

MINUTES

Meeting No. 04/2021

Online - WebEx

Wednesday, 29 September 2021

8:30 am to 12:00 noon

Out of Scope

Out of Scope

2. MATTERS FOR DECISION/DISCUSSION

2.1 CIT Strategic Review – Draft Consultant Report

The Chair provided an introduction to the item outlining the work undertaken by Think Garden to date and the importance of the Evolving Together work.

The CEO set up the context of the Evolving Together work, and how this item will be presented in three parts:

- A presentation by Think Garden, which will be an extension of the tabled paper *CIT Strategic Review: Draft Consultant's Report*;

- Cabinet Information section 1.6 (1)(a)

Think Garden led the presentation of this paper providing framing and setting context. In order to achieve success, it is important that CIT and the Board operate at the scale of working with the Chief Minister, Minister, Head of Service and Unions to outline opportunities to shift and tackle deeply entrenched structures, that have developed as a result of long-term centralisation of VET. In planning for Woden CIT and for CIT to be viable in the future, it is important that CIT considers the alignment of contemporary structures that include physical infrastructure, digital structure and social (people) structures. The scale of Evolving Together has been set by the four pillars of the Strategic Compass.

Members provided feedback:

- Comments in the paper were challenging to hear, but set the context for the scale of reform work that is being undertaken and required into the future ;
- COVID-19 is the biggest test that we have and has been challenging but CIT is responding;
- CIT has been stuck in traditional siloed ways – has the funding model made CIT complacent?
- Need to take advantage of the levers by obtaining the trust of government. The government is giving CIT the opportunity to move forward;
- This paper provides an opportunity to look forward and open up conversation;
- Funding for Woden CIT is based on design and digitalisation, but we need to devote resources to people and culture;
- How do we operate, interact and communicate with each other?
- Active agency of Board members is critically important, with a three-layered application:
 1. Board agency;
 2. Key marketing and communications; and
 3. Activating our stakeholder cohorts to help build i.e. unions and industry.
- Need more communication with the student cohort, listening to feedback and engaging to design the future;
- There is optimism about the opportunities;
- Think about harnessing the passion and commitment of individuals, rather than structures;
- As an educational institution it is critical to be passionate about teaching;
- Governance is important from a cultural perspective. It would be worthwhile to have clear diagrams about governance structure;
- What do we need to focus on in the next stage in responding to the Minister’s agenda?
- There have been mixed messages from government on ownership and intent;
- The legislative agency of the Board is no different to anywhere else;
- There would be value in evaluating what isn’t working and what could work in the future; and
- What is the current thinking around capability to affect change and the scale of that capacity,

Most members welcomed the information provided in the draft report, and while some concerns were raised about elements of the report, members noted the challenges to be faced, and would like to see what has been achieved, acknowledging that the scale and intensity of the work has

shifted the organisation. Members also questioned where blockages have arisen, how have these been overcome, what practical solutions have been put in place to address issues and how is progress defined to date.

Action: Provide information on Evolving Together progress.

The CEO reported changes and progress is on a spectrum of change and intensity. The solutions are inter-connected and not isolated from each other. CIT has started to see some change in the organisation, with an increased connectivity and awareness about what the CIT landscape looks like and an understanding of the potential impact of the national reforms.

The Chair thanked Think Garden for their paper and presentation.

Out of Scope

Out of Scope

Out of Scope

CIT Board Paper

Agenda Item:	2.1
Title:	CIT Strategic Review – Draft Consultant Report
Outcome:	Discussion

Recommendation: The CIT Board notes the Think Garden draft report, presentation and the links to other strategic priorities.

<p>Issues Summary</p>	<p>The Draft CIT Strategic Review Report (Attachment A) provides a summary of work undertaken by Think Garden in support of CIT’s Strategic Compass 2020 and the Evolving Together project between 2018 and 2021.</p> <p>Prior to Mr Patrick Hollingworth from Think Garden presenting to the Board, the CEO will present a short introduction on the broader context and links with other related work underway at CIT to progress transformation.</p> <p>The Draft Think Garden report focuses on the past and present. Think Garden’s presentation during the meeting will focus on the future. It will provide a framework for the reconfiguration required to meet the challenges of the broader reform agenda and the opportunities this presents in realising the ambitions and intent as articulated in the Strategic Compass 2025 – CIT Futures.</p>
<p>Key Risks</p>	<p>The ability to deliver on the ambitions and intent of the Strategic Compass 2025 – CIT Futures and the ongoing sustainability and viability of the Institute will be dependent on understanding the constraints, patterns and dynamics made visible in this report.</p> <p>If CIT cannot reconfigure to become an organisation that it always learning, able to adapt faster than the changing environment, the relevance and value of the Institute will continue to diminish.</p>
<p>Financial Implications</p>	<p>Additional resources to continue CIT’s transformation journey will be required. These may include the recruitment of appropriately skilled staff and procurement of specialised consultancy services.</p>
<p>Consultation</p>	<p>CIT continues to engage with Economic Development, Skills Canberra and the unions in relation to the Institute’s long-term approach to transformation and change through the Evolving Together approach.</p>

CIT Board Paper

Agenda Item: 2.2
Title: Strategic Compass – CIT Futures – Implementation Update
Outcome: Discussion

Recommendation:
The CIT Board notes the information in this paper and presentation.

