



Inquiry into annual and financial reports 2024–2025

Answer to question on notice

Asked by: Ms Chiaka Barry MLA

Addressed to: Vice Chancellor - Bill Shorten

Redirected to: N/A

Reference: University of Canberra

Hearing: 13 November 2025

In relation to: Corporate Governance Review

Question received: 19 November 2025

Answer Due: 02 December 2025

- (1) Can you give an update on the implementation of the 23 recommendations you have accepted from the Corporate Governance review?
- (a) Do you have a timeframe for implementation?
 - (b) Have you established a consultative committee to allow staff and student input to the recommendations?
 - (c) Will you initiate an evaluation of the implementation of the recommendations, and the effectiveness of the new arrangements once implemented?
- (2) What feedback have you received from staff about these recommendations and the way they will be implemented?
- (3) What impact will be implementing these changes have on your budgetary situation?

Vice Chancellor - Bill Shorten: The answer to the Member's question is as follows:

- 1.a. The independent Corporate Governance Review delivered in April 2025 made 24 recommendations across governance, performance management, risk, transparency, stakeholder engagement, and culture. The University's formal response accepted 23 of those recommendations and was endorsed by Council on 10 July 2025. It included a structured implementation plan categorised into short, medium and longer-term. The University's response identified a total of 46 discrete actions.

While there were 23 accepted overall actions, many actions are comprised of several actions, which overall totals 46. Progress to date against these 46 actions is as below:

Status	Actions
Complete	26
Partially Complete/In Progress	16
To be actioned	4

- 1.b. The University has not established a formal consultative committee, however, both staff and students are represented on our Council, the governing body responsible for oversight of the response and recommendations implementation. Additionally, as many of the recommendations and actions relate to communications and process improvement, working groups established in relation to process reform and internal communications, have been provided instruction to action those recommendations that are implemented at local levels.
- 1.c. Yes, the Council will monitor the effectiveness of actions implemented in response to the Review recommendations, as per protocol for all University reviews and audits.
2. The feedback we received from staff about the recommendations and University action plan has been positive overall, specifically in relation to the consultative way in which the review was conducted. Staff felt that their voices were heard by the review team, especially in relation to transparency of communications and broken processes.
3. The action plan was developed in a way to have minimal impact on budget and resourcing, using existing staff and mechanisms to achieve efficiency in operations.

Approved for circulation to the Standing Committee on Social Policy

Signature:  Date: 5 March 2026

By the Vice Chancellor – Professor the Honourable Bill Shorten, University of Canberra