



Canberra Institute
of Technology

RTO Code 0101 | CRICOS No. 00001K

*Skilling for the
future, equipping
you for life.*



THE NEXT 10 YEARS
2025-2035

WELCOME YUMA

We acknowledge the Ngunnawal people as the Traditional Custodians and other peoples and families with connection to the lands and waterways of the ACT region. We recognise the continuing relationship that Aboriginal and Torres Strait Islander people have with Country from time immemorial. We recognise Aboriginal and Torres Strait Islander people as Australia's first inhabitants, leaders, teachers and students whose cultural practices were and still are core to their physical and spiritual wellbeing.

We acknowledge the historical dispossession of Australia's Aboriginal and Torres Strait Islander people and the long lasting, profound and ongoing impacts that invasion has had on their lives and families.

We also respectfully acknowledge the significant contribution of Aboriginal and Torres Strait Islander people to the social and cultural life of Canberra and their historical and ongoing leadership at CIT.

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We gratefully acknowledge the dedication and expertise of our in-house team in developing and designing this strategic plan and recognise the valuable contributions of our staff, students and industry partners through their active participation in the consultation process.

FOREWORD

Since our creation in 1928, we have been key to delivering government priorities for vocational education and training (VET) and have significantly contributed to the economic and cultural development of the ACT. In our early days as the Junior Technical and Trades School at Telopea Park, we enrolled 95 students across eight trade areas. Today we skill over 18,000 students annually, with almost 90% of our graduates finding employment or continuing their studies – nearly 5% above the national average.

Our new strategy comes at a time of significant economic and cultural change. Governments are grappling with challenges such as end-to-end digitalisation, climate change, rising demand for quality care and support services, a national skills shortage, and an increase in higher-level training to meet the demand for advanced technical and foundational work skills. This has led to a renewed national focus on the role of VET, bringing new opportunities and challenges for us.

This plan builds on our past achievements and signals a significant transformation in how we fulfill our charter as the cornerstone of the ACT skills and training system. The plan affirms our core values and provides a roadmap for renewing the infrastructure that underpins our

programs and services, focusing on innovation in teaching and learning, and strategies to realise the potential of digital technologies.

We pride ourselves on delivering more than education services: from wrap around support for students in need, to aligning our programs to address social inequities, we choose to take that extra step to deliver an unrivalled social dividend to our students, and to the Canberra community more broadly.

We have a proud history of adaptation, rising to meet the economic and social needs of the government, fulfilling the needs of our students, delivering skills to industry, and serving our community. The creation of a 10-year strategy is ambitious, and rightly so. We have proven ourselves through our successes over the past 95 years, and the next 10 will be no exception. This strategy contains an ambitious agenda to further propel us onto the national and global stage and to drive an integrated and collaborative approach to teaching and learning through excellence in education design and delivery.

We would like to thank everyone who engaged with and supported us through the development of this plan. We look forward to continuing to work with you as we bring this strategy to life.



Board Chair
Kate Lundy



Interim Chief
Executive Officer
Christine Robertson



club chef

CIT

Canberra Institute
of Technology

HOW WE GOT HERE

This strategy is the culmination of a highly collaborative consultation process with our people, students, partners, stakeholders, and the ACT community. As we critically assessed our role and value, it became clear that our impact is multifaceted, creating a ripple effect across the entire ACT community and beyond. We are deeply embedded in the fabric of the ACT, contributing significantly to social and economic development.

Governments and communities are navigating significant global changes. Looking ahead to 2042, the CSIRO has identified “seven megatrends that will shape the next 20 years”: adapting to climate change, leaner, cleaner, and greener, the escalating health imperative, geopolitical shifts, diving into digital, increasingly autonomous, and unlocking the human dimension. These global forces, combined with Australia’s ageing population and skills shortages across many sectors, present a challenging context for national and state/territory policy formation.

The Australian Government’s policy response, detailed in its Employment White Paper “Working Future” (September 2023), acknowledges that the global context is changing the composition of our industries, workforce needs, and

the nature of work itself. The White Paper aims to maximise the opportunities these megatrends present through employment and wages growth, increased productivity, and comprehensive reform of the Australian skills system. It focuses on a digital skills uplift, collaboration between the vocational and higher education sectors, customised solutions to skill shortages, and new qualifications to address the need for advanced skills.