Issues Summary

The Strategic Compass 2025 (SC2025) Implementation Plan (Attachment A) embeds the key focus areas, activities and initiatives of the CIT Board to meet the ambitions and intent of the SC20205 and the associated 10 Reform Directions Cabinet Information section 1.6 (1)(a)

[Redacted content]

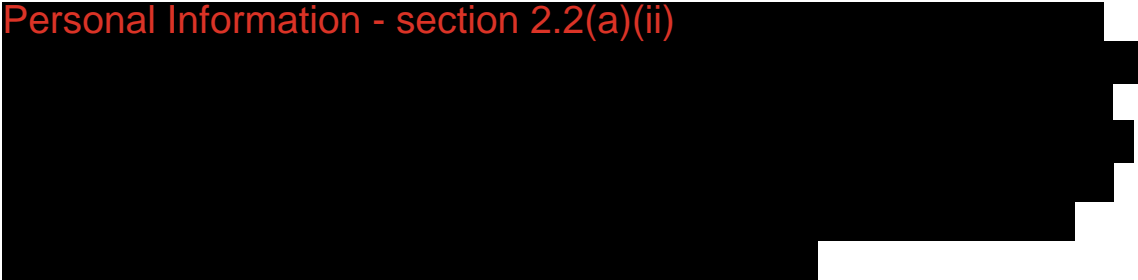
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At the Board meeting, the CIT CEO will provide a presentation on the overarching evolving together approach to delivering on the intent and ambitions of the SC20205 Implementation plan and how this approach is underpinning the multiple aspects of the reform agenda. Think Garden and the A/g Executive Director Industry Engagement and Strategic Relations will attend the meeting for this agenda item.

Key Risks	<p>The ability to deliver on the ambitions and intent of the Implementation Plan will, to some extent, be dependent on understanding CIT's context, constraints and ensuring that there is sufficient longer-term processes, system flexibility and funding to enable ongoing transformation for CIT.</p> <p>Each of the three focus areas should not be viewed in isolation as they are connected and interdependent. The work ahead is not a one off event, it is the continuing of a new way of working.</p> <p>The evolving together approach will be used to guide the evolution of this work and will support the Institute to become a system that is always learning, one that can be reconfigured as required so that it can continually adapt and evolve to meet its changing context.</p>
Financial Implications	<p>Additional resources to implement the overarching Implementation Plan will be required. This includes external specialised services and redirection of duties for some key staff. These activities have been provided for in the 2022 CIT Budget.</p>
Consultation	<p>CIT continues to drive engagement with the Minister, across government with Skills Canberra, Treasury, Education Directorate and unions in relation to the Institute's long-term sustainability and adaptive capacity.</p>

Background/Issues

1. The [Strategic Compass – CIT Futures 2025](#) strategy articulates CIT's purpose, aspiration, intent and strategic priorities. The strategy for the operationalisation of the Strategic Compass, our "evolving together" approach, is embedded into the Implementation Plan **Cabinet Information section 1.6 (1)(a)**
2. While the work across the system (since October 2021) has primarily been focussing on the courses component of the reform agenda, progress is also being made on both the workforce and ownership components. As we gain greater situational awareness of the context in which the work is situated, it has become clearer that a 'project' based approach has limitations and is not fit for purpose.
3. During the recent phase of consultation and engagement, many broader 'signals' have been detected both internally and externally. These include:
 - mixed views about the likelihood of a National Partnership being signed in the near future. There is however still a strong message that efficient national pricing and activity-based funding will form the basis of any agreement regardless of the outcome of the federal election.
 - engagement with industry is not as consistent across all areas of the Institute as 'stories' had suggested.
 - There is still a limited perception about what CIT and vocational, education and training is and does.

- staff at CIT do not necessarily understand their roles as public servants and this does not evolve naturally as they move into more senior and leadership roles.
 - the Institute is not patterned or resourced to focus on supporting the government to inform or implement 'policy'.
4. There are also elements in CIT's broader landscape which will now be considered and aligned to the strategy moving forward. These include the recent release of the new Statement of Ambition *CBR Switched On* and the *Skilled to Succeed* agenda for ACT vocational education and training that is being launched by the Minister for Skills at CIT on 29 April.
 5. **Personal Information - section 2.2(a)(ii)**

 6. Conversations with both Treasury and Economic Development have made visible the misalignment between CIT's ambition to be 'sustainable' and how this is perceived or understood across the bureaucracy. These assumptions needed to be unpacked and tested to ensure that the work ahead is positioned accordingly.
 7. Conversations about CIT's relationship with government are being had at all levels including with the Head of Service. Through these discussions it has become clearer that some components of the reform agenda (e.g., some degree of separation from DDTS) may be good for CIT but not for the broader system.
 8. The CIT CEO will provide a presentation on the overarching evolving together approach to delivering on the intent and ambitions of the SC20205 Implementation plan and how this approach is underpinning the multiple aspects of the reform agenda. Think Garden and the A/g Executive Director Industry Engagement and Strategic Relations will attend the meeting for this agenda item.

Strategic Compass 2025 – CIT Futures Implementation 2022/2023

(This document is for internal use only)

CIT is committed to a rolling implementation plan to meet our aspirations and deliver on the priorities of our Strategic Compass 2025 – CIT Futures. The CIT Board will review the SC 2025 - CIT Futures implementation work regularly to update for the following two years.

