



# Unpacking Governance Leadership, Accountability and Risk Management

Dr Russell Docking

A spiral-bound calendar is visible on the left side of the slide. It shows a grid of dates from Friday to Sunday. The dates visible are 5, 6, 7, 12, 13, 14, 19, 20, 21, 25, 26, 27, and 28. The calendar is white with black text and is bound with a silver spiral.

# What will be discussed

- The requirements of the 2025 Standards
- The concept of governance
- The benefits of good governance
- Characteristics of good governance
- Demonstrating compliance

# The requirements of the 2025 Standards

**Outcome Standard 4.1:** A registered training organisation operates with integrity and maintains accountability for the delivery of quality services.

**Outcome Standard 4.2:** Roles and responsibilities of registered training organisation staff and third parties are clearly defined and understood.

**Outcome Standard 4.3:** Any risks to VET students, staff and the organisation itself are identified and managed.

# The concept of Governance

The development,  
implementation and maintenance  
of policies, processes and  
organisational structures

the management of resources





# The benefits of good governance

- Trust and credibility with students, staff, industry and the community
- Equity and inclusiveness of access and opportunity
- Sustainability, efficiency and improved performance
- Customer engagement, satisfaction and repeat business
- Stakeholder reputation and support
- Staff satisfaction and retention
- Responsiveness and flexibility
- Protection from scandal, fraud, corruption, mismanagement, reputational damage, possible litigation.

# Characteristics of good governance

- Leadership
- Integrity and compliance
- Transparency, fairness and accountability
- Impartial and evidence-based decision-making
- Risk management



# Leadership



Leadership requires fit and proper persons who are in positions of authority and agency.



Fit and Proper Person Requirements have been extended to include a wider range of persons who exercise influence in and RTO, and to require their continuing to meet those requirements.



The organisation must be structured to enable these governing persons to exercise their influence and to be accountable for their decisions and actions.

# Integrity and compliance

Ethical and honest decisions and actions

Practices and processes that ensure and maintain compliance with the Standards for RTOs and other regulatory and legislative requirements.





# Transparency, fairness and accountability



## **Transparency:**

- Accessible information
- Clear communication channels



## **Fairness:**

- Complaints and appeals processes
- Equitable treatment



## **Accountability:**

- Defined roles and responsibilities
- Regular monitoring and reporting
- Governance and oversight

# Impartial and evidence-based decision-making

Decision-making is a cyclic process, involving:

- recognising the need for a decision
- identifying alternatives
- gathering and analysing information (system and stakeholder)
- selecting a course of action
- communicating the decision to relevant stakeholders
- implementing the decision
- reviewing outcomes
- reconsidering choices

# Risk management





# Managing risk

## Responding to present risk

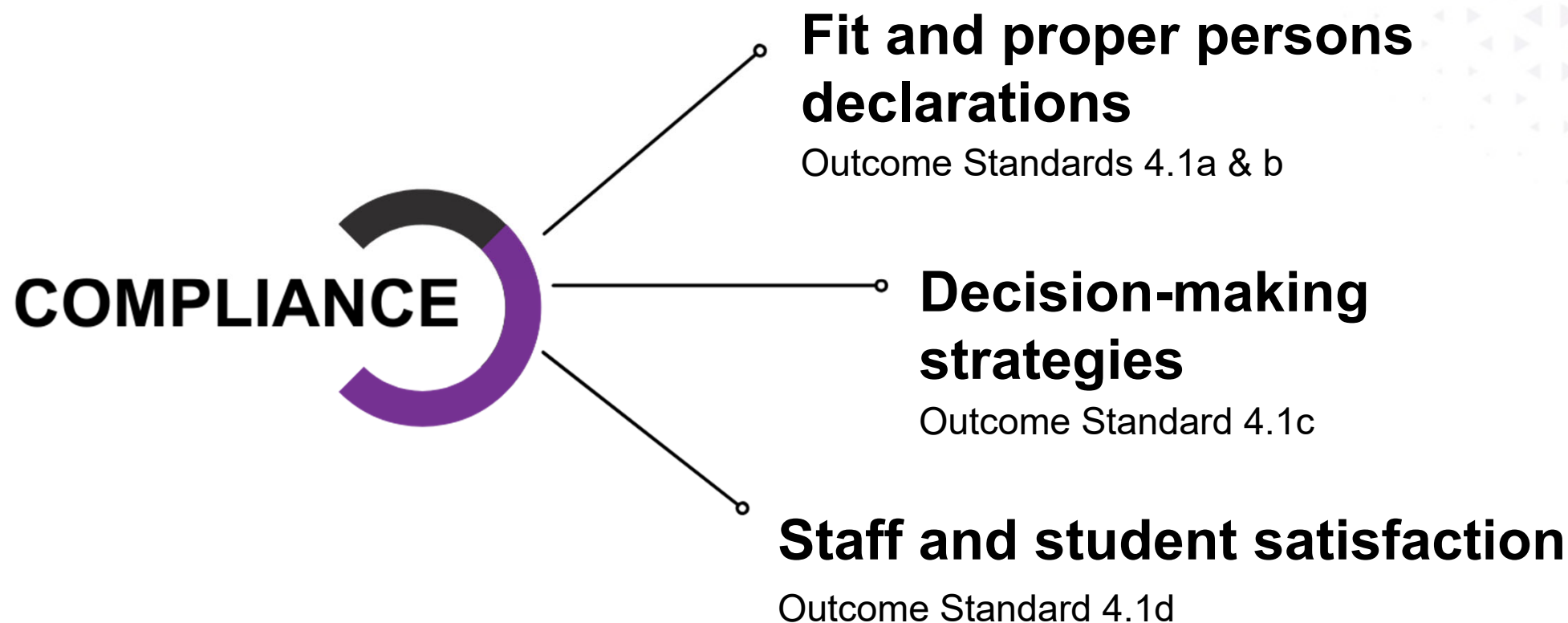
- Identification
- Assessment
- Management
- Communication

