Appendix A: Bilateral Implementation Plan – National Skills Agreement Policy Initiatives

MEASURES TO STRENGTHEN THE VET WORKFORCE (Clause A124 to A129 of the NSA)

PRELIMINARIES

1. This implementation plan is made between the Commonwealth of Australia (Commonwealth) and the Australian Capital Territory (ACT) under the 2024–2028 National Skills Agreement (the NSA) and should be read in conjunction with the NSA and the NSA Bilateral Implementation Plan Guidance.

2. Once executed, this implementation plan and any updates agreed with the Commonwealth, will be appended to the NSA and will be published on the Commonwealth's Federal Financial Relations website (https://federalfinancialrelations.gov.au).

3. This implementation plan is expected to expire on 31 December 2028 (in line with the NSA), or on completion of the initiative, including final performance reporting and processing of final payments against milestones.

4. In all public materials relating to the policy initiatives, the ACT will acknowledge the Commonwealth's contribution with the following statement: Measures to Strengthen the VET Workforce is a joint initiative between the Australian Government and ACT Government.

REPORTING AND PAYMENTS

Reporting

5. Performance reporting will be due by 31 March and 30 September each year until the cessation of this Agreement, or the final payment is processed.

6. The ACT will provide to the Commonwealth a traffic light status and activity summary on all policy initiatives.

7. The Commonwealth will provide templates for the purposes of reporting.

Payments

8. The Commonwealth will make payment subject to performance reporting demonstrating the relevant milestone has been met.

9. As part of the performance reporting, the ACT will provide evidence of what has been delivered in the reporting period. Payments will be processed once performance reports have been assessed and accepted.

10. Where a payment is due at a reporting period (31 March and/or 30 September), the ACT will complete the relevant section of the reporting template and provide the evidence required as agreed in the Milestones and Payments associated with this Implementation Plan.

11. Under A92 of the NSA, if a State is unable to expend any Commonwealth funding provided for policy initiative milestone payments, the Commonwealth may reduce a future payment by an amount equivalent to the unspent funds.

INTRODUCTION

1) The Canberra Institute of Technology (CIT) is the public provider of vocational education and training (VET) in the Australian Capital Territory (ACT).
2) The Canberra Institute of Technology's (CIT) implementation plan will focus on two priorities:
    a) Development of the CIT VET Workforce Capability Plan with a focus on building digital skills capability and meeting NSA and VET Workforce Blueprint goals.
    b) Use the transition to the Woden Campus and the broader campus renewal program as an opportunity to build a future ready workforce.
3) CIT is well-placed to address the impact of digital technologies on workforce skill development, through the development of its Digital Transformation Strategy. The rapidly evolving economic, technological and training landscape has also informed CIT's 10-Year Strategic Plan, which aligns CIT's future progress with four strategic objectives:
    a. Training that meets the skills needs of today, tomorrow and beyond
    b. Teaching and learning that is leading edge and enhances student outcomes
    c. People that are equipped to achieve our strategy
    d. Foundations that support the delivery of our strategy and enable future growth.
4) In line with the *ACT Digital Strategy*, *ACT Government Cloud Computing Policy*, and in partnership with ACT Public Service (ACTPS) agency Digital Data and Technology Solutions (DDTS), CIT aims for institutional capability uplift through the delivery of the Cloud Campus Program, a cohesive digital ecosystem that will enable CIT to support the needs of all current and prospective students and alumni, now and into the future.
5) Implementation of these initiatives will be framed by ACT commitments under the National Skills Agreement and give priority to activities aligned to specific NSA projects as detailed in the tables below.