	Courses	Workforce	Community/Public Provider	Government Relationship
Student Experience	<ul style="list-style-type: none"> Map and address gaps in student experiences at CIT (including access to employers during study for job outcomes). Reshape and reconfigure courses in collaboration with industry and students focusing on: <ul style="list-style-type: none"> Job outcomes Contemporary learning practices (flexibility and access) Reasonable priced fees (cost). 	<ul style="list-style-type: none"> Embedding quality flexible teaching and learning practices that emerged during COVID-19. Cut CIT 'red tape' for students, industry, staff, and stakeholders through identifying and removing constraints related to our processes and systems and reconfiguring for growth and sustainability. 	<ul style="list-style-type: none"> Design and deliver courses that meet student demand from a wide range of diverse student cohorts, including for Aboriginal and Torres Strait Islander students through targeted approaches at the Yurauna Centre and mainstream approaches through all of CIT's courses. Increased focus on student experience around the life cycle of a student journey. Develop strong school engagement strategy and continuity of provision 	
Contemporary Skills	<ul style="list-style-type: none"> Deliver courses reflecting current and emerging industry employment needs. Implement reconfigured courses that deliver: <ul style="list-style-type: none"> Increased flexibility Embedded work-integrated learning Digital approach and online recourses Optimised pathways and connections Skills recognition. 		<ul style="list-style-type: none"> Provide job ready graduates for key industry sectors. Increase connections between employers and students to improve graduate employment. Increase the quantity and quality of workplace delivery and assessment. 	<ul style="list-style-type: none"> Identify emerging industries for future focus aligned with government priorities.

<p>Campus Renewal</p>		<ul style="list-style-type: none"> • Prepare the workforce for new ways of working (including for the new CIT Campus – Woden). 		<ul style="list-style-type: none"> • Work with Major Projects Canberra (MPC) and our community to co-design and commence construction of the flagship CIT Woden Campus in line with agreed CIT Board principles and Government priorities.
<p>Digitalisation</p>	<ul style="list-style-type: none"> • Explore and design options identified through the analysis phase for services with a strong focus on increasing online pathways 	<ul style="list-style-type: none"> • Accelerate skill capability, including digital Undertaking an assessment of staff's baseline digital capability • Complete the Device, Network and Applications (DNA) program to ensure a generational increase in ICT for all staff. • Refreshing the CIT workforce by actively recruiting VET practitioners who are aligned with the Institute's forward course delivery program and digital expansion agenda. 		<ul style="list-style-type: none"> • Partner with Shared Services ICT to develop a blueprint for the design of the solution architecture for a new CIT Cloud Campus that will deliver enhanced digital learning for all CIT students.
<p>Our People</p>	<ul style="list-style-type: none"> • Develop confidence to be innovative and explore new ideas (autonomy) including the ability to challenge our assumptions and biases. • Continue to invest in the development of adaptive capacity in our staff using the Evolving Together approach to scale up our CIT wide understanding of situational awareness and application of context specific appropriate responses in meeting CIT's priorities. • Identify current skill and capability gaps and implementing a focused program of workforce upskilling 	<ul style="list-style-type: none"> • Launch Strategic Compass 2025 – CIT Futures with staff. 		<ul style="list-style-type: none"> • Identify opportunities to upskill and reskill staff through professional development and redeployment options across the Institute or the ACT Public Service. • Negotiate with staff and the unions to understand industrial changes to the CIT Enterprise Agreements that may underpin contemporary ways of working.

	linked to areas of need in priority course offerings.			
Partnership	<ul style="list-style-type: none"> • Leverage off the newly implemented Industry Advisory Group (IAG) structure including operational College IAGs and the CEO leaders' forums; and with industry sector champions, secure commitment to collaboratively design and implement a CIT Board Industry Reference Group for mutual benefit. • Consult with industry and partners about training requirements, new technologies or practices emerging within the sector and what job ready students look like. 		<ul style="list-style-type: none"> • Build stronger consultation loops into the reconfiguration of courses as part of the development cycle of Training Packages. • Establish CIT Reform Consultative committee with peak industry bodies 	<ul style="list-style-type: none"> • Establish CIT Reform Working Group with cross-government representation • Establish consultation mechanisms with other government agencies
Sustainability	<ul style="list-style-type: none"> • Stabilise, restore and increase student enrolments through Job Trainer. • Phasing out courses after analysis and following an appropriate period of consultation, notification, and transition. • Develop a cost model that supports the ongoing viability of the Institute and ensures effective and efficient delivery of Skills. • Expand course offerings outside of the subsidised qualifications framework, with a potential focus on fee-paying students and Statement of Attainment and/or micro credential-style offerings. 	<ul style="list-style-type: none"> • Recruit, develop and retain the right staff to be future ready • Utilising provisions within EA's where current CIT workers whose skills and capabilities no longer align with the Institute's requirements and who do not see value in re- or upskilling. 	<ul style="list-style-type: none"> • Clarifying and quantifying how CIT gives effect to its community service obligations and the relevant financial and operational impacts. • Developing new measures of performance which better capture CIT's current operating context and provide a more accurate picture of its performance in areas of priority to the Government and community. 	<ul style="list-style-type: none"> • Ensure sufficiently robust, flexible, and scalable budgeting, costing, and reporting mechanisms. • Developing new and more flexible models of delivery for CIT's core systems. • Develop a revised funding model. • CIT will continue to prepare for possible activity-based funding arrangements.