The ACT Government’s economic, skills development, and digital strategies, broadly aligned with those of the White Paper, already inform our strategic direction. This is reflected in our focus on training in electric vehicle maintenance, our new state-of-the-art Woden Campus, and Cloud Campus infrastructure.

With our experience and expertise in delivering quality vocational and higher education, we are well-positioned to take advantage of the opportunities arising from the forming national policy framework. We are committed to working with the ACT Government to continue supporting economic and social policy as we, like the rest of the nation, seek ways to overcome the current and emerging challenges in workforce demand.





THE FUTURE OF VOCATIONAL EDUCATION AND TRAINING

The following key learnings from our engagement and research underpin our strategy creation:

- The need to scale existing training to support demand in critical areas, including housing and healthcare.
- More learning while working and working while learning – reskilling and upskilling will become critical in creating the future workforce.
- An increased need for transferable skills.
- Technology will assist in personalising learning and assessment.
- Industry will further drive the market.
- Emotional and social intelligence will rise in the workforce as technology replaces key business functions.
- The need for customised solutions to skills shortages.
- New qualifications to address the need for advanced skills.
- A connected approach with tertiary education institutions to meet future workforce demand.



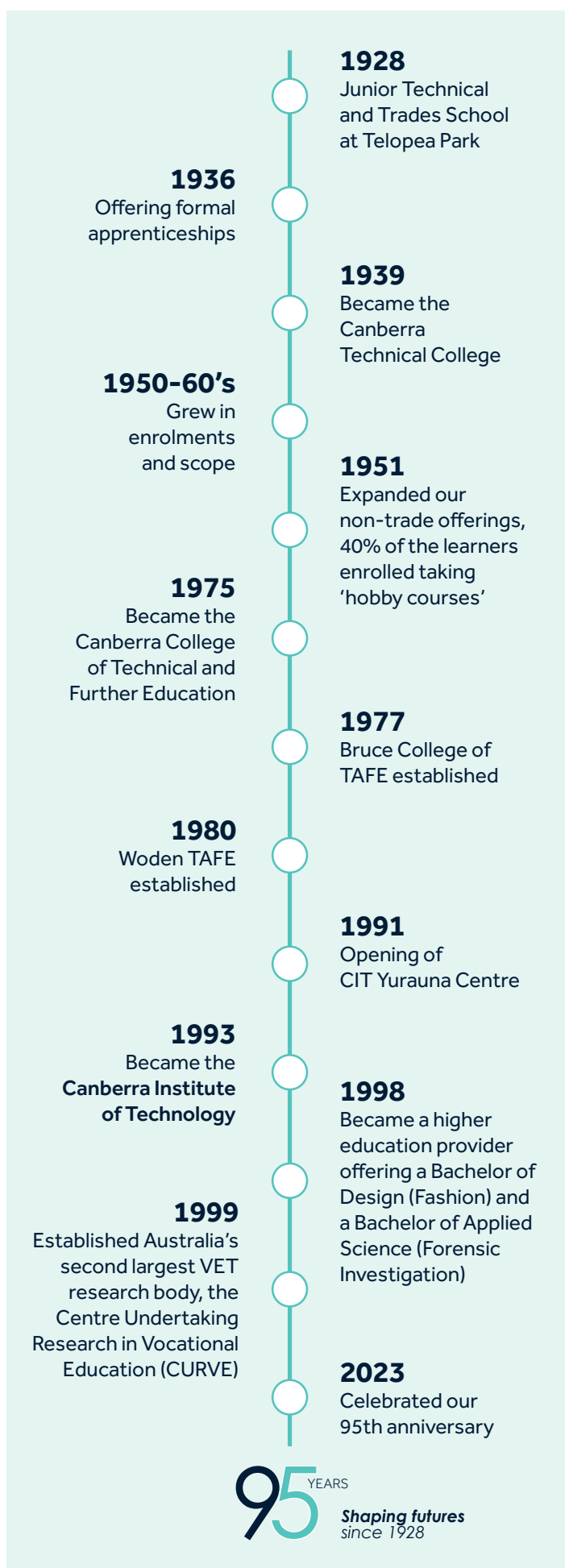
WHO WE ARE

As the ACT's public provider of vocational education and training, we are the cornerstone of the local skills and training system and deeply embedded in our community. The critical role we play in the Canberra economy and society is demonstrated by the significant influence of our graduates and educators. Our alumni embody excellence and proficiency in their respective vocations. They are building our homes, maintaining our electric vehicles, caring for our loved ones, and safeguarding digital realms as cybersecurity experts – the list goes on.

