocational opportunity in cyber security also supported his love for travelling, as opportunities in the field allow him to work anywhere in Australia and overseas. • While studying at CIT, he was part of a cohort who travelled to Singapore as part of a study tour, meeting and learning from visionaries and world leaders in the industry. • He was also able to complete a 14-week virtual apprenticeship run by the Cybersecurity Workforce Alliance, an internship with Ernst & Young’s Cyber Security Department, and has since accepted an offer to join Accenture’s Graduate Program as a Cyber Security Analyst.

CASE STUDY B: Renewables

Aim:	To develop a new and innovative approach to addressing the renewables skill shortage. This industry has increasing demand and is a strong government priority in ACT, nationally and internationally.
Qualification/s:	<ul style="list-style-type: none"> • Cert III Electrotechnology Electrician • Post-trade skill set for qualified electricians • Solar PV and Battery Storage • Global Wind Organisation (GWO) accredited training
Success achieved:	<ul style="list-style-type: none"> • Electrician numbers are up by 38%, accommodating to the market and offering renewables as a stream for Solar PV. • CIT is receiving referrals for battery from other RTOs because of specialist facilities and staff experienced to provide high level training. • CIT's courses are internationally GWO-accredited—one of only three providers in the southern hemisphere. • CIT has excellent equipment and facilities which have been developed in collaboration with industry partners.
Student impact:	<ul style="list-style-type: none"> • Option of stream for electricians now available to upskill for electrical industry for future needs, towards 2020 goal of 100% renewable energy target for ACT. • Access to world class facilities and up-to-date technology in the renewables space. • Ensures ongoing employment outcomes for ACT & Region and wider electrical industry across Australia and is sought after overseas (we have graduates working in the UK, USA & New Zealand).
Industry/partner involvement:	<ul style="list-style-type: none"> • VESTAS—Wind farm at Tarago, electrical apprentices trained for Cert III with renewables stream and technicians undertaking GWO training, in process of establishing a partnership to offer training in colleges with basic renewable program with mechanical emphasis to entice people into the industry and build future workforce. • EvoEnergy – Hydrogen test facility at Fyshwick. • NEOEN – 20 year partnership with leading international industry provider, ensuring quality and longevity of provision. • Solar Juice – Sponsorship of industry equipment (e.g. \$14,000 batteries).

**CASE STUDY C: Flexible Allied
Trades Delivery Project**

Aim:	CIT has recently secured a \$150,000 grant through the ACT's Future Skills for Future Jobs Grants Program to design and develop new innovative, quality and sustainable training options that are flexible and allow apprentices to spend more time in the workplace than the classroom.
Qualification/s:	<ul style="list-style-type: none"> • Certificate III in Wall and Floor Tiling • Certificate III in Solid Plastering • Certificate III in Wall and Ceiling Lining
Success achieved:	<ul style="list-style-type: none"> • The project supports apprentices with flexible training options to learn outside of CIT and spend more time in the workplace. • The program gives flexible support to bring apprentices to a successful completion depending on their individual needs and progression status. • It will streamline trade recognition processes to increase apprentice commencements and provide further opportunities to skilled labourers working within the industry without any formal qualifications. • CIT is the leading registered training organisation (RTO) delivering Allied Trade qualifications in the ACT holding 96% market share. • This initiative focuses on the industry areas of Solid Plastering, Wall and Ceiling Lining, and Wall and Floor Tiling.
Student impact:	<ul style="list-style-type: none"> • This project targets apprenticeships in local, regional and remote areas through flexible delivery including video based online learning. The project will support learners who have low Language Literacy and Numeracy (LLN) skills. • CIT was chosen to deliver this grant as we are experienced in working with a diverse range of cohorts including Aboriginal and Torres Strait Islander peoples, Youth at risk (aged 15-24 years), Long-term unemployed, Mature-aged workers, Women in trades. CIT Student Support can provide guidance, referral and support through its services (e.g. Counselling, Disability Support, Migrant Support and Careers Advice). • CIT has the ability to understand the cohort's needs and support them through the training on or off-the-job. This flexible model provides capability to grow a business as the apprentice is able to spend more time in the workplace and less time in the CIT simulated environment.
Industry/partner involvement:	<ul style="list-style-type: none"> • CIT will collaborate and engage with employers that will participate in a trial using flexible training methods they haven't experienced before. There are four industry partners involved in the project and these partners have been consulted as part of developing the project plan. These industry partners are Professional Tiling Services, McKenzie Gyprock and Plastering, Swift Tiling and Newell Rendering.

