



# Annual Report 2023–24

## ACKNOWLEDGEMENT OF COUNTRY

AITSL acknowledges the Traditional Custodians of the lands, sea countries, and waterways from across Australia. We pay our respect to Aboriginal and Torres Strait Islander histories and living cultures; and to Elders past and present.

*Aboriginal and Torres Strait Islander peoples are advised that this publication may contain the names and images of deceased people.*



### Artwork

Ngar-wu lotjpa yapaneyepuk  
“to listen and yarn together”

Artist  
Bayadherra  
Siena Tieri, Luke Tieri



Scan the QR code  
to learn more about  
this artwork.

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[aitsl.edu.au/about-aitssl/governance](http://aitsl.edu.au/about-aitssl/governance)

AITSL was formed to provide  
national leadership for the  
Commonwealth, state, and  
territory governments in promoting  
excellence in the profession of  
teaching and school leadership,  
with funding provided by the  
Australian Government.

# Letter of Transmittal



ABN 17 117 362 740

17 September 2024

The Hon Jason Clare MP  
Minister for Education  
Parliament House  
Canberra ACT 2600

Dear Minister,

The Board of Directors is pleased to submit the Annual Report 2023–24 for the Australian Institute for Teaching and School Leadership Limited.

The report is presented in accordance with the *Public Governance, Performance and Accountability Act 2013*.

The report has also been prepared to conform to the requirements of the *Australian Charities and Not-for-profit Commission Act 2012* and the *Corporations Act 2001*.

Yours sincerely,

*Michele Bruniges*

Dr Michele Bruniges AM  
Chair  
AITSL Board of Directors

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**Artwork detail:** The dashed orange line is a walking track representing AITSL's ongoing reconciliation and educational journey. The round element represents a gulpaga (waterhole).





# Contents

01	Letter of Transmittal
04	From the Chair
06	From the CEO
08	About AITSL
12	Performance Measures 2023–24
29	Senior Management
32	Corporate Governance Statement
43	Directors' Report
51	Financial Report
77	Appendices



# From the Chair

The Australian Institute for Teaching and School Leadership (AITSL) plays a crucial role in elevating the quality of education in Australia. AITSL continues to ensure that teachers and leaders are well-equipped with the skills and knowledge they need to thrive.



Over the past 12 months, I have had the privilege of working alongside a dedicated and passionate team and have enjoyed seeing the impacts their work has had on the landscape of teaching and school leadership in Australia.

I would like to start by extending my heartfelt thanks to Mr Mark Grant PSM, AITSL's former Chief Executive Officer (CEO), who ended his tenure with us in January 2024. Mark's leadership and dedication have been instrumental in steering AITSL through a period of transformation and growth. We are grateful for his contributions to the company and wish him all the best in his future endeavours.

As we look out into the education landscape, it is clear we find ourselves in a challenging period, but it is also a period of opportunity. The National Teacher Workforce Action Plan (NTWAP), a key focus for AITSL, is aimed at addressing the nationwide issue of teacher shortages. The NTWAP represents a collaborative effort to ensure we have a robust and sustainable teacher workforce, capable of meeting the diverse needs of our students. Throughout 2023–24, AITSL progressed several actions across the 5 priority areas, working closely with stakeholders to develop strategies and resources that attract, retain, and support teachers.

In this context, AITSL's role as the national lead agency for teaching and school leadership is more important than ever. Our commitment to collaboration and transparency has allowed us to bring together diverse voices and perspectives to find common ground and develop solutions to benefit the entire education community.

One of the key tools in this effort has been the Australian Teacher Workforce Data (ATWD) initiative, which provides a comprehensive picture of teacher supply and demand across the country. This data can help us tell the story of our teacher workforce with accuracy and clarity – empowering systems and sectors to make informed decisions.

The feedback we received in our 2023 Stakeholder Survey highlighted the value of AITSL's role. Results showed the reach into the profession – from pre-service teachers and early career teachers through to experienced teachers and school leaders, across all states and territories of Australia. The feedback will help the AITSL team continue to refine how we communicate and share with the profession, and we are grateful to everyone who took the time to respond to this survey.

Another important area of focus for AITSL has been the recognition and support of Highly Accomplished and Lead teachers (HALTs). These educators are at the forefront of shaping the future of education in Australia. They bring a wealth of experience, expertise, and leadership to their schools, and their impact extends far beyond their classrooms. HALT leadership is essential in driving continuous improvement and innovation in our education system.

I would like to express my sincere gratitude to AITSL's stakeholders for their ongoing support and collaboration. Your engagement and contributions are invaluable, and together, we can make a positive difference in the lives of teachers and leaders across Australia. I would also like to thank the Directors of AITSL's Board for their unwavering commitment and guidance. Your expertise and insights have been instrumental in keeping our focus on our goals, laid out in our 4-year Strategic Plan (2022–26).

Finally, I would like to acknowledge Mr Edmund Misson, who has held the role of Acting CEO with great dedication and professionalism since January this year. Edmund has ensured that AITSL's work continues seamlessly as we search for someone to fill the permanent position. His commitment to our mission and values has been steadfast, and we are grateful for his contributions.

