

CIT OPERATIONAL GOVERNANCE FRAMEWORK

TRAINING CBR'S *BEST*

Canberra Institute
of Technology

RTO Code 0101 | CRICOS No. 00001K



1. Who we are

The Canberra Institute of Technology (CIT) is a Territory Authority established under the Canberra Institute of Technology Act 1987. Its functions include providing vocational education and training, educational products and services, supporting ACT industry and business, issuing awards, promoting education, training and employment pathways, and exercising other functions conferred under Territory law.

2. Authority

The CIT Board approves this framework in recognition of the importance of good governance for the CIT and the Board commits to having effective governance and continuous improvement having regard to the Australian Standard Good Governance Principles [AS8000-2003] and the legislative frameworks applying to the CIT.

3. Purpose of the Governance Framework

The CIT governance framework aims to:

- Support business/organisational operations to achieve high-quality teaching and learning for students and the community and related corporate goals;
- Ensure that statutory and legal obligations are met;
- Ensure the Institute delivers public value and is accountable to students, the community, stakeholders and the Government;
- Support and foster a positive corporate culture;
- Ensure that the reputation of CIT is held in high public regard; and
- Manage risk.

The CIT Board and CEO is responsible for ensuring that CIT implements an appropriate governance framework and strategic plan noting the role of CIT as a vocational education and training provider and the importance of the role to students and the Canberra community. The CEO and the Executive of CIT are responsible for implementing, monitoring and reporting on the operations of the CIT. The CIT Executive and Managers have responsibility for promoting a positive attitude towards compliance as part of organisational culture and continuous improvement of performance.

All CIT staff have individual responsibilities for compliance with applicable legislation, policies and this framework as a public servant and as part of their work requirements and must demonstrate compliance actions and behaviours including complying with the Public Sector Management Act, Code of Conduct and CIT's values.

Teams are responsible for implementation of their governance requirements, including identifying legislation and policy and procedures that are specific to their work area and the governance responsibilities of each staff person in their team.

Level	Primary role	Typical accountabilities	Escalates to
Board governance	Direction, oversight and accountability	Strategy, policy, risk appetite, major decisions, performance, assurance	Minister / Government as required
CEO / Executive governance	Enterprise management and implementation	Operational performance, resources, risk, compliance, delivery of strategy	Board / ARC as appropriate
Academic governance	Academic direction and quality	Teaching, learning, assessment, academic standards, validation and improvement	EMC / Board as applicable
Management governance	Domain coordination and control	Finance, people, technology, WHS, compliance, risk, projects and other domains	EMC / accountable executive
Business-area governance	Operational execution	Plans, procedures, controls, local risks, compliance and performance	Executive / relevant governance forum
Operational control	Day-to-day delivery	Processes, decisions, records, controls, service delivery and evidence	Business-area management

3.1 Decision Making

Decision making rests with the Board, CEO, and employees within a designated framework of delegations and as prescribed by the responsibilities of the position each employee and member of the Board is appointed. A financial delegation framework is set by the Board.