CASE STUDY D: Ginninderry SPARK

Aim of program:	The SPARK program cohorts are long-time unemployed seeking opportunities to break through the highly competitive job market.
Qualification/s:	<ul style="list-style-type: none"> • Hospitality Pre-employment Program • Community Services Taster Program • Conservation Land Management & Horticulture Introduction Program • Business Administration Pre-Employment Program • Early Childhood Education and Care Program • Women Return to Work Program
Success achieved:	<ul style="list-style-type: none"> • SPARK in partnership with CIT is delivering innovative accredited training programs focusing on skills development, work experience and employment within a range of sectors. • The SPARK programs are focused on giving individuals accredited training and introducing participants to career options and the range of associated vocational pathways. • The SPARK programs are aimed at key disadvantaged groups (youth, Aboriginal and Torres Strait Islander, mature aged, long-term unemployed and culturally and linguistically diverse people) who are disconnected from the labour market. • As part of the SPARK program, CIT have included movement sessions—such as facilitated yoga—where the students gain relaxation and mindfulness techniques while studying at CIT. • SPARK has a strong focus on improving the education, social, and economic outcomes of residents in the Canberra Region. • Since its establishment in 2016, SPARK has delivered 791 training places, 322 work experience placements and 298 new jobs.
Student impact:	<ul style="list-style-type: none"> • CIT supports the diverse needs of learners through customised delivery to ensure their individual needs are met. • Teachers are committed to building rapport with students both in a group and individually, creating an environment for to motivate, support and nurture the students to engage in meaningful and enjoyable learning experiences to develop their skills and knowledge for employment.
Industry/partner involvement:	<ul style="list-style-type: none"> • Our industry partner, Ginninderry, works hand in hand with CIT to provide wrap-around support and we have implemented additional tutorial sessions to encourage students to complete. • Community Services Directorate, ACT Government, is also a key stakeholder.

**CASE STUDY E: Hospitality
Pre-traineeships**

Aim of program:	To address a critical skills gap in the local hospitality industry, delivering pre-traineeship programs to local jobseekers.
Qualification/s:	Hospitality Pre-traineeship
Success achieved:	<ul style="list-style-type: none"> • CIT has partnered with local hotel groups (Capital Hotel Group, IHG, Accor), ACT Government, the Department of Jobs and Small Business and JobActive Providers to address a critical skills gap in the local hospitality industry, delivering pre-traineeship programs to local jobseekers. • The 10-day tailor-designed program delivered by CIT gave participants foundation skills training to successfully prepare them for the hospitality workforce. At the completion of the program successful participants have gained employment with their host employers and a pathway to a traineeship. • The training had a hands-on, practical focus incorporating live experience in the CIT café and access to CIT's unique simulated training facilities and equipment. • The project was supported by funding from the Skilling Australians Fund, a project-based National Partnership Agreement with the Australian Government to meet the needs of industry and increase the number of apprentice and trainee commencements. • The program was a great opportunity for those to gain skills in the industry and gain understanding of what the industry entails.
Student impact:	<ul style="list-style-type: none"> • 33 students have now successfully completed the pre-hospitality traineeship this year with a high success rate of post-study employment and further study. • Approximately 15 mature aged jobseekers have been involved in the program. There was one dedicated Mature Age program which resulted in 8 people entering employment with Accor Hotel Group and others have been mixed in with the different programs.
Industry/partner involvement:	<ul style="list-style-type: none"> • CIT worked with the local hospitality industry and other stakeholders to identify a need to gain skilled employees. • As tourism is growing in the ACT, this industry is one which is in dire need of skilled employees at all levels.
Profile	<ul style="list-style-type: none"> • [REDACTED] is a mature aged jobseeker who completed the program with the Accor group and has secured employment, entering the hospitality industry in her 60s. "I was doing some contract work in a government department and thought I wanted to completely reinvent myself so I gave hospitality a try." Accor's Senior Talent & Culture Manager Mature Kelly Small said they have seen great results from the program and that mature aged people already have such great skills and bring a great depth to their workforce.