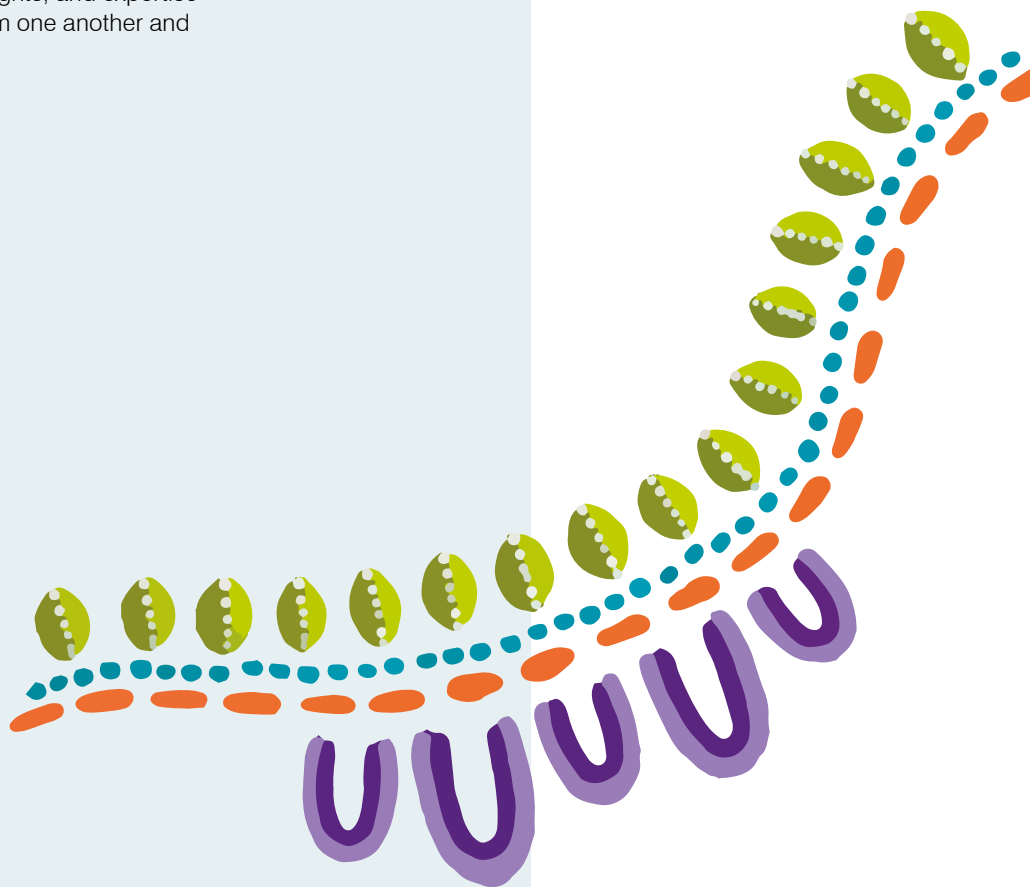
As Board Chair, I am committed to continuing the AITSL culture of collaboration with the education community. It is through collaboration and sharing that we can all bring our own unique experiences, insights, and expertise to the table so that we can all learn from one another and amplify our impact.

*Michele Bruniges*

**Dr Michele Bruniges AM**  
Chair

AITSL Board of Directors

**Artwork detail:** Green leaves contour the walking track to reflect AITSL's cultural growth. U shapes represent people and are also situated along the walking track to depict support networks and everyone's commitment to this journey.



# From the CEO

It is an honour to be invited to present the 2023–24 Annual Report for the Australian Institute for Teaching and School Leadership (AITSL) as the Acting Chief Executive Officer.



Before diving into the year's accomplishments, I would like to extend my sincere gratitude to our former CEO and valued colleague, Mark Grant PSM, for his exemplary leadership and dedication to AITSL's vision and mission. Mark's tenure has had a lasting impact, and it is with great appreciation that we continue to build on the achievements of his time at AITSL.

I would also like to extend my thanks to the collaborators we have worked with this past year, whose expertise has been invaluable to AITSL. Our accomplishments in 2023–24 are a testament to the power of the shared commitment among our key stakeholders to advancing the profession of teaching and educational leadership in Australia.

The 2023–24 year has been one where the teacher workforce has been central to the national education debate. The National Teacher Workforce Action Plan (NTWAP) remains central to our efforts to address workforce challenges in Australia, and AITSL has been pleased to implement some major planks of this Action Plan.

As part of our NTWAP commitments, we have developed the *Guidelines for the Induction of Early Career Teachers in Australia*, *Guidelines for the Induction of New School Leaders in Australia*, and a new *Framework for the Certification of Highly Accomplished and Lead Teachers* (HALTs), allowing certifying authorities to reduce the administrative burden – while still maintaining rigour – of the certification process. All these new national frameworks have been agreed by Education Ministers. More work is yet to come, including guidelines to support high-quality professional experience placements and support mentoring of pre-service and early career teachers.

The NTWAP also sees an expanded role for the Australian Teacher Workforce Data (ATWD) initiative. The ATWD's ability to tell the story of the teaching workforce is invaluable in informing policy and practice, and is being used to provide an improved understanding of both teacher wellbeing and supply and demand.

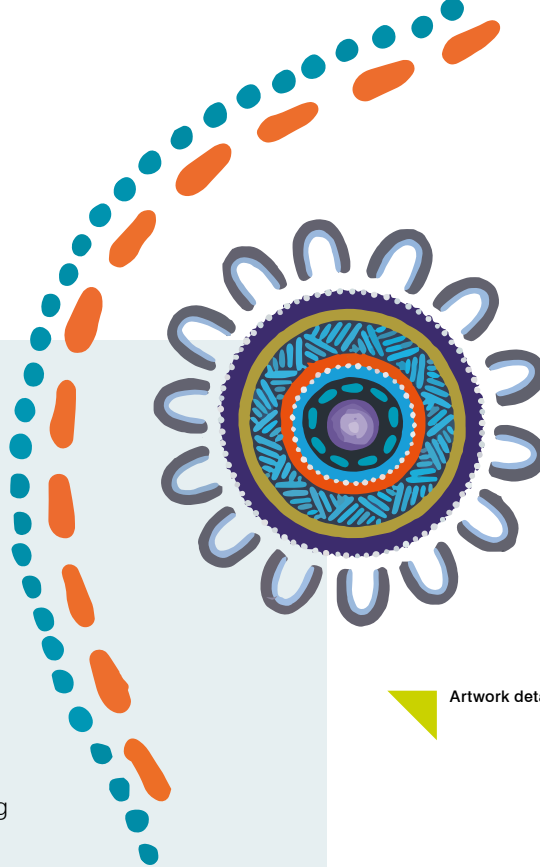
Esteeming expertise is a key priority of the AITSL Strategic Plan 2022–2026, and it is the reason we celebrate teachers every year on World Teachers' Day. In October 2023, we all enjoyed saying 'Hats Off to Teachers' and seeing the messages, photos, and videos from all over the country shared on social media. In 2023, we also launched a *Voices of the Profession* campaign, which turned the microphone over to principals and other leaders for them to share the rewarding and challenging aspects of leading their school communities. It was inspiring to hear from these exceptional and hardworking educators.