3.2 Delegations

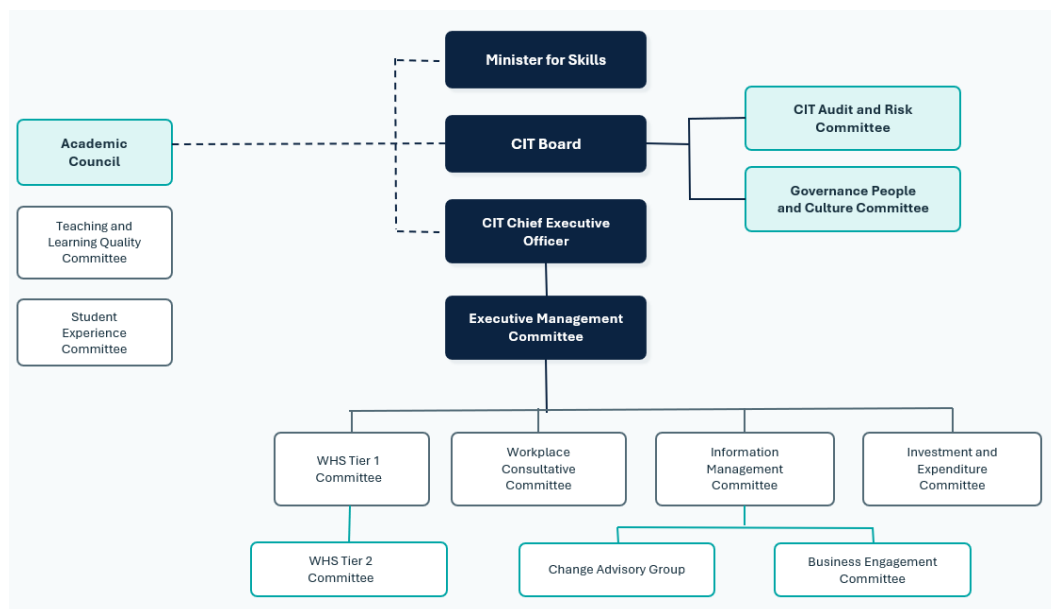
The Board has a clear instrument setting out financial delegations and policy delegations. The CEO has also delegated some CEO functions, such as some HR decisions. The delegations are available on the intranet.

4. Governance Principles

- *Accountability* – responsibilities and decision rights are clear and decisions are traceable.
- *Transparency* – governance decisions, performance and material risks are reported openly and appropriately.
- *Integrity* – decisions are lawful, ethical, evidence-based and consistent with public-sector obligations.
- *Proportionality* – governance arrangements are commensurate with the significance, risk and complexity of the matter.
- *Independence and challenge* – assurance and oversight functions are able to provide constructive challenge.
- *Student and public value* – governance supports quality outcomes for students, the ACT community and stakeholders.
- *Regulatory compliance* – legal, regulatory, contractual and policy obligations are embedded in operational management.
- *Continuous improvement* – findings, incidents, performance information and assurance results are used to improve.
- *Human oversight* – material decisions are subject to appropriate human accountability, particularly where automated or AI-enabled systems are involved.

5. Governance Structure

Governance is a shared responsibility of all CIT staff, the CIT Board, CEO, Committees and executives. The CIT high level Governance structure is set out below.



6. Secondary Committees and Subcommittees (below CEO)

Underpinning the high-level CIT governance structure are a number of supporting committees, sub committees, advisory groups and working groups that are accountable to the CEO, Academic Council, or the EMC. These are known as the CIT Operational Governance Committees. These Committees provide the connection between executive accountability and the work undertaken by branches, colleges, corporate functions and other business areas.

The CEO may establish standing or time-limited committees, working groups and advisory forums to support the effective operation and governance of CIT, and to assist in meeting legislative, regulatory and organisational requirements.

These may include committees established under legislation or enterprise agreements, such as work health and safety and staff consultation committees, as well as committees established to support operational management, organisational performance, risk management, planning and service delivery.

Project steering committees, reference groups and other governance arrangements may be established as required to oversee major projects, strategic initiatives or organisational priorities.

6.1 Minimum Requirements for Operational Committees

- A named accountable executive for each material governance domain.

- A defined governance forum or reporting pathway where coordination or escalation is required.
- Documented decision rights and delegations.
- Current policies, frameworks, procedures and standards.
- Defined risks, controls and compliance obligations.
- Performance and assurance measures.
- Documented escalation thresholds.
- Evidence of review, action and continuous improvement.

6.2 CIT Operational Committees

CIT currently has the following operational committees.

6.2.1 Teaching and Learning Quality Committee

The role of the Teaching and Learning Quality Committee is to provide oversight of and make recommendations to the Academic Council on program quality management, and teaching and learning. This includes oversight and monitoring of program level quality assurance activities, and the adequacy of compliance and quality management practices. Committee meetings occur monthly, except January each year.