At our core, we strive for inclusion, providing equal access to education and training and enabling anyone to pursue their learning and career goals. We are dedicated to supporting social inclusion, offering all who walk through our doors a sense of place and belonging, and the confidence to participate in the workforce.

Midway through the delivery of this strategy, we will celebrate our centenary – a significant milestone and a time to reflect on our history and the profound impact on all those who have been associated with the institute.

It will also be a timely opportunity to assess progress on the implementation of this strategy and affirm or adjust our direction to ensure we are achieving our strategic objectives.





OUR PLACE

We have a vast physical footprint across the ACT with five campuses that support accessibility, allow for precinct specialisation and efficient delivery. Each campus has a relationship with its precinct, integrating into the social fabric of the community and all interconnected through digital infrastructure. Whilst each campus supports distinctive industry clusters – art, design, beauty and culinary at Woden, health, early education, fitness and science at Bruce, trades and renewables at Fyshwick, ICT at Tuggeranong and business and foundation skills at Gungahlin, to name a few – our digitalisation program will provide our students with further flexibility in their study options and continued sense of place regardless of their location.

Our presence in the nation's capital offers us distinctive opportunities. Canberra, one of the world's most liveable cities, boasts a resilient economy supported by a diverse job market. It serves as an innovation hub, a breeding ground for ideas. Through a culture of lifelong learning, we draw in top talent, making us Australia's most inclusive city, characterised by progressiveness and diversity. We take pride in our role within this community and remain committed to always enhancing our contribution to this remarkable city and its people.



OUR PURPOSE

*Skilling for the future,
equipping you for life.*

OUR VISION

We are renowned for our inclusive and dynamic approach to teaching and learning that meets the needs of students, industry and the community.



OUR VALUES

Our values are foundational to our strategy, guiding every decision and action we take. They steer us towards our purpose and create a culture of trust, collaboration and accountability.





OUR COMMITMENT TO COMMUNITY

Since 1928, CIT has remained steadfast in its commitment to meeting the needs of communities across our region, facilitating quality skill development and access to career opportunities. We serve as an open door to lifelong learning, providing careers advice and resources to empower the community to leverage the benefits of quality vocational education.

Equity of opportunity is our priority, as we support communities and focus on developing foundational skills, ensuring inclusivity for individuals facing disadvantage. Our proactive approach to learner engagement and success aims to foster community cohesion and well-being.

Throughout students' studies, we maximise opportunities for community engagement

and integration, resulting in the establishment of various social enterprises such as Grind to Ground and Café Yala, along with pop-up ventures including barbering and floristry. Operating multiple businesses offers our students simulated workplace environments and provides the public with access to discounted services, including our Hair and Beauty Bar, Café and Apprentice Kitchen, Restaurant, Fit and Well, and Dog Day Care.

Furthermore, we are dedicated to expanding our engagement with Aboriginal and Torres Strait Islander Peoples through culturally led and informed shared learning partnerships. This commitment ensures equitable representation, appropriate support resources, and continued growth in Indigenous Australians participation in vocational education and training and employment across the ACT and Region.

OUR STRATEGIC PARTNERS

Our strategy cannot be achieved in isolation. Strong partnerships and engagement lie at the heart of our delivery approach. We collaborate closely with our partners and stakeholders to ensure a cohesive effort towards designing and delivering education and training that aligns with both current and future skill requirements.

Critical to our success are key strategic partners, including:

- Industry, business and employers
- Jobs and Skills Councils and other relevant future skills forums
- ACT Government
- Tertiary education providers
- Local, state/territory, Commonwealth and international governments
- Local, national and global education networks
- Local and regional communities
- Student Associations and Unions



OUR STRATEGIC OBJECTIVES



Our training meets the skills needs of today, tomorrow and beyond

Responsive to skills needs through the scaling, adaptation and expansion of our course profile.

Our teaching and learning is leading edge and enhances student outcomes

Designing and implementing inclusive teaching and learning environments and innovative in our teaching practice.