Increasingly, we are seeing both current and aspiring HALT network groups at a state and regional level to share expertise and practice, which is an incredibly positive sign of the strength of the HALT community. At a national level, it is always a joy being able to attend the HALT Summit, which this year was held in Sydney. The Summit was a powerhouse of Australia's most accomplished educators coming together with some of the nation's leading education experts to share ideas and expertise and focus on their personal and professional development – a truly extraordinary experience.

In our continuous effort to support educational leadership, AITSL worked in partnership with the Queensland Department of Education to develop the *Professional Standards for Middle Leaders*. Middle leaders usually hold classroom teaching responsibilities alongside their leadership roles, and the new Middle Leader Standards were developed to provide clarity so that teachers in these roles can strengthen their impact. They are grounded in research, informed by practice, and were developed in consultation with the profession.

To help teachers and leaders understand and meet their obligations under the Disability Standards for Education (DSE), AITSL created a range of new resources and promoted them to the profession through our website, social media, and AITSL Mail. The DSE resources increase clarity with respect to inclusive education practices to ensure students with disability have equal opportunities to access and participate in education.





Artwork detail: Yarning circle.

This year, AITSL has been at the forefront of addressing the evolving educational landscape through our Spotlight reports on educational technology (edtech) in Australia. These reports provided comprehensive insights into how technology is reshaping teaching and learning, highlighting both the challenges and opportunities that lay ahead. By sharing the latest research and helpful resources, we aim to support educators in effectively using tools such as edtech, to ultimately enhance student outcomes.

Each year, we welcome teachers and leaders back to the classroom and send our warm greetings to those stepping into their roles for the first time. This year was no different, and we shared a curated range of resources at the start of the year as part of our *2024 For You* campaign. Scrolling down the page and seeing a collection of our resources all in one place was a timely reminder of the breadth of tools AITSL has created for the profession for more than a decade.

Finally, I would like to express my appreciation to the AITSL Board, our Senior Executive Team, and staff. Your dedication and hard work have been instrumental in progressing policy reforms at the national level, and in delivering tools and resources that support the expertise of teachers and leaders across Australia. Each day you come to work, you showcase our vision and values, and make sure every moment counts.

We have made a significant impact this year, and I am confident that we will continue to build on this in the months and years ahead.

**Edmund Misson**  
Acting Chief Executive Officer



# About AITSL

## Background

AITSL is a not-for-profit Commonwealth company established to promote excellence in teaching and school leadership across Australia. AITSL works to ensure that every child and young person in Australia has access to excellent teaching and leadership, and that every teacher and leader has the support, development, and recognition they need to be effective in their roles.



## Our vision and mission

At AITSL, we believe that student learning comes first. We're committed to improving teaching expertise.

### OUR VISION

Australia has a high-quality education system in which teachers and leaders have the greatest impact on the educational growth and achievement of every learner.

### OUR MISSION

Promoting excellence so that teachers and leaders have the maximum impact on learning in all Australian schools and early childhood settings.

## Strategic Plan

AITSL has established clear and effective frameworks for undertaking genuine consultation and collaboration with teachers and leaders in schools and early childhood and other education settings, and representatives from government systems, Catholic and independent school sectors, teacher regulatory authorities, initial teacher education (ITE) providers, teacher unions, Aboriginal and Torres Strait Islander communities, principal and other professional associations, and community organisations – collectively referred to as our Key Partners.

When developing our 2022–26 Strategic Plan, our Key Partners were clear that AITSL should continue to build on our strengths, be bold in our approach, and focus on expertise as the core of AITSL's work. This expertise, with a solid evidence base, has been embodied in our national Standards as well as AITSL's tools and resources. The importance of expertise is the very reason we have used it to frame our strategic priorities through to 30 June 2026.

### AITSL's strategic priorities are:

## Shaping expertise

### PURPOSE

To lead a high-quality and nationally consistent approach to teaching and leadership in schools and education settings.

- Provide leadership for the 10 national policy frameworks, with the Teacher, Principal and ITE Standards (the Standards), at the centre.
- Work with the profession to make sure the Standards remain fit-for-purpose and demonstrate teaching excellence.
- Provide national policy advice to support informed and innovative education systems and sectors.
- Champion an inclusive and equitable education system, with a focus on the outcomes of Aboriginal and Torres Strait Islander students.
- Bring together the voices of our Key Partners to help shape national reform priorities.

### OUTCOME

Quality teaching and leadership is underpinned by relevant, fit-for-purpose national Standards that are understood and implemented by all teachers and leaders throughout Australia.

**Artwork detail:** Blue connection pathways are inspired by the movement of the Dungula (river).

## Influencing expertise

### PURPOSE

To encourage the national adoption of practices and policies that help lift quality teaching and leadership in schools and education settings.

- Be passionate advocates for evidence-based practices that lead to improvements in quality teaching and leadership.
- Convene our Key Partners to help shape and implement nationally agreed policies and practices.
- Champion the growth and impact of national teacher certification.
- Help lead the national workforce supply conversation, with informed outcomes based on national data.
- Provide states and territories with access to quality teachers from outside Australia.

### OUTCOME

AITSL's Key Partners across all Australian states and territories participate in the development and adoption of nationally informed practices and policies that help lift quality teaching and leadership in schools and education settings.

## Enhancing expertise

### PURPOSE

To provide solutions, informed by evidence and practice, to help the profession implement the national Standards and frameworks.

- Lead research that shapes reform agendas and resources for the profession.
- Engage with our Key Partners in the development of evidence-based tools and resources that have teacher and leader expertise at their core.
- Curate and create content that supports teachers and leaders in changing contexts like emergency education scenarios and increased wellbeing needs.
- Showcase diverse learning environments in evidence-based tools and resources for teachers and leaders.

### OUTCOME

The delivery of high-quality, practical, and evidence-based tools and resources that are created in partnership with the profession, and support quality teaching and leadership.

## Esteeming expertise

### PURPOSE

To recognise and raise awareness of the lasting impact of teacher and leader expertise.

- Encourage and support teachers and leaders to be innovative in applying the Teacher and Principal Standards.
- Promote positive messages on the impact of teachers by showcasing their practice, expertise, and stories.
- Bring together teachers and leaders to share and celebrate their expertise and knowledge.