Board Meeting No. 04/2021
29 September 2021

CIT Board Paper

Agenda Item:	2.2
Title:	Strategic Compass 2025 – CIT Futures: Implementation Plan and Reforms
Outcome:	Decision

Recommendation:

The CIT Board endorses the revised Strategic Compass 2025 – CIT Futures Implementation Plan presented at the meeting

Issues Summary	<p>The ACT Government has requested CIT focus on 12 reform strategies over the next 12 months. These strategies aim to address the objectives of:</p> <ol style="list-style-type: none"> a. Ensuring CIT is a provider of choice for students and industry and continues to support those who study with the Institute to achieve positive outcomes; b. Better aligning CIT’s offerings with student and industry needs today and in the future; c. Strengthening capability and alignment of CIT’s workforce with the Institute’s future direction including in relation to digital and online service delivery; and d. Setting CIT on a positive financial footing to achieve ongoing sustainability. <p>For these strategies to be achieved the Strategic Compass 2025 – CIT Futures 2021-22 Implementation Plan has been revised.</p> <p>The CIT Board Chair and CEO will present a revised Implementation Plan for the Board’s endorsement at the meeting on 29 September 2021.</p> <p>The revised Implementation will include the embedding of the 12 reform strategies and the associated actions and initiatives required to achieve them.</p>
Key Risks	<p>The revised Implementation Plan will seek to mitigate any risk that the Board’s priorities do not align with the priorities of the ACT Government.</p>

	The ability to deliver on the ambitions and intent of the Implementation Plan will, to some extent, be dependent on understanding CIT’s constraints and sufficient funding for CIT.
Financial Implications	Additional resources to implement the strategies will be required. These may include the recruitment of appropriately skilled staff and procurement of specialised consultancy services.
Consultation	<p>Consultation about the revised Implementation Plan has occurred with the CIT Board Chair and the CIT Executive.</p> <p>CIT also continues to drive engagement with Economic Development, Skills Canberra, Treasury, Education Directorate and unions in relation to the Institute’s long-term sustainability and adaptive capacity.</p>

Background/Issues

1. On 4 May 2021 the ACT Government endorsed the Strategic Compass 2025 – CIT Futures and Implementation Plan (Attachment A). Cabinet Information section 1.6 (1)(a)

[Redacted]

Cabinet Information section 1.6 (1)(a)
 [Redacted]

[Redacted]

It was agreed at the 29 July CIT Board meeting that for this work to occur a revised Implementation Plan must be developed with recommendations made for work that could potentially be pushed out to subsequent years of the Strategic Compass 2025 – CIT Futures’ five-year temporal scale.

4. In reviewing the Implementation Plan, the proposed changes consider multiple variables including:
 - What work is simple and strongly connected to business as usual?
 - What work is already underway and near completion?
 - What work is complicated/complex but is already underway as it is connected and interdependent with longer term strategies such as the new Woden Campus of other government agreements and commitments:
 - What work is nested within the four reform clusters of courses, workforce, community/government and methodology?

It is proposed that anything not captured in the above framing will be included in the 2023/24 Implementation Plan.

Cabinet Information section 1.6 (1)(a)



6. The Strategic Compass – CIT Futures 2025 articulates CIT’s purpose, aspiration, intent and strategic priorities. The strategy for the operationalisation of the Strategic Compass our “evolving together” approach is embedded into the Implementation Plan **Cabinet Information section 1.6 (1)(a)**

BOARD AND CABINET IN CONFIDENCE

CIT STRATEGIC COMPASS 2025 - CIT FUTURES

Acknowledgement of Country

Dhawura Nguna Dhawura Ngunnawal

Ngunnawalwari Dhawurawari

Nginggada Dindi yindumaralidjinyin

Dhawura Ngunnawal Yindumaralidjinyin

This is Ngunnawal Country

We always respect their Elders, male and female

We always respect Ngunnawal Country

CIT acknowledges the cultural host nation of the ACT, the Ngunnawal people as Canberra's first inhabitants and traditional custodians of the ACT and Region. We recognise the special relationship and connection to country that the Ngunnawal people have with this area since time immemorial.

Prior to non-Indigenous arrival Ngunnawal were a thriving community whose cultural practices were and still are core to their physical and spiritual wellbeing. We acknowledge the historical dispossession of the Ngunnawal people and recognise the long lasting, profound and ongoing impact to their health and well-being that invasion has had on their livelihoods, cultural practices and families as well as the continuation of their laws/lore.

CIT respectfully acknowledges the significant contribution of the Ngunnawal people to the life of Canberra.

We also acknowledge other Aboriginal and Torres Strait Islander peoples that have made this place their home.

STRATEGIC COMPASS 2025 – CIT FUTURES



ASPIRATION AND INTENT

At CIT, we are embracing a future that is rich with possibilities, a future where we are at the centre of a vibrant, constantly adapting ecosystem of students, business, and the community. Our flagship Woden Campus is a crucial steppingstone to this future. CIT is an integral part of the ACT community, and as the public provider of vocational education and training is uniquely placed to contribute to the prosperity and sustainability of Canberra's future.