OVERVIEW OF ACTION 1.- CIT STRATEGIC WORKFORCE TRANSFORMATION AND PLANNING

Action 1: CIT Strategic Workforce Transformation and Planning	Develop the CIT VET Workforce Capability Plan with a focus on building digital skills capacity and the capabilities required to address NSA objectives (NSA section A20) including continuous improvement in the quality of training and assessment and ensuring that course design and delivery is aligned to industry needs and able to meet a diverse range of learner needs and objectives. Action 1 will closely support the VET Workforce Blueprint goal of improving retention and supporting workforce capability to ensure a sustainable, highly skilled and quality VET workforce. It will also

	increase understanding of the workforce through data collection systems to better understand roles and pathways across VET, while ensuring long-term supply of staff and quality training for industry.
Objective	To design a comprehensive workforce capability plan as a framework for targeted capability development to underpin NSA and VET Workforce Blueprint initiatives with future oriented educational design and delivery and digital capabilities.
Implementation	**Action 1.1: Create CIT future focused Workforce Plan** To establish the CIT Future Focused Workforce Plan, CIT will: • Establish CIT Workforce data analytics and reports; • Build linkages with Industry, Peak Bodies and JSC's to inform strategic future workforce needs; • Establish CIT Job Role Families and Job Role Profiles (including job pathways, refreshed position descriptions and capability requirements); • Redesign and review CIT classification's and propose organisational structure changes • Develop and disseminate CIT staff surveys (including Staff Engagement Surveys and Digital Robot capability assessments). Action 1.1 supports many of the identified VET Workforce Blueprint actions, but particularly Actions 9 and 10: • Invest in innovative VET workforce pathways through scaling up existing initiatives and/or piloting new models which contribute to an uplift in workforce capacity or capability • Develop initiatives to attract people into and support and retain people in VET workforce careers. **Action 1.2: New attraction, retention and engagement initiatives to attract new talent to CIT** Under this project CIT will: • Align recruitment processes to Job role families/Job role profiles; • Upskill staff on recruitment practices and approaches; • Establish new recruitment, attraction initiatives to attract new talent to CIT, including a focus on diversity groups; • Design new retention and engagement programs, establishing initiatives to retain existing talent within CIT and the wider VET sector. Action 1.2 links to VET Workforce Blueprint Action 4: Develop targeted, coordinated and sequenced promotion strategies and activities to boost the profile of VET workforce careers and attract more people into the sector. Planning for each initiative will include an assessment of capability needs, and identification of specialist expertise required to support and augment the project team skill base.

	Project teams will adopt an iterative action learning and research activity cycle to facilitate reflection on work outcomes at each stage of implementation and adjustments to plans, and identification of relevant capability interventions to support specific elements of project work.
Expected reach and additionality	This action is designed to: (a) Utilise evidence of the effectiveness of the actions to inform continuous improvement of a new workforce capability plan and adapt approaches as required to meet the needs of the wider CIT teaching workforce. (c) Equip CIT teachers with the capabilities required to maximise the educational potential of the Cloud Campus infrastructure. The Workforce Capability Plan initial or pilot phase will focus on participants in the design phase of these initiatives, extending to the wider group of educators who will deliver training for priority industries and occupations as projects move from the design to delivery phase. Evaluation of these pilot capability development initiatives will be used to frame the design of approaches that can be implemented across the broader CIT teaching workforce. This action seeks to meet opportunities identified within the VET Workforce Blueprint, particularly: • attracting people into the VET workforce, particularly teachers, trainers and assessors, and • supporting professional learning, career progression and industry currency.
Key outputs	• CIT Specific VET workforce capability plan which will draw on key recommendations for the adoption of the Australian Digital Capability Framework • Establish CIT Workforce Data Analytics' and Reports • Creation of CIT Job Role Families and Job Role Profiles • Assessment of digital maturity and the workforce's digital capability • Delivery of digital upskilling through blended training (aligned to digital competencies), to provide a digitally enabled experience for educators and students. • Ongoing partnerships established with TDA Network and other TAFEs through various network forums. Including maintaining linkages with Industry, Peak Bodies and JSC's to inform strategic future workforce needs. • Reviewing New Attraction, Retention and Engagement Programs and initiatives to attract new talent to CIT. Maturing CIT's workforce capability encompasses pedagogical, technological, and organisational skills development, and is informed by our strategic directions, national priorities, and research exploring the impact of digital transformation across the workforce and the implications for professional development. CIT is committed to VET workforce development through the implementation of a CIT VET Workforce Capability Plan prioritising

	our digital skills uplift to build a future ready workforce. The approach will be in alignment with the overarching goals of the VET Workforce Blueprint, focusing on growing, retaining, developing and understanding our workforce, delivering a response to the actions in the Blueprint at both the national and local levels. The VET sector makes a significant national contribution, ensuring employers have the skilled employees they need.