6.2.2 Student Experience Committee

The role of the Student Experience Committee is to oversee and make recommendations to Academic Council on the development, implementation and review of strategies, policies and initiatives to ensure the learning needs and educational experience of students are addressed. This includes oversight of key measures of the student experience and actions to improve and enhance students' education experience. Committee meetings occur quarterly.

6.2.3 Investment and Expenditure Committee

The Investment and Expenditure Committee supports the EMC by providing disciplined decision-making, prioritisation and oversight of CIT's financial position, expenditure, investment and business development activities. The Committee will strengthen CIT's financial maturity, reduce fragmented decision-making, and ensure that investment and expenditure decisions are affordable, strategically aligned, risk-informed and made within the approved budget envelope.

The Committee reviews, prioritises and makes recommendations on investment and expenditure matters. A decision may only be made by the Committee where the relevant member or members hold the necessary delegation and the decision is recorded as having been made under that delegation. Matters outside delegated authority must be referred to the CEO, Board or other authorised decision-maker, as applicable.

6.2.4 Work Health & Safety Committee Tier 1

The Tier 1 Work Health and Safety Committee facilitates cooperation between staff and management on the development, implementation and review of WHS policies and procedures. It reviews WHS performance information, monitors CIT's WHS Risk Register and corrective actions

arising from audits and inspections and oversees the resolution of matters escalated from Tier 2 WHS Committees.

The Committee also promotes institute-wide initiatives to improve work health, safety and wellbeing; coordinates strategies for student health and safety; and considers injury prevention and injury management priorities. It meets quarterly and reports its outcomes to the Executive Management Committee.

6.2.5 Work Health & Safety Committee Tier 2

The Tier 2 Work Health and Safety Committee supports cooperation between staff and management on the development, implementation and review of WHS policies and procedures. It reviews WHS performance information, monitors business unit WHS risk registers and the resolution of issues raised through workgroups, health and safety representatives and business unit management, and promotes initiatives to improve work health, safety and wellbeing across CIT. The Committee also coordinates strategies for student health and safety and considers injury prevention and injury management priorities.

6.2.6 Workplace Consultative Committee

The CIT Consultative Committee (CITCC) is established in accordance with the ACT Public Sector Canberra Institute of Technology Enterprise Agreement 2023-2026 clause F1.5-F1.7, and the ACT Public Sector Canberra Institute of Technology (Educators) Enterprise Agreement 2023-2026, clause F1.5-F1.7.

The CITCC is CIT's peak consultation forum with the unions covered by the enterprise agreements on matters relating to the employment relationship. The Committee generally meets quarterly and reports its outcomes to the Executive Management Committee.

6.2.7 The Information Management and Information and Communication Technology Committee

The role of the Information Management and Information and Communications Technology Committee (IMICT) is to serve as a strategic advisory and decision body responsible for guiding the effective planning, implementation, and optimisations of IMICT resources within CIT. It ensures good governance, so CIT's vision and Digital Transformation is aligned to support CIT's needs now and into the future.

This committee supports the strategic relationship between CIT and broader ACT Government (especially Digital Canberra), to ensure CIT's ICT investment portfolio and Information Management is delivered in a financially sustainable manner, consistent with ACT Government policy where appropriate, and supports CIT's ongoing digitalisation and data efforts.

6.2.7 Change Advisory Group

The role of the Change Advisory Group (CAG) is to maintain oversight of all technical change and release management activities across CIT's ICT environment. It is responsible for ensuring that the implementation of changes occur without adversely impacting business operations, other scheduled changes, planned outages and any other significant business events or functions.