### OUTCOME

The expertise of Australia's teachers and leaders is highlighted, recognised, and celebrated, supporting an increased status of the profession.

## Supporting expertise

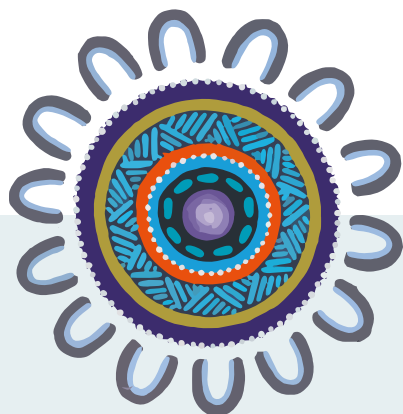
### PURPOSE

To have a healthy, high-performing culture, and strong and adaptive operational foundations, that support our purpose.

- Cultivate a healthy, high-performing culture that lives and breathes AITSL's Values and engages our people in our strategy.
- Prioritise diversity and inclusion at all levels of the organisation.
- Leverage our people to realise our potential and constantly lift our capability.
- Be accountable and transparent in our everyday business activities.
- Ensure our business is underpinned by good governance.
- Deliver fit-for-purpose systems and processes that support the organisation to work efficiently and effectively.

### OUTCOME

AITSL's culture is healthy, culturally safe, adaptive, and inclusive, and facilitates the effective deployment of resources to achieve strategic outcomes.



**Artwork detail:** Element representing a yarnning circle and community partnership as we learn, listen and yarn together.

## Working with the education sector

AITSL has established clear and effective frameworks for undertaking genuine consultation and collaboration with our Key Partners. We would not be able to lead national education reform without the expertise and support of committed educators from across Australia. For example, the *Australian Professional Standards for Teachers (Teacher Standards)* were developed with advice from more than 6,000 educators. A genuine consultative approach is the basis for all of AITSL's work.

We are incredibly proud of our reputation as an honest broker and agent for impact in the national education architecture.

## Our commitment to reconciliation

**AITSL is committed to growing our skills and knowledge to promote respect for the languages, histories and cultures of Aboriginal and Torres Strait Islander peoples.**

We acknowledge the support of Reconciliation Australia, as well as our Advisory Group for Aboriginal and Torres Strait Islander Education, and the numerous other individuals and organisations who are working with us on this journey.

Our Innovate Reconciliation Action Plan (RAP) has allowed AITSL to deepen our understanding of and commitment to reconciliation. While we are proud of the progress we have made so far on fulfilling our commitments, we know it is a gradual process that we will continue to build upon as we learn and grow.

# Performance Measures 2023–24

AITSL's performance measures ensure we deliver on our strategic priorities and have maximum impact. Our performance measures for 2023–24 are listed in the AITSL Corporate Plan 2023–2027 and were developed to demonstrate performance against each outcome described in the AITSL Strategic Plan 2022–2026. Biennial stakeholder survey data referred to in this report were collected in March 2023, and are therefore identical to those reported in 2022-2023 Annual Report. This section outlines results against each of AITSL's 5 performance measures:



## Shaping expertise

Awareness, use and perception of national Standards by teachers and leaders throughout Australia, as measured through a biennial stakeholder survey.

### TARGET

Education professionals within all systems and sectors maintain high levels of awareness (80%+), use (80%+), and perceived benefit (7/10+) of national Standards.



## Influencing expertise

Consultation with Key Partners in the development of resources, and adoption of national frameworks by education professionals, as well as perceived usefulness of tools, as measured through a biennial stakeholder survey.

### TARGET

Key Partners from all jurisdictions participate in the development of resources, and education professionals maintain high levels of awareness of nationally informed frameworks (70%) and high perceptions of the usefulness (7/10+) of tools.



## Enhancing expertise

AITSL delivers high-quality, practical and evidence-based tools and resources, as measured through monitoring program of work outputs.

### TARGET

Successful delivery of all tools and resources in accordance with AITSL's annual workplan (100%).



## Esteeming expertise

Perception of AITSL's role in supporting and recognising the profession, as measured through a biennial stakeholder survey and website analytics.

### TARGET

Education professionals across Australia have high levels of familiarity (80%+), positive attitudes towards, and engagement with AITSL.

## Supporting expertise

Staff perceptions of AITSL's culture as measured through a yearly engagement survey.

### TARGET

AITSL staff are highly engaged and perceive a positive culture, one that is adaptive, inclusive, and culturally safe.



“ It’s through collaboration and sharing that we all bring our own unique experiences, insights and expertise to the table. ”

**Dr Michele Bruniges AM**  
AITSL Board Chair





# Shaping expertise

## PERFORMANCE MEASURE

Awareness, use, and perception of national Standards by teachers and leaders throughout Australia, as measured through a biennial stakeholder survey.

## TARGET

Education professionals within all systems and sectors maintain high levels of awareness (80%+), use (80%+), and perceived benefit (7/10+) of national Standards.

## ACHIEVED

The 2023 AITSL Stakeholder Survey revealed education professionals<sup>1</sup> across systems and sectors maintained high levels of awareness and engagement with national Standards as well as perceived them to be beneficial to education in Australia.

 Target  Achieved

### Education professionals' awareness, engagement, and perceived benefit of the Australian Professional Standards for Teachers:

#### AWARENESS

Target 80%



#### ENGAGEMENT

Target 80%



#### BENEFIT

Target 7/10



### School leaders' awareness, engagement, and perceived benefit of the Australian Professional Standard for Principals and the Leadership Profiles:

#### AWARENESS

Target 80%



#### ENGAGEMENT

Target 80%



#### BENEFIT

Target 7/10



**759,552** views

The Teacher Standards page on the AITSL website was viewed 759,552 times from 1 July 2023 to 30 June 2024 (786,599 views from 1 July 2022 to 30 June 2023).

1. Education professionals include teachers and leaders in schools and early childhood and other education settings; representatives from government systems, Catholic, and independent school sectors; teacher regulatory authorities; initial teacher education providers; and teacher unions.

## Influencing expertise

### PERFORMANCE MEASURE

Consultation with Key Partners in the development of resources, and adoption of national frameworks by education professionals, as well as perceived usefulness of tools, as measured through a biennial stakeholder survey.