- We must be experts at **collaborating**, connecting, and fostering partnerships with multiple stakeholders to capture, create and nurture new possibilities.
- We must be **influential**, developing and trialling cutting edge practices, leading by example to demonstrate what is possible in vocational education and training.
- We must be **recognised** and acknowledged as an economic and social enabler vital for sustainable economic growth.
- We must be **inclusive** for all members of our community, with a focus on empowering traditionally marginalised cohorts and supporting those facing disadvantage.
- We must be **trusted** as agile and responsive to emerging industry, business, and community needs, and to deliver quality vocational education and training for the jobs of the future.

OUR STRATEGIC PILLARS

Leading change – raising our ambitions to meet new expectations

Advancing Canberra's workforce – adapting our courses and means of delivery to provide skills for the future

Growing our region's economy – supporting jobs, economic resilience, and future prosperity

Transforming our business – investing in our business for viability and value

OUR STRATEGIC PRIORITIES

Student experience

No two students are alike, and the value of a personalised experience has never been higher. With a wide range of diverse student and industry needs we will think, be and work differently ensuring our students' success is at the centre of everything we do.

The evolution of learning to a digitally enabled environment including increased access for students to virtual learning environments, mixed reality, workplace delivery and simulations means we must reconfigure our core business. This will set the benchmark for innovative vocational education and training practices, enhancing the student experience throughout the student journey.

Contemporary Skills

The jobs of 2025 and beyond may not be the jobs of 2021, or those lost to the pandemic. As an organisation we must deliver contemporary skills to the ACT and region, enabling students to adapt to multiple possible futures in the economic sectors of growing relevance for Canberra and the nation.

CIT graduates of the future will seek ongoing learning, increasing their value to employers, their own businesses, and the broader economy and community. The evolving pattern of work will place greater emphasis on the need for learners to acquire, practice, deploy and relearn new skills in a continuous educational loop. This training will need to take the format of accredited training, non-accredited training and micro-credentialling, anticipating emerging industry and business needs.

Campus Renewal

As part of the Government's commitment to campus renewal for CIT, a flagship CIT campus is being built in a central, well connected part of Woden. This will support Canberrans reach their full potential through quality education and skills development and shape the Canberra of 2025 and beyond. The new CIT Woden Campus will deliver excellence in education and learning outcomes for students. The modern campus will enable the careers of tomorrow, with smart and simulated learning environments spaces where students can come together and learn, share, explore and collaborate with local industry. The project will also deliver an integrated youth foyer to assist young people with stable accommodation in a supported living environment, providing mentoring, peer support and life coaching.

Place making will be renewed and extended beyond the new Woden Campus to our existing campuses ensuring these campuses contribute to the culture, economy, and the vitality of the communities where they reside, and act as catalysts for connecting students and industry through education, innovation, culture and social inclusion.

Digitalisation

The exponential growth of technology and the varied rate of adoption from business to business has created uneven digitalisation and digital literacy skills in our ecosystem.

We must continuously increase our technological capabilities to provide seamless transitions between social, work and student digital environments. We will deliver superior online student experience throughout the student journey, enabling effortless collaboration, innovation and skill development while nurturing the development of digital literacy for all.

Our People

Organisations are defined by their people and the momentum and success of an organisation is powered by its staff. While the future is not linear or predictable, we can design for multiple possible futures. The only constant for all futures is that our people will be the driving force in reconfiguring to our changing environment.

We must be ambitious in our endeavour to attract, recruit, and develop staff to be future ready to meet the needs of our transforming city and region, enriching our community and the innovation ecosystem.

We must continue to be learners ourselves and grow a workforce who have strong situational awareness and are able to adapt to the multiple contexts in which we operate. We will empower

staff, inspiring confidence, agility, and resilience to develop leaders who push the boundaries and can navigate ambiguous landscapes while maintaining accountability for their actions.

Partnerships

The world is in the midst of transformation-sized change affecting all industry sectors creating unfamiliar landscapes and uncertainty for many businesses. We are aware that any value we create is through meeting the needs of others, students and businesses alike. It has never been more important to navigate this constantly changing environment for businesses to maintain relevance and viability for mutual benefit.

We must create a climate of cross-industry innovation building on and fostering the networks and connections that are unique to our ACT and regional ecosystem. Mutually beneficial partnerships will be continuously developed with our university counterparts, the Canberra Innovation Network, government, and business alike. We will lead change by driving an adaptive, modern workforce through our strong industry relationships.

Sustainability

With a rapidly changing world, the importance of sustainability has never been stronger. For a sustainable and economically viable future, businesses must meet the needs of the present without compromising the ability to meet future needs, creating programs of positive change for people, the planet, and products.

We must embed sustainability at the core of our thinking, strategy, and business operations, protecting our natural environment, human and ecological health, while driving innovation to meet our community's priorities. We must think global and act local, committing to ongoing viability encompassing economic, environmental, and social sustainability, ensuring an inclusive and strong community that nurtures and supports those traditionally marginalised and facing disadvantage.

MEASURING SUCCESS

We will measure our success by the positive effects our *Strategic Compass 2025 - CIT Futures* has on skills development, community wellbeing and the growth of the ACT economy. Specifically, our success will be measured at a strategic level through our contribution to the ACT Wellbeing Framework and the following key indicators:

- Learning for Life – post-school opportunities and outcomes
- Employment – employment, unemployment, underemployment, and labour force participation
- Digital Access – digital inclusion through three aspects: digital literacy, access, and affordability
- Sense of Belonging and Inclusion – people's sense of belonging in their community, how inclusive they find their local area, and whether people experience discrimination in Canberra.