Commonwealth Investment ($)	State Investment ($)	Planned Start Date	Planned End Date
$720,000	$720,000	1 July 2025	30 June 2028

OVERVIEW OF ACTION 2 - CIT WORKFORCE CAPABILITY DEVELOPMENT

Action 2: CIT Workforce Capability Development	Use the transition to the Woden Campus and the broader campus renewal program as an opportunity to build a future ready workforce.
Objective	(a) To ensure that the move to Woden Campus is undertaken with the full engagement of staff and an orientation to future oriented skills development. (b) To use the educational and digital affordances of the Woden campus as a catalyst to explore opportunities to design programs, resources and modes of training delivery suited to multiple student cohorts (including school leavers, workers seeking advanced skills training, adults seeking to enter/re-enter the workforce, and those needing to build foundation skills) and to the acquisition of future skills. This closely supports VET Workforce Blueprint Action 11, "Implement targeted professional learning to address key industry and pedagogical priorities, including embedding best practice in inclusivity, respect and gender issues into training delivery and VET workforce culture.
Implementation	**Action 2.1: Design and implement new CIT Capability Framework** • Continuing on from the Workforce Capability Plan, a new CIT Capability Framework will be designed with alignment to CIT Job Role Families and Job Role Profiles, future skills, Future Skills Organisation (FSO) outcomes, ASQA requirements, job role vocational requirements and the National Skills Agreement. **Action 2.2: Design, deliver and manage CIT corporate L&D solutions to enhance future focused capabilities of staff aligned to new CIT Capability Framework:** • Establish a Woden Transition and Assistance Plan (digital skills, new ways of working and management skills)

	• Establish a CIT Yurauna Bruce Transition & Assistance Plan (digital skills, new ways of working and management skills) • Continued delivery of Bruce and Fyshwick campus refurbishments transition and assistance Plans (digital skills, new ways of working and management skills) • Elevating other core skill requirements of CIT staff, such as organisational compliance, soft skills, digital skills and management skills, and implementing learning and development solutions (aligned to new CIT Capability Framework, future skills and new ways of working) • Establishing cultural learning and development solutions aligned to CIT RAP (closing the GAP) and Gender Equality Plans. **Action 2.3: Design, deliver and manage pilot L&D solutions to upskill Educators with embedding digital skills in unit design and delivery** • Design and implement Project Plan for Educator Embedding Digital Skills Pilot
Expected reach and additionality	This action aims aligns with the ACT Skills Action Plan 2024-28 and support the professional development of teachers/trainers, ensuring they are equipped to deliver relevant and up-to-date technology education. All CIT staff will benefit from a new Capability Framework to support professional development and elevation of core skills.
Key outputs	• CIT Future Ready Workforce Skills Transition Plan (including Woden Transition Plan, CIT Yurauna Bruce Transition and Assistance Plan) • Design and implement the new CIT Capability Framework • Maturity Assessment of Activity Based Working (ABW) • Design, deliver and manage CIT corporate L&D solutions to enhance future focused capabilities of staff aligned to new CIT Capability Framework: • Delivery of training for activity-based working through blended delivery for staff. • Targeted Educator Design Program to enhance the student experience as CIT transitions to new Woden campus environment and smart teaching tools e.g. including program design, understanding how to best use available training resources, and different modes of training delivery suited to various cohorts. This is aligned to actions in the VET Workforce Blueprint, including actions 9 to 12.