### TARGET

Key Partners from all jurisdictions participate in the development of resources, and education professionals maintain high levels of awareness of nationally informed frameworks (70%) and high perceptions of the usefulness (7/10+) of tools.



**ACHIEVED**

#### To develop resources, AITSL consulted with Key Partners in 2023–24, including:

- teachers, teaching assistants, and leaders in schools, early childhood, and other education settings
- state and territory education departments
- representatives from government, Catholic, and independent school sectors
- state and territory teacher regulatory authorities (TRAs)
- teacher and teaching assistant unions
- principal and school leader associations
- teacher professional associations
- parent associations
- initial teacher education stakeholders (e.g., Australian Council of Deans of Education, the Network for Academic Directors of Professional Experience, Australian Teacher Education Association)
- the Australian Government Department of Education
- other Australian Government departments (e.g., Department of Home Affairs, Department of Employment and Workplace Relations)
- national agencies (e.g., Australian Institute of Health and Welfare, Australian Curriculum, Assessment and Reporting Authority, Australian Education Research Organisation, Education Services Australia, Australian Children's Education & Care Quality Authority)
- AITSL expert standing committees and internal advisory groups (e.g. School Leadership and Teaching Expert Standing Committee, Teacher Education Expert Standing Committee, Advisory Group for Aboriginal and Torres Strait Islander Education, Professional Growth Network)
- the Australian Teacher Workforce Data (ATWD) Oversight Board and Technical Working Group
- experts in their field, taking part in expert panels and working groups.

The 2023 AITSL Stakeholder Survey revealed teachers, school leaders, and education professionals are aware of the national frameworks, and find AITSL's tools and resources useful:

#### Awareness of national frameworks remained high

**77%** Graduate to Proficient: Australian Guidelines for Teacher Induction into the Profession  
Target 70%



**73%** Australian Teacher Performance and Development Framework  
Target 70%





Awareness of the Australian Teacher Workforce Data (ATWD) initiative increased from



Teachers rated the usefulness of AITSL's tools for teaching 7.3/10 on average. School leaders rated the usefulness of AITSL's leadership tools and resources 7.2/10 on average. The tools and resources that were rated the most useful include:

Teaching tools and resources (Target 7/10)

TEACHER SELF-ASSESSMENT TOOL



CLASSROOM PRACTICE CONTINUUM



ILLUSTRATIONS OF PRACTICE



FEEDBACK RESOURCES



CLASSROOM OBSERVATION STRATEGIES



INDIGENOUS CULTURAL RESPONSIVENESS TOOLKIT



Leadership tools and resources (Target 7/10)

360° REFLECTION TOOL



INTERACTIVE LEADERSHIP PROFILES



LEADERSHIP SCENARIOS



## Enhancing expertise

### PERFORMANCE MEASURE

AITSL delivers high-quality, practical, and evidence-based tools and resources, as measured through monitoring program of work outputs.

### TARGET

Successful delivery of all tools and resources in accordance with AITSL's annual work plan (100%).



ACHIEVED

**Effective consultation is a critical component in the development of AITSL's work outputs. AITSL uses a range of strategies to engage with stakeholders. Advice from stakeholders is used to ensure AITSL's work is high quality, relevant and fit-for-purpose. AITSL has successfully delivered programs of work that have been key to promoting excellence in teaching and leadership in the education profession throughout 2023–24. Indicators of success include:**



### Optimising impact for teachers and school leaders

AITSL continued to support the implementation of the *Australian Professional Standards for Teachers* (Teacher Standards) and the *Australian Professional Standard for Principals* (Principal Standard) to help teachers and leaders better understand and develop their practice.

AITSL's tools and resources, connected to the Teacher Standards and Principal Standard, were promoted through the *2024 For You* 'back to school' campaign and communications channels such as AITSL Mail and AITSL social media platforms.

AITSL's 360° Reflection Tool was upgraded in July 2023, improving the user-interface as well as the individual report users receive upon completion. Improvements to the individual report ensure current and aspiring leaders receive enhanced insights into their leadership capabilities and reflect on their feedback using the accompanying Development Guide to determine next steps for action.

AITSL presented at multiple conferences throughout 2023–24, to promote AITSL's work and build awareness of the Teacher Standards and other tools and resources among teachers, leaders, teacher educators, school system and sector representatives, and other stakeholders.

As part of its work to support teachers to have the maximum impact on learning, AITSL developed a standard-setting methodology, and applied it in an empirical research study. In this study, professional judgements of qualified educational professionals (teachers, middle leaders, centre and school leaders) were utilised to assess the relative impact of each Standard Descriptor in the Teacher Standards. AITSL will draw upon this work when considering any future review or implementation support for the Teacher Standards.

AITSL continues to progress work to review and refine its suite of online materials to ensure Aboriginal and Torres Strait Islander perspectives are embedded across tools and resources. For example, in refining the Illustrations of Practice video descriptions, AITSL acknowledges the Country of a school's location. AITSL intends to consult with key stakeholders in exploring considerations and opportunities to further embrace First Nations languages and cultures.



### Certification of Highly Accomplished and Lead teachers

AITSL continued to work with jurisdictions and the Certifying Authorities Network to support national teacher certification and implement the *Framework for the Certification of Highly Accomplished and Lead Teachers* (HALT Framework), which was endorsed by Education Ministers as the new governing policy in July 2023.

In 2023, 210 teachers achieved national certification as a Highly Accomplished or Lead teacher (HALT), taking the cumulative total to 1,410 certified HALTs across Australia as of 31 December 2023.

Certification is currently available to teachers in all sectors in the Australian Capital Territory, New South Wales, Northern Territory, Queensland, and South Australia; the Catholic and independent sectors in Victoria; and the independent sector in Western Australia.

In May 2024, AITSL convened the eighth HALT Summit in Sydney. This event was delivered in person and online, bringing together over 450 total attendees (including certified teachers and key stakeholders) for a professional learning and networking event. The HALT Summit acts as AITSL's flagship event to promote national teacher certification and showcase the expertise of HALTs across Australia.



### Best practice, monitoring, and evaluation

To support teachers, leaders and others involved in education to engage in best practice, our Spotlight evidence summaries synthesise educational research on key topics relevant to Australia's teaching profession. AITSL published 5 Spotlights in 2023–24:

[\*Technological innovations in initial teacher education\*](#) was published in July 2023.

