

29 May 2026

**Legislative Assembly Economy and Infrastructure Committee Inquiry into
 Enhancing Victorian University Governance
 Hearing – Friday 15 May 2026 – Questions on Notice**

Dylan WIGHT: You might have to take this on notice: 80 per cent compliant – which recommendations are you not compliant with and which recommendations are you working to?

RMIT Response

RMIT is committed to implementing the Principles of the Expert Council on University Governance (ECUG) to the fullest extent possible. From our mapping, we estimate that RMIT is currently approximately 80 per cent compliant with the ECUG Principles.

RMIT is working towards compliance with the remaining principles by enhancing the documentation of existing processes and formalising these approaches through policy, including the development of a Remuneration Procedure under the oversight of the Nominations, Remuneration, People and Performance Committee (a sub-committee of RMIT Council).

Detailed below is the compliance status of the remaining 20 per cent, including specific Principle sub sections (15 per cent – partially compliant, 5 per cent at initial stages of assessment).

Partial compliance (working towards full compliance) with actions agreed and underway

| PRINCIPLE / SECTION | | AREA | DESCRIPTION/REQUIREMENT | STATUS |
|---------------------|----------------|---------------------------------|---|-------------|
| 1.1 | Governing Body | Governing body members | b. Have an effective, transparent process for appointing Vice-Chancellor | In Progress |
| | | Oversight Resources & Processes | c. Provide for adequate resources and processes to support oversight to discharge its oversight | |
| 1.3 | Chancellor | Appointment Process | a. Be appointed through an effective, transparent process | In Progress |
| | | Integrity & Independence | b. Be a person of high integrity who is independent of senior management | |

| PRINCIPLE / SECTION | | AREA | DESCRIPTION/REQUIREMENT | STATUS |
|---------------------|---|---|---|-------------|
| | | Skills & Experience | and of interests that could conflict with the interests of the university c. Have appropriate skills and experience to chair the governing body, contribute to its performance and steward a culture that is consistent with the university's purpose and values | |
| 1.4 | Vice-Chancellor, Senior Managers and Controlled Entities | Oversight Engagement | a. Expect the Vice-Chancellor and senior managers to understand and respect the oversight role of the governing body and engage with the governing body in an open and constructive manner | In Progress |
| 2.1 | Capabilities, Diversity, Renewal & Succession | Renewal/Succession Plan Appointment Process (Transparency) | c. Have a renewal and succession plan for members of the governing body, that reflects the skills matrix d. Have and disclose a transparent, rigorous, and merit-based processes by which its members, other than elected members, are appointed | In Progress |
| 2.4 | Individual Members | Role/Responsibilities Document | a. Provide each new member of the governing body with a document setting out their role and responsibilities, the Code of Conduct and the policy on conflicts of interest, and seek from each member an acknowledgement that they have read the document | In Progress |
| 2.5 | Governing Body Performance | External Performance Review Review Process Disclosure | e. Have an externally facilitated review of the performance of the governing body, its committees and the Chancellor at least every three years, extending to such other areas as are determined by the governing body, including individual member performance h. Disclose its process for reviewing the performance of the governing body, its committees and individual members | In Progress |
| 5.1 | Tone from the Top | Governing body members | c. Give constructive feedback to other members of the governing body and senior managers if, by their conduct, they are exemplars of the positive culture of the university or not, and senior managers should give feedback to staff | In Progress |

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|---------------------|---|------------|--|-------------|
| 5.2 | Oversight of Culture | Reporting | e. Proactively monitor culture throughout the university and ensure there is an appropriate and timely response to inappropriate conduct, and that actions taken in response to any systemic cultural failings are reported publicly, respecting the privacy of individuals | In Progress |
| 7.1 | Risk Management & Compliance | Monitoring | c. Monitor risks, including social licence-sensitive, financial, operational and compliance risks, and how well they are managed in line with the risk management framework and risk appetite statement, with material failures reported promptly and appropriately remediated | In Progress |
| 8.2 | Remuneration | Framework | a. Establish an appropriate remuneration framework (that reflects - i, ii, iii, iv, v, vi) | In Progress |