1) Engagement arrangements, including relevant partnerships with First Nations peoples:

The key stakeholders essential for CIT to meet its corporate objectives include students, employers, industry, unions, governments and the ACT community. There is a high demand for increased digital literacy among our stakeholders in industry and education sectors.

CIT is committed to providing a culturally safe space for students, staff, and the community. CIT is addressing the gap in educational outcomes through policy, programs and practices to attract and support Aboriginal and Torres Strait Islander students and improve their VET outcomes. CIT is also working to improve the Aboriginal and Torres Strait Islander staff experience and promote an understanding of reconciliation to everyone in our learning community. CIT recognises that the journey of reconciliation is a continuous process which will progress through a series of Reconciliation Action Plans. CIT is committed to this process to reach true and meaningful reconciliation as we deliver on our Innovate Reconciliation Action Plan.

CIT Yurauna, located at Reid campus, is a dedicated Aboriginal and Torres Strait Islander Educational Centre of Excellence, providing tailored Aboriginal and Torres Strait Islander courses, study support, and cultural advice to students.

Yurauna continues to play a significant role in CIT's reconciliation journey and has actively contributed to the development of active and enduring relationships with Traditional Custodians and other Aboriginal and Torres Strait Islander people, organisations, and communities. Yurauna works across ACT Aboriginal and Torres Strait Islander communities to respectfully engage and collaborate for the benefit of the community. Partnerships include meeting with employment service providers and partnering directly with employers for work placement or real jobs to achieve positive outcomes for students. This has enhanced CIT's reputation as a core resource to Aboriginal and Torres Strait Islander people in the region.

Commonwealth Investment ($)	State Investment ($)	Planned Start Date	Planned End Date
$1,047,000	$1,047,000	1 July 2025	30 June 2028

MEASURES TO STRENGTHEN THE VET WORKFORCE – APPROACH TO MATCHED FUNDING ARRANGEMENTS (clause A126 refers)

Details of matched funding	2025-26	2026-27	2027-28	Total
ACT contributions	$1,154,175	$517,000	$95,825	$1,767,000
Commonwealth contributions	$1,154,000	$517,000	$96,000	$1,767,000
Total	$2,308,175	$1,034,000	$191,825	$3,534,000

Commonwealth Investment ($)	State Investment ($)	Planned Start Date	Planned End Date
$1,767,000	$1,767,000	1 July 2025	30 June 2028

The ACT Government will provide details of their matched funding contributions at the end of each financial year, commencing 1 July 2024 until 31 December 2028.

Final payments under this implementation plan may be reduced where the total contribution by the ACT Government over the life of the project does not align with the Commonwealth contribution.

Performance Indicators

The CIT will develop a reporting framework based on qualitative indicators and qualitative evidence.

The Capability Project Team will provide annual progress and expenditure reports to track the Institute's establishment and operations against Indicators, milestones and ongoing monitoring against timelines and evaluation of outcomes.

Once operational, the Project Team will provide an annual report against the following indicators:

Quantitative Data indicators: specific reporting against the number of VET workforce capability development initiatives, including:

- pre and post workforce metrics to assess the impact of attraction strategy and associated workforce measures on job satisfaction and productivity;
- pre and post workforce metrics to assess the impact of retention measures implemented to provide effective information about workforce retention and insights on career development pathways, succession planning and career transitions;
- pre and post workforce metrics to assess the impact of digital skills uplift and capability development techniques implemented to build the digital literacy of the Institute's workforce;
- pre and post workforce metrics to assess the impact of change readiness and future ready workforce measures implemented to transition effectively to our new Woden Campus;
- Student feedback, where relevant, on their experience interacting with digitalisation initiatives and engagement in learning on the Woden Campus.

Multiple surveys will be used to capture data, with measures including job satisfaction, engagement and commitment.

Qualitative data indicators:

- summary report of the networking and cross collaboration and workforce engagement activities with stakeholders, including other TAFEs and TDA, and the benefits these activities have provided to assess the contribution towards collaboration with government and other stakeholders.
- feedback from industry and other stakeholders regarding the attraction strategy targeting the relevant skills and knowledge required for the roles.
- progress on the development of a career development support to assess contribution towards enhancing effective pathways and career transitions.