This Spotlight explores the use of innovative technologies in initial teacher education (ITE) programs for preparing classroom-ready Graduate teachers.

[\*Australia's teacher workforce today\*](#) was published in September 2023. This Spotlight focuses on findings from data in the Australian Teacher Workforce Data (ATWD) initiative and presents a detailed overview of the role and demographic characteristics of the teaching workforce and examines the pressures and challenges teachers face.

[\*Evaluating the evidence for educational technology: Part 1 – the technologies\*](#) was published in November 2023. This Spotlight summarises research findings on the impacts of selected educational technologies (edtech) to help support teachers to make evidence-based decisions about including edtech in their own practice.

[\*Evaluating the evidence for educational technology: Part 2 – enabling learning\*](#) was released in March 2024. This Spotlight explores how some individual factors can impact the integration of edtech and its effectiveness in achieving improved student outcomes. It examines the characteristics of professional learning activities that are most likely to promote successful use of edtech within the classroom.

[\*Strengthening parent engagement to improve student outcomes\*](#) was published in June 2024. This Spotlight summarises research on the impact of different types of parent-teacher engagement and points to resources to assist teachers and leaders to constructively engage with parents.



**Initial teacher education (ITE)**

AITSL, via the Expert Advisory Group (EAG), continues to ensure that all 47 ITE providers across Australia have an endorsed teaching performance assessment (TPA) in place, with 12 TPAs endorsed in total.

AITSL delivered 6 ITE panel training events (4 combined Stage One and Two events and 2 Panel Chair events) in 2023–24. These events trained 62 Stage One panellists, 67 Stage Two panellists, and 15 new Panel Chairs, representing all states and territories across Australia. Executive Officers from teacher regulatory authorities (TRAs) assisted with the panel training. Attendees at the training events included TRA Council/Board members and newly recruited TRA Executive Officers. Panel training supports a consistent national approach to accreditation of ITE programs in Australia, in line with the ministerially agreed framework.

AITSL also continued to coordinate the provision of interstate panellists based on TRA requests. During the 2023–24 period, 22 panellists from 5 states or territories were provided to TRAs to accredit 24 ITE programs. This aligns with the total number of ITE accreditation panels conducted nationally during the year, noting that in some cases multiple programs from a provider are assessed by a single panel.

AITSL continues to maintain and publish the list of accredited ITE programs across Australia, which is available on the [AITSL website](#).

To support early career teacher induction, AITSL provides the *My Induction app*, along with a supporting webpage on the AITSL website for beginning teachers and mentors. As of 30 June 2024, there are 22,673 active users of the *My Induction app*.

The *Supervising Preservice Teachers (SPT)* online training modules continue to be well utilised since their release in 2013, with 1,517 users registering in the 2023–24 financial year. Furthermore, in the 2023–24 financial year 98 users engaged with the early childhood-focused SPT modules, bringing the total to 295 since these modules were first launched in October 2022.

*My Teaching Advice (MTA)* was released to the workforce in March 2023. MTA is an online application that provides beginning teachers with access to a community of expert advisers, who are all certified at the Highly Accomplished or Lead career stage of the Teacher Standards. Since its release, 114 beginning teachers have registered to use MTA, and the platform has had 245 engagements.



**National Teacher and Leadership Frameworks and the Disability Standards for Education 2005 (DSE)**

To add to the publication and promotion of the suite of *National Teacher and Leadership Frameworks* and the *Disability Standards for Education 2005 (DSE)*, which occurred in the second half of 2023, a third and final *In the Classroom* video was released in September 2023.

The *In the Classroom* videos and associated materials showcase effective teaching practices around determining and making reasonable adjustments to support the full participation of students with disability.

These resources aim to help teachers and leaders understand and meet their obligations under the DSE, increasing clarity with respect to inclusive education practices. The DSE resources were promoted as part of AITSL's *2024 For You* 'back to school' campaign, and this promotion was in the top-5 highest performing articles in 2023–24. AITSL continues to promote the DSE resources through AITSL Mail, social media platforms, and directed campaigns.



## Indigenous cultural responsiveness

In partnership with the Australian Government Department of Education, AITSL undertook refinements to the Indigenous Cultural Responsiveness Toolkit (formerly the Intercultural Development Toolkit) to further support the cultural responsiveness of the Australian teaching workforce.

In December 2023, significant improvements were made to the [Indigenous cultural responsiveness self-reflection tool](#). This update included enhanced data capture capabilities and improved user experience. A further iteration of the tool was launched in March 2024, featuring a group functionality allowing users to create groups and monitor group progress. This provides leaders with an understanding of where their cohort of teachers are positioned on the Indigenous cultural responsiveness continuum, thus informing selection of the most appropriate whole-school professional learning.

To further support the journey of teachers and leaders, high-quality professional learning programs and resources were added to the toolkit in May 2024. These [programs and resources](#) provide users with a starting point from which to continue to develop their cultural responsiveness.

To assess the effectiveness of the Indigenous cultural responsiveness self-reflection tool, AITSL conducted targeted research and evaluation activities that will see the launch of an implementation trial later in 2024. This trial will assess the tool's functionality, user experience, and its impact on participants' thoughts and beliefs regarding cultural responsiveness. The results of this research will be crucial in informing future refinements and ensuring the tool's ongoing effectiveness in promoting cultural responsiveness.

AITSL strengthened national collaboration on Indigenous cultural responsiveness within the teacher workforce through the establishment of 2 groups to support this work:

- The **Interagency Working Group**, comprised of representatives from AITSL, the Australian Education Research Organisation (AERO), the National Indigenous Australians Agency (NIAA), and the Australian Government Department of Education, seeks to strengthen alignment and collaboration to support the learning progress of Aboriginal and Torres Strait Islander children and young people nationwide.
- The **Professional Learning Advisory Group**, including members from education systems and sectors, has a key aim to build awareness of and support the implementation of the Indigenous Cultural Responsiveness Toolkit in schools across Australia.



## Teacher Migration Services and Support

In 2023–24, AITSL delivered 4,588 'suitable' skilled migration assessment outcomes (out of a total of 4,774 completed applications<sup>2</sup>) to teachers seeking to migrate to Australia, an increase on the 3,428 suitable outcomes assessed in the previous year.