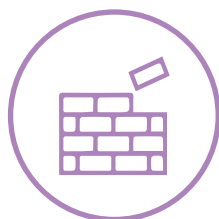


Our people are equipped to achieve our strategy

Creating an environment where our people thrive, are motivated, and embrace leading roles in achieving our ambitions.

Our foundations support the delivery of our strategy and enable future growth

Building places, spaces, systems and processes that are underpinned by, and enable our values and strategy delivery.







Our training meets the skills needs of today, tomorrow and beyond

By 2035 we will be/have...

We will measure our success through...

- Program alignment to future workforce needs
- Employment outcomes
- Quality of employer experience
- Speed to market
- Repeat business
- Market share

- Strengthened CIT's position as a national leader and early adopters in the delivery of training that supports national skills priorities in key industry sectors including:
 - Energy transition including electrification and net zero emissions.
 - Sustainability including circular economy, biosecurity and health and wellbeing.
 - Advanced technology including cyber security, space and quantum.
 - Artificial Intelligence and foundational digital skills.
 - Advanced manufacturing.
- Strengthened our position as a key partner of the ACT Government to deliver policy initiatives as well as meeting the training needs of its workforce.
- An embedded approach to the creation of modular and bespoke training to support just-in-time skills development to meet the needs of learners, industry and employers.
- Advanced skills training, including higher-level apprenticeships, that drives growth in critical sectors.
- At the forefront of future skills needs through ongoing engagement with government and industry bodies and monitoring of local, national and megatrends impacting global, social, and economic movement.
- Established as a leader within the innovation ecosystem, creating opportunities for students and businesses and supporting the growth of entrepreneurship and the knowledge economy.
- Scaled our course offerings in areas of the local economy enduring persistent skilled worker shortages, including in trades, caring vocations, allied health and skills allied to engineering.





We will measure our success through...

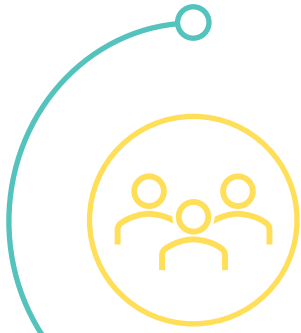
- Leading edge learning design
- Attraction, participation and completion rates, particularly for equity groups
- Engagement throughout the student journey
- Quality of student experience
- Desired training outcome/s met
- Transitions to further study
- Graduates ongoing connection to CIT

Our teaching and learning is leading edge and enhances student outcomes

By 2035 we will be/have...

- An embedded approach to contextualise training through co-design with key stakeholders including students, educators, industry and employers.
- Training that is accessible for all, that enables study, work and life balance, supports equity groups and widens our reach.
- Increased wraparound supports targeted to student needs and preferences, particularly for those who otherwise experience barriers to education, training and employment.
- An engaged and expanding CIT alumni community that advocates for lifelong learning, provides support to students through mentoring and employment connections, and strengthens CIT's ties with industry and the broader community.
- Enhanced education pathways co-designed with the ACT secondary and tertiary sectors that support a seamless transition into, and between, all forms of higher education.
- Established an applied research capability to support innovation in teaching and learning.
- Seen as international leaders in the region through active engagement in global, national, and regional vocational practitioner networks with the resources to collaborate on best practice.
- Raised the status of vocational education and training locally and nationally.





Our people are equipped to achieve our strategy

By 2035 we will be/have...

We will measure our success through...

- Workforce sentiment
 - Future-proof workforce
 - Leading edge learning design
 - Innovation, ideation and implementation
 - Reconciliation
 - Recognition
 - Attraction and retention
- A workforce that is aligned to our future capability needs and is reflective of the diversity of the ACT community.
 - Raised a high-performance culture that is informed by our values.
 - A clear approach to staff attraction and retention with a commitment to inclusion and wellbeing, professional development and career progression pathways.
 - Embedded engagement with our workforce that enables our people to play an active part in designing CIT's future.
 - Increased support for equity groups.