## Minimising potential risk

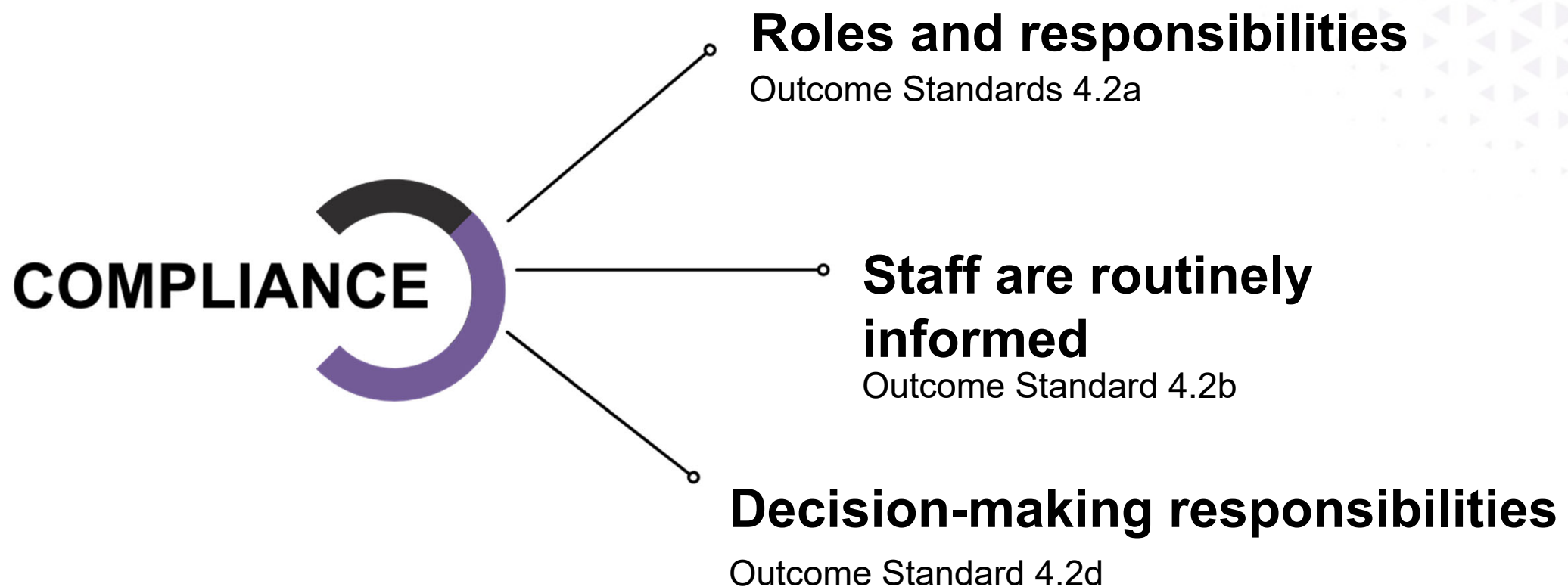
- Design
- Implementation
- Evaluation
- Continuous improvement



# Demonstrating compliance 4.1



# Demonstrating compliance 4.2



# Demonstrating compliance 4.3



# References and Resources

- The 2025 Standards
- The Online Guidance Hub ([wa.gov.au/tac](http://wa.gov.au/tac))

## Fact Sheets

- TAC Fact Sheet: Governance
- TAC Fact Sheet: Continuous Improvement
- TAC Fact Sheet: Child Safe Organisations
- TAC Fact Sheet: Feedback, Complaints and Appeals
- TAC Fact Sheet: Third Party Arrangements







# Feedback

TAC Education Program - TAC  
Event - Wednesday 14 May 2025



## Contact TAC

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