All successful applicants receive a welcome pack and flyer, which was re-conceptualised during 2023–24 and directs applicants to the AITSL *Migrate to Australia* webpages and the specific tools and resources that have been developed to support their successful journey to employment in Australian schools and other education settings.

In September 2023, AITSL published [2 new resources](#) tailored to support migrant teachers embarking on their Australian teaching journey. These resources offer guidance on finding employment and understanding the Australian education system and aim to address some of the unique challenges faced by migrant teachers.

AITSL has focused on supporting national workforce needs, including undertaking advocacy to improve national supply outcomes for the profession through skilled migration, and publishing a bi-monthly newsletter for successful applicants that provides comprehensive information on job searching, labour market intelligence, teacher registration requirements, and relevant unions and workplace rights, ensuring a seamless transition into the Australian employment environment.

To align with plain language accessibility principles, AITSL completed a project in March 2024 to audit and update the skills assessment applicant information, including guides and occupation checklists. The updated versions are now published on the [Migrate to Australia](#) webpages on the AITSL website.

2. 102 applicants did not have qualifications or English language proficiency that met the stated requirements, and 84 applications were closed due to incomplete information or withdrawal by the applicant.



### Australian Teacher Workforce Data

All TRAs provided teacher registration data to the Australian Teacher Workforce Data (ATWD) initiative in the second half of 2023. With the inclusion of TRA data from Western Australia for the first time following necessary legislative amendments, the ATWD is now fully national, enabling 100% coverage of the registered teacher workforce.

The national response rate to the Australian Teacher Workforce Survey (Teacher Survey) for 2023 was 7.6% of all registered teachers (42,497 completions). This represents an increase of 10.6% (n=4,082) on the 38,415 responses received in 2022.

The ATWD continued its digital delivery of data and reporting in 2023-24. The [ATWD Key Metrics Dashboard](#) now contains all initial teacher education (ITE) data up to and including 2021, and teacher workforce data up to 2022. During this financial year, the following data were released:

- ITE pipeline data (2020–21)
- Teacher workforce data (2021–22).

The ATWD's flagship publication series, *National Trends*, complements the ITE and teacher workforce data in the ATWD Key Metrics Dashboard. Published on 13 February 2024, [National Trends: Initial Teacher Education Pipeline \(reference period: 2005–2021\)](#) provides insight into emerging national trends in the supply of teachers through ITE.

In 2024, the new ATWD publication series *In Focus* was launched. *In Focus* publications are special in-depth feature reports that provide analysis on a specific topic or cohort using ATWD data. The first of these publications, [In Focus: Aboriginal and Torres Strait Islander Teachers](#), was published in April 2024 and provides important insights about the Aboriginal and Torres Strait Islander teacher workforce, including supply through ITE, workforce size, experiences, and characteristics.

Providing an evidence base for understanding the 'career lifecycle' of Aboriginal and Torres Strait Islander teachers from ITE, to their experiences in the teacher workforce, and their future career intentions, the release of this publication represents the first time that such comprehensive data has been available for Aboriginal and Torres Strait Islander teachers.

In 2023, more than

**42,000**

registered teachers completed the Australian Teacher Workforce Survey.





### Professional Standards for Middle Leaders

In 2023–24, AITSL continued to work in partnership with the Queensland Department of Education to develop, validate, and trial the *Professional Standards for Middle Leaders* (Middle Leader Standards). The Middle Leader Standards recognise the complexity and importance of the role of middle leaders across Australia. They bridge the gap between the Teacher Standards and the Principal Standard and identify the key capabilities that are required to be an effective middle leader.

A comprehensive [literature review](#) provided a wide research base for the development of these Middle Leader Standards. It gathered information from both academic papers and national and international practice. The literature review was published on the AITSL website in September 2023.

The Middle Leader Standards were informed by the expertise of an Expert Panel convened by AITSL and were developed in consultation with the profession. In July and August 2023, AITSL collected validation data on the draft Middle Leader Standards from 940 teachers, leaders, and other educational professionals who work with middle leaders. This provided detailed insights that enabled adjustments to the Middle Leader Standards to ensure that they were fit-for-purpose.

An implementation trial was conducted across more than 82 government, Catholic, and independent schools in Queensland, and an external evaluation of the trial found that nearly all participants considered the Middle Leader Standards to be useful and relevant for developing middle leadership capabilities.

An impact assessment was commissioned to understand the potential positive impacts and unintended consequences of introducing the Middle Leader Standards. A series of interviews with 23 key stakeholder groups revealed that the positive intention of the Middle Leader Standards aligned with the likely impacts of their introduction. The [Middle Leader Standards](#) were published in May 2024.



### Support for international education systems and governments

In 2023–24, AITSL continued to support the Australian Government's diplomatic and foreign affairs priorities by sharing our expertise in teaching, school leadership development, and system-wide approaches to improve student outcomes overseas.

AITSL was invited to present at the Regional Summit to Review Regional School Leadership Standards in Fiji, and the Asia-Pacific Economic Cooperation (APEC) School Leadership Program in the Republic of South Korea. AITSL also maintained connections with the Department of Education's International Division and the Department of Foreign Affairs and Trade, providing policy advice for initiatives in India, Indonesia, and the Pacific Region.

Globally, education systems remain interested in AITSL's expertise, policy frameworks, and resources. AITSL presented at the South African National Basic Education Symposium, collaborated with the United Nations Educational, Scientific and Cultural Organization (UNESCO) to offer policy advice for their initiatives in Bhutan, and provided subject matter expertise to the British Columbia Ministry of Education and Child Care (Canada), the University of Iceland, the Japan International Cooperation Agency as well as Orleu: National Centre for Professional Development (Kazakhstan).