Areas of current non-compliance

| PRINCIPLE / SECTION | | AREA | DESCRIPTION/REQUIREMENT | STATUS |
|---------------------|--|----------------------------------|---|--------------------------|
| 2.1 | Capabilities, Diversity, Renewal & Succession | Skills Matrix Disclosure | b. Appropriately disclose its skills matrix | Initial assessment stage |
| 2.5 | Governing Body Performance | Removal/Suspension Process | g. Have a process for suspending or removing a member (including a Chancellor) who has lost the confidence of the governing body Process for suspending/removing a member/Chancellor | Initial assessment stage |
| | | Review Frequency/Scope Disclosed | i. Annually disclose whether a review has been undertaken and, if so, the scope of that review | |
| 5.1 | Tone from the Top | Governing body members | b. With the knowledge of the Vice-Chancellor, meet informally with staff members, ask about the culture, and encourage them to make known concerns they may have about conduct or systems which are inconsistent with the objectives of a positive university culture | Initial assessment stage |
| 6.1 | Stakeholder expectation & Engagement | Transparency | c. Disclose the university's performance in relation to meeting the needs and expectations of students, staff and other key stakeholders | To be assessed |

| PRINCIPLE / SECTION | | AREA | DESCRIPTION/REQUIREMENT | STATUS |
|---------------------|--------------|----------------------------|--|--------------------------|
| 7.2 | Assurance | Staff escalation processes | b. Require that staff with concerns about audit, risk or compliance matters can escalate their concerns directly to the relevant committee or governing body member if other processes have been exhausted | Initial assessment stage |
| 8.2 | Remuneration | Disclosure | d. Disclose the remuneration framework g. Annually disclose whether the Vice-Chancellor or senior managers received material remuneration from a party other than the university | Initial assessment stage |

Roma BRITNELL: *In 2024 RMIT had 20 consultancy agreements above \$10,000, resulting in \$5.6 million invested. RMIT engaged a consultancy group for strategic planning and consultation, with a contract of over half a million dollars. What were the outcomes of that agreement and why was such a contract necessary? I also note that you engaged Peter James Booth for an academic governance review for \$81,000. What was the outcome of that agreement, and why would you need to outsource an academic governance review and not be able to do that internally? And how was the decision made regarding the need to use a consultancy firm? You can take a lot of that on notice as well.*

Roma BRITNELL: *An academic review versus a governance review*

Roma BRITNELL: *Have you already got the outcomes of that available to you?*

RMIT response

RMIT takes its cost management very seriously and only engages external consultants for specialist projects that require expert advice or are part of a governance process where independence is required.

A significant part of consultancy spend over the past two years has been on capital works and campus master planning activities. Consultant spend has reduced from \$5.55M in 2024 to \$4.46M in 2025.

Details of consultancy agreements above \$10,000 are publicly available on the RMIT website (2018-2025) - <https://www.rmit.edu.au/about/governance-management/annual-reports/consultancies>

With regard to the consultant spend in 2024:

Nous Group Pty Ltd - Strategic planning and consultation

Nous was engaged to provide ongoing consultation to RMIT for our involvement in the UniForum benchmarking program.

UniForum is an international benchmarking program that collects data to provide clear insights into how universities are tracking in the effectiveness and allocation of support services and where improvement or investment may be needed.

This work included data collection, and subsequent work to identify and mobilise

opportunities to uplift our services, systems and processes.

Peter James Booth - academic governance review

It is standard practice for universities to undertake periodic independent reviews of academic governance. This demonstrates effective oversight and quality assurance to TEQSA.

Such reviews provide independent validation and assurance of effective institutional governance while providing recommendations for ongoing continuous improvement. RMIT's 2024 academic governance review conducted by independent expert Peter Booth formed part of this approach, with outcomes contributing to its re-registration submission to TEQSA. The subsequent approval of re-registration for seven years without conditions in November 2025 reflects regulatory confidence in the University's governance and self-assurance systems.