Strategic Compass 2025 – CIT Futures

Implementation Plan – 2021 and 2022

CIT is committed to a rolling implementation plan to meet our aspirations and deliver on the priorities of our Strategic Compass 2025 – CIT Futures. The Implementation Plan for 2021 and 2022 includes commitments from the Minister’s commissioning letter and the Parliamentary and Governing Agreement for the 10th Assembly. The CIT Board will review the implementation plan annually to update for the following two years. This will include any revisions from the Minister’s annual commissioning letter.

To progressively transform our business and meet our aspiration and intent, CIT will consistently focus on *enhancing our industry and community engagement, our digital capacity, our adaptive capability, and our collaborative culture*. Through this approach we expect to *increase our agency* within the ecosystems in which we operate and further leverage our unique position as the public provider to assist the ACT Government meet its priorities.

How we will do it?

Increase industry and community engagement

We will engage our existing partners, furthering our collaborative and innovative connections whilst developing new strategic alliances in learning delivery; create pilot programs; and build robust processes for co-designing with industry, businesses, and the community. Our enhanced industry and community engagement will support ‘safe to fail’ experiments and influence the thinking of our stakeholders.

We will be inclusive through engaging with marginalised cohorts in our community and taking a strength based approach to meeting their needs.

Increase digital capacity

We will build on our existing models of digital delivery, scanning and learning from the best, while experimenting and building scale. Our digital models will be used to automate and streamline, improving the student experience along with our efficiency. We will align with the ACT Government’s Digital Strategy (2020) and create an inclusive, progressive, and connected ecosystem.

Improve adaptive capability

We will continue our work in *Evolving Together*, building a culture that is sensitive to context and open to learning, experimentation, and adaptation. Our ability to respond to health and economic disruptions such as COVID-19 in 2020, is a direct example of the success of our *Evolving Together* strategy. Our organisational capability to adapt and respond to rapidly changing conditions will be even more critical in an increasingly uncertain future. We will build on our capacity and experience in rapid experimentation, increase our ability to generate insights from the environment, and develop competence to rapidly reconfigure. Our feedback loops will become more rigorous, facilitating more effective learning and improvement.

Improve our collaborative culture

We will continue to shift our culture to build a stronger sense of collective identity and purpose. Seeking effective collaboration will be a deep and differentiating cultural characteristic not only within CIT but also with our stakeholders and partners. We will become more outcome oriented, reducing red tape and unnecessary bureaucracy, gradually lifting our performance intensity. We will review and reform our recruitment practices, focusing on attraction and retention of staff with the capabilities we need for the future.

Increase agency

We will influence the ecosystem, creating and owning a new narrative while producing adaptive responses. We will explore diverse funding models with government, ensuring we understand and meet the priorities for increasing access and equity as the ACT economy and community recovers from the impact and disruption of COVID-19. We will work more deliberately with CIT Solutions to confirm new models and generate benefits which will be used for strategic initiatives.

We will leverage our unique position as an institute of technology and the primary provider of Canberra's vocational education and training, to assist the ACT Government to achieve its number one economic priority of growing the ACT's employment base to more than 250,000 jobs by 2025.

[note text in italics in the table below is from the Minister's commissioning letter or the Parliamentary and Governing Agreement]

Implementing the Board's Strategic Priorities in 2021 and 2022 to move towards the Board's aspiration and intent	
Student Experience	Link to aspiration and intent
<p>Stabilise, restore and increase student enrolments <i>including through Job Trainer.</i></p> <p><i>Develop new pathways for young Canberrans (including through ACT JobTrainer) to secure a job and rollout free online courses for Canberrans to upskill during Canberra's COVID-19 recovery *see related text under sustainability.</i></p> <p>Increased focus on student experience around the life cycle of a student journey.</p> <p>Develop strong school engagement strategy and continuity of provision.</p>	<p>Scale up and out successful models of flexible delivery to address emerging student and industry need.</p> <p>Self-directed learners able to curate their own skills and knowledge acquisition</p> <p>Increased flexibility of CIT offerings so students can learn anytime, on any device, and anywhere including any workplace.</p> <p>Enhanced student experience from enquiry, enrolment, learning and post-graduation engagement with CIT.</p>

<p>Embed quality flexible teaching and learning practices that emerged during COVID-19.</p> <p>Design and deliver courses that meet student demand from a wide range of diverse student cohorts, including for Aboriginal and Torres Strait Islander students through targeted approaches at the Yurauna Centre and mainstream approaches through all of CIT's courses.</p> <p><i>Work with MPC and ACT Housing on the implementation of the multi-bed Youth Foyer at the Woden Campus.</i></p> <p>Map and address gaps in student experiences at CIT (including access to employers during study for job outcomes).</p> <p>Invest in research on our future students and advocate to governments, industry, and the community on behalf of our students.</p> <p>Establish an Alumni network.</p>	<p><i>Provide integrated learning, accommodation and support for young people who are at risk of homelessness through a multi-bed Youth Foyer at our new flagship Woden Campus.</i></p> <p>Early and rapid adoption of Artificial Intelligence (AI) learning tools to curate learning to individuals.</p> <p>Our Alumni network enhances community trust in CIT as the VET provider of choice in Canberra and the region.</p>
<p>Contemporary skills <i>CIT graduates add value to employers and the community as having contemporary skills in areas of industry demand</i></p>	<p>Link to aspiration and intent</p>
<p>Deliver courses reflecting current and emerging industry employment needs.</p> <p>Provide job ready graduates for key industry sectors.</p> <p>Increase connections between employers and students to improve graduate employment.</p> <p>Increase the quantity and quality of workplace delivery and assessment.</p>	<p>Considered provider of choice for industry and students <i>locally, nationally, and globally.</i></p> <p>Increasingly known for our contribution to the ACT economy and community through increased student enrolments and higher completion rates leading to more post training employment.</p> <p>Workplace delivery and assessment is a core mode of training at CIT.</p>