CASE STUDY F: Seeing Machines

Aim:	To tailor industry-specific training to a local high profile employer.
Qualification/s:	<ul style="list-style-type: none"> • Certificate II in Skills for Work and Vocational Pathways (Skilled Capital) • Diploma in Leadership and Management (Australian Apprenticeships)
Success achieved:	<ul style="list-style-type: none"> • This was a partnership between a local high profile employer, a GTO and CIT. These two examples demonstrate CIT's ability to support an industry partner across the full breadth of their workforce development needs. • Whether it is about a training partner for entry level new workers or developing leadership and management skills to help existing managerial staff meet their full potential, CIT is able to work collaboratively with a range of stakeholders to achieve successful outcomes. • Seeing Machines is a world leader in driver-machine interaction located in Fyshwick, Canberra. They harness human factors science to create artificial intelligence (AI) technology that observes the driver's attention and intervenes seamlessly when necessary. • This is a new industry partnership for CIT harnessed through the Business Growth and Development team working closely with Skills Canberra, the state training authority and Australian Training Company (a locally based group training organisation).
Student impact:	<ul style="list-style-type: none"> • In March 2019 a cohort of 19 new workers (including 12 students with neurological disabilities and 1 Aboriginal and Torres Strait Islander student) undertook a pre-apprenticeship in Certificate II in Skills and Vocational Pathways. • This opportunity helped them secure ongoing employment with Seeing Machines through a group training organisation. These 19 students have now commenced an Australian Apprenticeship in Certificate III in Customer Engagement. • On 22 July, 18 Seeing Machines employees have commenced training in Diploma in Leadership and Management with CIT. 17 of these students are undertaking the training through an Australian Apprenticeship pathway, and 1 employee as an international student. The cohort is made up of engineers and new employees who are progressing towards or have recently commenced as managers (of small teams) within the organisation. • Students in the first cohort were provided with a range of additional support to help them to succeed. Individual consultations (and drop in sessions) with each participant were facilitates to ensure learning styles were accommodated and specific needs resulting from any learning difficulties were met. The content of the course was contextualised to meet the needs of the employer and ensure that the training provided related to the specific business and working environment.
Industry/partner involvement:	<ul style="list-style-type: none"> • This has been an industry led initiative in conjunction with the state training authority and partnering with a GTO. Seeing Machines has been heavily involved with the design and development of the initiatives from conception through to delivery. • For the second cohort, CIT has facilitated training to be delivered at our Fyshwick campus so that the employers can be close to their work location.

CASE STUDY G: Industry Pathways Course

Aim:	In a rapidly changing, more specialised and technically challenging economic environment, provision of VET qualifications to secondary school students will underpin development of a more diversely skilled and “work ready” labour force.
Qualification/s:	Certificate II in Skills for Work and Vocational Pathways (Skilled Capital)
Success achieved:	<ul style="list-style-type: none"> • The Industry Pathways Course is a vocational training program empowering Year 9 and 10 students in the ACT to make informed choices about their future education and employment. • This innovative pilot program commenced in February 2019 and aims to give ACT secondary school students exposure to a range of work environments. • The course focuses on a unique student experience and is based on the 'jobs without genders' premise that there should be no limits or boundaries to a student's chosen career path. • Throughout the program students are provided with three work placement opportunities selected from a range of occupations in high skills need areas for the Canberra Region—including STEM, trades, professional services and community services. • A total of 80 students from Namadgi School, Wanniasa School, Melba Copland Secondary School and Mount Stromlo High School are in the first cohort which commenced in February 2019. • The first Introduction to Industry day held at CIT Bruce, gave local high school students exposure to nursing, horticulture, forensics, renewables and construction. • It is planned that an additional 160 new places will be provided in 2020.
Student impact:	<p>The Industry Pathways Course will prepare secondary school students for two key transition points:</p> <ul style="list-style-type: none"> • Year 1 - Becoming Job Ready (Year 9) Year 1 aims to prepare the students for the world of work, expose them to a broad range of occupations and enable them to make an informed choice on elective units of competency they undertake in Year 2. • Year 2 - Skills for Work (Year 10) Year 2 of the course aims to provide students with real experiences in their occupational areas of interest, whilst gaining competencies that they can apply in the workplace and are relevant to their chosen industries. <p>A mix of accredited and non-accredited ‘foundation’ and ‘soft skills’ training will empower students to make informed choices about their future education and employment and make them stronger and more confident in their ability to operate effectively and safely in a range of work environments.</p>
Industry/partner involvement:	<ul style="list-style-type: none"> • This is a cross-government initiative (Education Directorate, Skills Canberra, CIT).

ATTACHMENT A

CIT Staff Survey Preliminary Results

CIT received 522 responses (or 59%) to the CIT Staff Survey, the highest response rate ever. Over 1,200 answers were entered across the three open text questions, far more than in previous surveys.

The top five and lowest five rated questions are:

Top 5 rated questions	Score
I feel I have the necessary skills to provide good customer service	96.0%
I seek opportunities to continuously improve and grow my capability	91.2%
I demonstrate the Cultural Traits	86.8%
I have a clear understanding of my job responsibilities and what is expected of me	85.1%
I have the training I need to be successful in my role	84.7%
Lowest 5 rated questions	
People are recognized when they go above and beyond for customers on my team	54.4%
CIT's processes and procedures allow me to effectively meet our customers' needs	53.4%
There is a clear communication process when change in CIT is proposed	53.3%
In times of change, senior managers provide sufficient information about the purpose of the changes	49.6%
It is easy to collaborate with other teams within CIT	49.6%