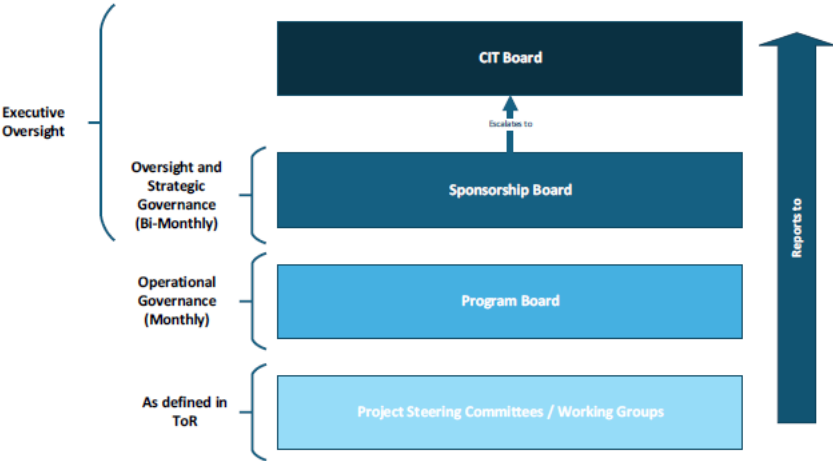
The CAG provide regular updates to the Business Transformation Committee regarding approved initiatives and any recommendations or decisions that may have business engagement implications.

6.2.8 Business Engagement Committee

The Business Engagement and Change Committee (BECC) serves as the entity responsible for the initial vetting, review, recommendation, prioritisation and endorsement of business system improvements and process enhancements. This committee acts as the primary gateway for proposed changes in the ICT environment, ensuring alignment with organisational strategies and priorities. It oversees the process from initial proposal to final endorsement, maintaining a comprehensive and coordinated approach to business transformation.

6.2.9 Cloud Campus Project

Cloud Campus is a program to deliver CIT a connected digital foundation that enables modern, flexible learning. The governance structure for Cloud Campus is below:



The role of the Sponsorship Board is to set and monitor the strategic direction of the Cloud Campus Program to ensure the Program aligns with CIT’s strategic priorities, intended business benefits and continues to represent a sound investment for the organisation. The Board reviews Program progress, approves Program Board decision metrics, approves key strategic decisions (outside the Program Board decision metrics i.e. major technology shift), approves use of contingency funds, reviews escalations from the Program Board, and provides advice and recommendations to the Program. The Sponsorship Board provides the link between the Program and the CIT Board.

The role of the Program Board is to operationally run and monitor the Program within the agreed scope. It is responsible for Program progress and delivery, overseeing approved budget expenditure, approving program and project artefacts and supporting change activities and benefits management of the Program. It has decision making rights within the metrics agreed by the Sponsorship Board for the delivery of Capabilities, through established projects.

These committees will cease following the delivery of the Cloud Campus Project.

6.3 External Supports

Sitting outside the CIT governance structure are a range of external supports for CIT students and stakeholder partners.

7. The role of stakeholders in CIT's corporate governance

CIT maintains relationships relevant to its success with other stakeholders, including employees, customers, suppliers, government and industry representatives. It is CIT's management responsibility to develop policies to successfully manage these relationships. It is an expectation that committees and subcommittees will have a membership reflective of the need to ensure individuals with the necessary skills and expertise are included.

8. Governance Effectiveness and Assurance

The Governance Framework is supported by the CIT Governance Effectiveness Policy, which provides the mechanisms for assessing whether governance arrangements, controls and assurance processes are operating effectively and achieving their intended outcomes.

The effectiveness of governance is checked annually and following significant organisational, legislative, regulatory or structural change. The review should assess whether governance arrangements are achieving their intended outcomes, not merely whether meetings and documents exist.

- Clarity of accountability and decision rights.
- Effectiveness of governance forums and escalation.
- Quality and timeliness of management information.
- Effectiveness of risk and compliance management.
- Effectiveness of assurance and remediation.
- Evidence of continuous improvement.
- Duplication, gaps or unnecessary committee structures.
- Alignment between Board oversight and operational management.

The supplied framework requires annual review. This requirement is retained and expanded so that the review covers both Board governance and operational governance.