<p>Campus renewal <i>to ensure facilities are enablers of contemporary skills training</i></p>	<p>Link to aspiration and intent</p>
<p>Work with Major Projects Canberra (MPC) and our community to co-design and commence construction of the flagship CIT Woden Campus in line with agreed CIT Board principles and Government priorities.</p> <p>Opportunistic renewal and maintenance of all other campuses.</p>	<p>Aesthetic mixed-use CIT Woden Campus with collaborative and innovative learning spaces, open green space, connectivity to local facilities, public transport integration, and sustainable design features.</p> <p>Improvements in all campuses to provide collaborative learning spaces, which contribute to innovation and excellence in vocational education and training.</p>

<p>Digitalisation <i>Enhanced digitalisation of our work and learning systems</i></p>	<p>Link to aspiration and intent</p>
<p>Complete the Device, Network and Applications (DNA) program to ensure a generational increase in ICT for all staff.</p> <p>Partner with Shared Services ICT to develop a blueprint for the design of the solution architecture for a new CIT Cloud Campus that will deliver enhanced digital learning for all CIT students.</p> <p>Opportunistic renewal and maintenance of all digital systems.</p>	<p>The Cloud Campus is operational delivering a superior integrated online learning platform for CIT teachers and students to collaborate, learn and assess.</p>

<p>Our People <i>Recruit, develop and retain the right staff to meet the needs of students and industry</i></p>	<p>Link to aspiration and intent</p>
<p>Recruit, develop and retain the right staff to be future ready.</p> <p>Create an agile, inclusive, and resilient workforce that understands CIT's purpose in the community (purpose).</p> <p>Accelerate skill capability, including digital fluency, to deliver quality, flexible vocational training (mastery).</p>	<p>Considered employer of choice for quality VET practitioners and administrators</p> <p>Known for adapting our offerings to provide skills for the future in multiple contexts including face to face, blended learning, online learning, recognition of prior learning and in workplaces learning.</p>

<p>Develop confidence to be innovative and explore new ideas (autonomy) including the ability to challenge our assumptions and biases.</p> <p>Prepare the workforce for new ways of working (including for the new CIT Campus – Woden).</p> <p>Continue to invest in the development of adaptive capacity in our staff using the <i>Evolving Together</i> approach to scale up our CIT wide understanding of situational awareness and application of context specific appropriate responses in meeting CIT’s priorities.</p> <p>Invest in staff wellbeing to build resilience.</p>	<p>Enhanced staff capability to understand the context of their environment and respond accordingly</p>
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<p>Partnerships <i>for mutual and ongoing benefit</i></p>	<p>Link to aspiration and intent</p>
<p>Enhance partnerships with CBRIN, UC and UNSW and continue to explore opportunities for CIT’s long term future positioning to enact our full potential as an institute of technology, embracing opportunities for reconfigured and new institutional forms and partnerships with others in the tertiary education landscape.</p> <p>Proactively engage with Skills Canberra (CMTEDD) to develop and deliver key VET initiatives for Canberra and the region to activate industry sectors and job growth including in renewables, allied health, creative industries and cyber security.</p> <p>Leverage off the newly implemented Industry Advisory Group (IAG) structure including operational College IAGs and the CEO leaders’ forums; and with industry sector champions, secure commitment to collaboratively design and implement a CIT Board Industry Reference Group for mutual benefit.</p>	<p>Agile and responsive to new opportunities and considered partner of choice by industry, schools, universities, centres of excellence (such as Australian Cyber Security Centre) and governments.</p>

Enhance partnerships with CIT Solutions through pilot programs in emerging growth areas (including micro credentialling).

Sustainability

Link to aspiration and intent

Contribute to the Government's commitment to net zero emissions and growing sustainable industries and jobs.

Ongoing sustainability with new approaches to address climate change and sustainable industries and new revenue streams.

Work with Chief Minister, Treasury and Economic Development Directorate (CMTEDD) to:

- (i) stabilize the short term financial viability of CIT post COVID-19, including through implementation of new National Agreements such as Job Trainer, and through exploring models to address the Government's priorities for increasing access and equity to CIT as the ACT economy and community recovers from the impacts and disruption of COVID-19 ; and
- (ii) investigate options for long-term financial arrangements for CIT's ongoing financial sustainability.

*Contribute to the review of investment in skills development in the context of the disproportionate impact of the COVID-19 economic crisis on Canberra's youth and develop with CMTEDD a proposal for new pathways for young Canberrans (*see related text under customer experience).*

Cabinet Information section 1.6 (1)(a)
[Redacted content]

Cut CIT 'red tape' for students, industry, staff, and stakeholders through identifying and removing constraints related to our processes and systems and reconfiguring for growth and sustainability.