The Project Team will share relevant data and insights with the other TAFEs via the TDA Network throughout the implementation period.

Evaluation arrangements

CIT will implement an evaluation strategy that will:

- foster continuous improvement throughout the three- year implementation

timeframe and;

- produce metrics and qualitative data (as outlined above (see Performance Indicators section) that enables assessment of the effectiveness of the intervention against its objectives and success indicators which include the extent to which outcomes have contributed to NSA goals.

The evaluation methodology will be based on reflective practice/action research (plan, do, reflect, analyse, adjust) cycle to maximise the potential for ongoing improvements based on learning throughout the project. Digital tools will be used to facilitate the engagement of all project participants in the collection of data and documentation of individual and team observations on progress and issues arising.

An annual report will be produced to track progress against project objectives and will record adjustments made to the project plan and the insights of project participants. This report will include qualitative and quantitative data identified in the performance indicators section above.

Annual and final evaluation reports will be shared through the national TAFE Network and with partner organisations.

MILESTONES AND PAYMENTS – MEASURES TO STRENGTHEN THE VET WORKFORCE

Milestone	Evidence	Payment Value Up To (Commonwealth funded)	Commonwealth reporting period
Milestone 1. Initial payment on agreement of bilateral implementation plan	Bilateral implementation plan agreed with Commonwealth	**$177,000**	N/A
Milestone 2. Interim reporting on establishment of CIT future focused Workforce Plan.	Report signed by relevant ACT senior official that outlines progress implementing measures to support the VET workforce to 31 March 2026, consistent with template provided by the Commonwealth and includes details of: • Establishment of CIT VET Workforce Project Team • Development of CIT Strategic Workforce and Transformation Project Plan • Review of CIT workforce data analytics • Proof of concept for CIT job families • CIT Strategic Workforce and Transformation Project Planning • CIT workforce data analytics reporting • CIT Job role families approach • preliminary new CIT Capability Framework • CIT's approach to stakeholder engagement, and • progress against CIT's Transition and Assistance Plans	**$977,000**	31 March 2026
Milestone 3. Commonwealth acceptance that ACT has operated measures to support the VET workforce to 31 March 2027, including: • CIT strategic workforce transformation and planning	Report signed by relevant ACT senior official that outlines progress implementing measures to support the VET workforce to 31 March 2027, consistent with the template provided by the Commonwealth and includes details of: • 2027-28 CIT Strategic Workforce and Transformation Project Planning • completion of CIT Job Role Profiles	**$517,000**	31 March 2027

• CIT workforce capability development	• establishment of Digital Robot survey assessments available to all CIT staff • analysis and implementation of CIT Survey Results and Project Plan • establishment of CIT staff capability self-assessment against new CIT Capability Framework aligned to NSA goals • progress against CIT's Transition and Assistance Plans • establishment of 2027 Learning and Development Plan and • evaluation of available pilot group Digital Robot survey assessments and propose L&D solutions to support ongoing development		
Milestone 4. Commonwealth acceptance that ACT has operated measures to support the VET workforce to 31 March 2028, including: • CIT strategic workforce transformation and planning, and • CIT workforce capability development.	Report signed by relevant ACT senior official that outlines progress implementing measures to support the VET workforce to 31 March 2028, consistent with template provided by the Commonwealth and includes details of: • project closure and evaluation report for the CIT Strategic Workforce and Transformation Project Plan	**$96,000**	31 March 2028
	Total	**$1,767,000**	

The Parties have confirmed their commitment to this implementation plan as follows:

Signed *for and on behalf of the Commonwealth of Australia by*

The Honourable Andrew Giles MP
Minister for Skills and Training

11 / 8 / 2025

Signed *for and on behalf of the Australian Capital Territory*

Michael Pettersson MLA
Minister for Skills, Training and Industrial Relations

28/ 7 / 2025