Our foundations support the delivery of our strategy and enable future growth

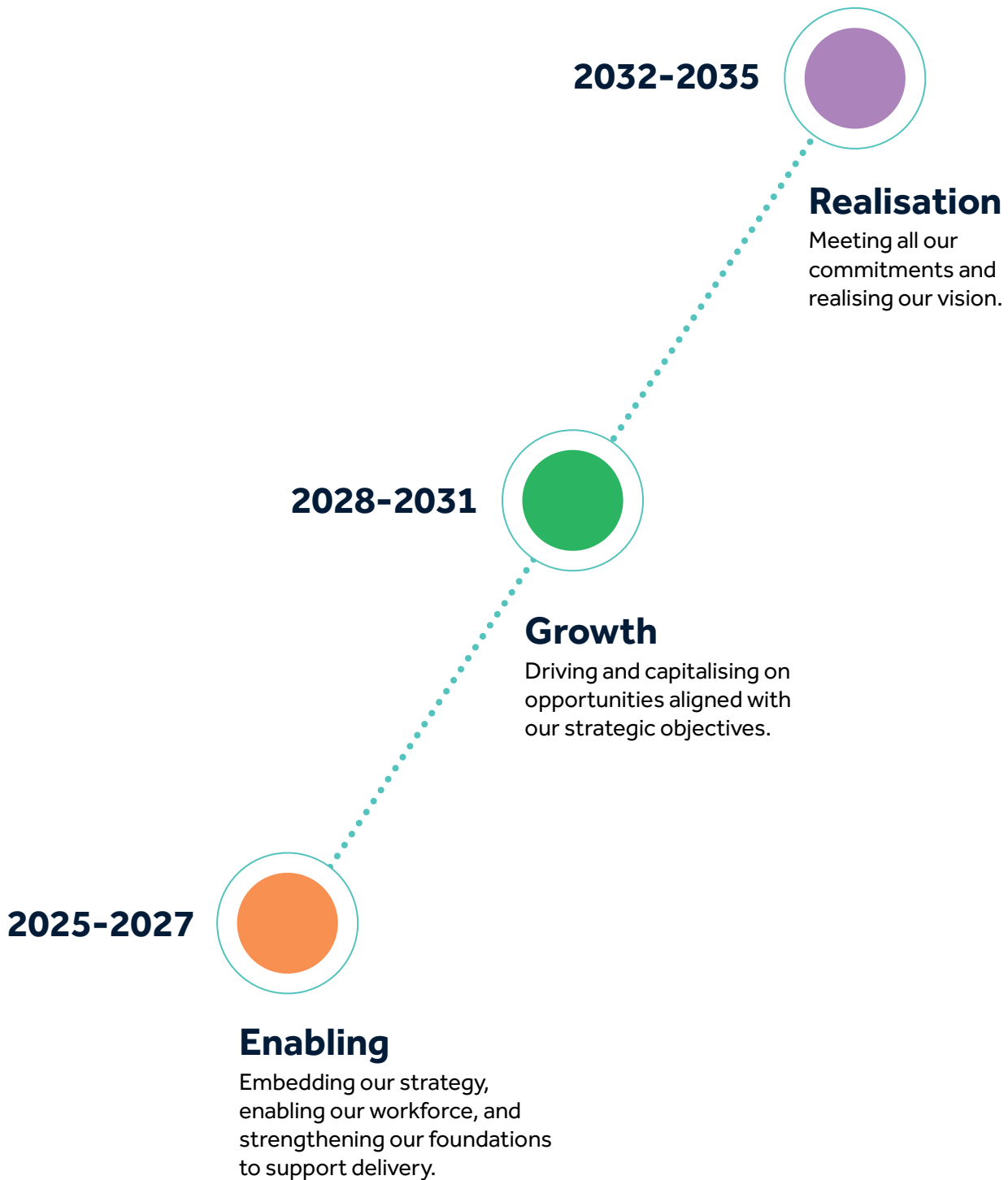
By 2035 we will be/have...

We will measure our success through...

- Learning experiences aligned to student and workforce needs
 - Fit for purpose physical and technology infrastructure
 - Safe, secure, trusted and accessible services and campuses
 - Campus utilisation and activity
 - Environmental scorecard
 - Commercial income
 - Productivity
- Our campuses provide modern facilities and a sense of belonging to place for our students, workforce and community.
 - A digitally enabled environment, with systems, policies and procedures that support accessibility and adaptability and enable agility and innovation.
 - Decision-making processes informed by data, intelligence and enabled by good governance and risk management practices that promote transparency, accountability, sustainability and innovation.
 - A sustainable financial position that enables investment in innovation and business growth.



OUR STRATEGIC HORIZON







cit.edu.au