Develop and implement 'one CIT' enterprise agreement to promote flexibility and agility.

Ensure sufficiently robust, flexible, and scalable budgeting, costing, and reporting mechanisms.

Use CIT Solutions more deliberately to prove new models and generate benefits to be used for strategic initiatives within CIT.

MEASURING THE SUCCESS OF OUR STRATEGIC COMPASS 2025

CIT will work with Chief Minister, Treasury and Economic Development Directorate during 2021 to provide further advice to the CIT Board and the Minister in 2021 on how to measure CIT's contribution at a strategic level to the ACT Wellbeing Framework and the following strategic indicators:

- *Learning for Life* – this indicator will measure post school opportunities and outcomes
- *Employment* – this indicator will measure employment, unemployment, underemployment and labour force participation in the Territory
- *Digital Access* – this indicator will measure digital inclusion through three aspects: digital literacy, access, and affordability
- *Sense of Belonging and Inclusion* – this indicator will measure people's sense of belonging in their community, how inclusive they find their local area, and whether different people experience discrimination in Canberra.

CIT will continue to meet national reporting requirements (eg National Centre for Vocational Education Research data collections, Report on Government Services) and give consideration to the *Heads of Agreement for Skills Reform* priority on 'enhancing transparency and accountability, through clear roles and responsibilities for government and industry, and increasing data collections and analysis that is shared publicly to support regular assessment of governments' policies and performance.'

Each year our accountability indicators will be included in our Statement of Intent which are endorsed by the CIT Board and our Minister and included in the ACT Budget. For the February 2021 Budget our accountability indicators will include:

- Unit Enrolments
- Nominal Hours (profile only)
- Program Enrolments (profile only)
- Learner Satisfaction Rate (NCVER data)
- Employer Satisfaction Rate (NCVER data)

CIT will develop some additional long-term measures of success for the CIT Board's consideration in 2021 in the following areas:

- Increased collaboration,
- Building and maintaining partnerships,
- Increased agency for CIT in influencing the eco-system within which it operates; and
- Increased adaptability of CIT staff and the Institute as a whole.

As part of the ACT Public Sector, CIT will work to support achievement of all relevant Government strategy documents including for example the *Aboriginal and Torres Strait Islander Agreement 2019-28*.

Cabinet Information section 1.6 (1)(a)

CIT Board Paper

Agenda Item: 2.3
Agenda Title: CEO Update
Outcome: Noting

Recommendation:

The CIT Board notes the information contained in this update.

Out of Scope

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CIT Sensor 1

55. CIT has developed the Strategic Compass 2025 (SC2025) and the CIT Futures Framework as enabling constraints to support CIT to become a system that is adaptive and always learning. CIT is seeking to explore the underlying forces that may be exhibiting as patterns and dynamics and constraining CIT from becoming a system that learns.
56. To learn more about CIT, two CIT staff along with Think Garden designed the CIT Sensor 1 specific for CIT staff to capture their individual stories.
57. Last week, the CEO met virtually with 59 CIT departments across the Institute to launch the CIT Sensor 1, micro-narrative capture tool. All staff have been asked to capture at least two stories per week for six/eight weeks through the CIT Sensor 1. The CIT Sensor 1 will capture both qualitative and quantitative data, highlight signals, provide real-time feedback, and emphasise patterns and dynamics within the CIT system.

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MINUTES

Meeting No. 02/2022
CIT Reid Executive Conference Room & Online via WebEx
Wednesday, 4 May 2022
8:30am to 12:00 noon

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2.2 Strategic Compass – CIT Futures – Implementation Update

The CEO introduced the Think Garden CEO and team to the meeting via a WebEx link.

The Chair noted that Think Garden has driven the reform work during the past few years and the results are pleasing. CIT went to market through a tender process for the next tranche of work and Think Garden was successful.

Think Garden provided conceptual thinking and frameworks underpinning the Strategic Compass reform work. Three structures that are critical for a contemporary TAFE were outlined: physical, digital, organisational/cultural. There is a system-wide long-term structural and cultural change required to set a framework. Wardley Mapping was introduced as a tool for mapping systems at multiple scales. The mapping is used to identify components of a business and how far these have evolved along an evolutionary scale. Think Garden set the context which followed on from the Board meeting on 24 November 2021, speaking to three critical structures. This includes the Woden Cloud Campus and new digital, organisational and cultural structures which works towards the SC2025.

Think Garden provided a refresh of Braudel’s Framework and the adaptive renewal cycle which they spoke to at the Board meeting on 24 November 2021 noting that CIT tend not get caught up in the day-today events as opposed to the grand duration structures.

The CEO reported that Wardley Mapping has been used since Think Garden introduced the tool. There are 30 core mappers with high utility within CIT. The map presented is a representation of the current landscape with a temporal scale of 12 months to provide greater visibility.

The CEO spoke to the mapping that has been undertaken for the reform work. A copy of the map will be provided to members. There was discussion on data and systems sitting in genesis, noting that there are many systems used at CIT, some of which would sit in product or commodity, but generally work is needed on data sources and capture. It is proposed that mapping will be discussed at future Board meetings.

Members noted that this is a useful tool that could be used for other purposes i.e. mapping of enrolments and mapping of data systems.

The Board noted the information in the paper and presentation.

Action: A copy of the mapping outlining the reform work will be provided to members.

Out of Scope



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