**Several of AITSL's programs of work in 2023–24 were completed to meet commitments under the National Teacher Workforce Action Plan, as follows:**

<p><b>Action 5</b> <b>Provisional and conditional registration</b></p>	<p>AITSL worked collaboratively with teacher regulatory authorities (TRAs) to explore a coordinated national approach to teacher registration and amend and update the <i>Framework for Teacher Registration in Australia</i> to better reflect contemporary practice across jurisdictions, incorporate language that is inclusive of early childhood settings, and highlight the importance of child safety. Draft amendments were completed in June 2024, ahead of providing these for consideration and approval by Education Ministers.</p>
<p><b>Action 8</b> <b>Teacher Education Expert Panel (TEEP)</b></p>	<p>After receiving approval from Education Ministers in December 2023, AITSL published the <a href="#">Addendum to the Accreditation of initial teacher education programs in Australia: Standards and Procedures</a> (TEEP Recommendation 1) to enable the implementation of core content in all initial teacher education (ITE) programs by December 2025 (TEEP Recommendation 2).</p> <p>AITSL consulted with key stakeholders on the draft <i>Australian Professional Experience Guidelines</i> (TEEP Recommendation 9). The draft Guidelines were completed in June 2024, ahead of consideration by Education Ministers.</p>
<p><b>Action 11</b> <b>Literacy and Numeracy Test for Initial Teacher Education (LANTITE)</b></p>	<p>AITSL consulted with key stakeholders to draft amendments to Program Standard 3.5 of the <i>Accreditation of initial teacher education programs in Australia: Standards and Procedures</i> (Accreditation Standards and Procedures) on requirements regarding the Literacy and Numeracy Test for Initial Teacher Education Students (LANTITE). The changes ensure that initial teacher education (ITE) students attempt LANTITE by the end of the first year of their program and also provide eligible pre-service teachers with alternative recognition arrangements by a relevant cultural authority for First Nations language proficiency.</p> <p>After receiving approval from Education Ministers, the revisions were published in December 2023, in the <a href="#">Addendum to the Accreditation of initial teacher education programs in Australia: Standards and Procedures</a>.</p>
<p><b>Action 14</b> <b>Develop national guidelines to support early career teachers and new school leaders including mentoring and induction</b></p>	<p>AITSL consulted with a broad range of key stakeholders to develop 2 sets of guidelines: <a href="#">Guidelines for the Induction of Early Career Teachers in Australia</a> including supporting resources, and <a href="#">Guidelines for the Induction of New School Leaders in Australia</a>.</p> <p>Both sets of guidelines have regard to inclusive practice for supporting students with diverse learning needs as well as the needs of Aboriginal and Torres Strait Islander teachers, and teachers in regional and remote areas.</p> <p>Both guidelines were approved by Education Ministers in December 2023 and were subsequently published with a set of supporting resources on the AITSL website in January 2024.</p> <p>AITSL is also developing guidelines on mentoring early career teachers, which are due to go to Education Ministers in 2024.</p>
<p><b>Action 15</b> <b>Accreditation against the Principal Standard</b></p>	<p>AITSL provided advice to Education Ministers in December 2023 on considerations for developing an accreditation process aligned with the <i>Australian Professional Standard for Principals</i> (Principal Standard).</p> <p>In developing this advice, AITSL consulted targeted stakeholders and available information on the merits and implementation considerations of a potential accreditation process aligned with the Principal Standard. Consultation included principal associations, system and sector representatives, unions, and the profession.</p> <p>In line with AITSL's advice and stakeholder feedback, Education Ministers agreed not to pursue the development of an accreditation process aligned with the Principal Standard at this time.</p>

<p><b>Action 17</b>  <b>Highly Accomplished and Lead teachers (HALTs)</b></p>	<p>Informed by consultation, AITSL developed the <i>Framework for the Certification of Highly Accomplished and Lead Teachers</i> (the HALT Framework), which was approved by Education Ministers in July 2023. The Framework is now the national governing document for certification and allows for certifying authorities to streamline certification processes and reduce the administrative burden for applicants at their discretion. The HALT Framework also allows for streamlined pathways into certification and HALT specialisations.</p> <p>Progress towards the national target of 10,000 HALTs or equivalent has continued, with 1,410 HALTs recognised as of 31 December 2023. In addition, 225 teachers have completed the Victorian Academy of Teaching and Leadership's <i>Teaching Excellence Program</i>, which was deemed equivalent to HALT certification by Education Ministers.</p> <p>Supported by external experts, AITSL developed a methodology and protocols for moderation of national HALT certification. Moderation will support consistency of judgement across certifying authorities to ensure national portability of certification. AITSL also updated and redesigned the HALT Assessor Training Program and published it on AITSL's learning management system in June 2024.</p>
<p><b>Action 21</b>  <b>Effective use of ITE students, teaching assistants and other non-teaching staff</b></p>	<p>AITSL has worked with the Queensland Department of Education along with numerous stakeholders to develop the draft <i>Guidelines to Support the Optimal Deployment of Teaching Assistants in Australian Classrooms</i>. These Guidelines have been shaped with a view to reducing teacher workload and contributing to student progress and achievement.</p> <p>In undertaking this work, AITSL prepared a research and consultation report, and developed the draft Guidelines that are currently undergoing further consultation led by Queensland Department of Education.</p>
<p><b>Action 25 and Action 26</b>  <b>Better understanding future workforce needs</b></p>	<p>Technical planning for disaggregated modelling to increase understanding of teacher demand (Action 25) and the initial teacher education (ITE) pipeline (Action 26) has commenced. Data weighting and work to improve data on postgraduate specialisations are in progress to support the delivery of these actions.</p> <p>Modelling will be developed iteratively in collaboration with jurisdictions and sectors, and a stakeholder engagement plan is being finalised with consultation now underway. The work will continue in 2024–25.</p>
<p><b>Action 27</b>  <b>Develop and publish data about teacher wellbeing and career intentions</b></p>	<p>As part of the response to Action 27, additional questions on teacher wellbeing were introduced in the Australian Teacher Workforce Survey (Teacher Survey) in 2023.</p> <p>This included 4 questions in the Teacher Survey specifically relating to workplace wellbeing and stress, plus a series of additional questions, which respondents could opt-in to after completing the main part of the Teacher Survey.</p> <p>Of the teachers who completed the main Teacher Survey, just under 53% also completed the wellbeing module, providing a suitable sample size (n=22,496) for all forms of planned analysis. The data is currently being weighted to provide a nationally representative picture of teachers' professional wellbeing. This work will continue in 2024–25.</p>

# Esteeming expertise

## PERFORMANCE MEASURE

Perception of AITSL's role in supporting and recognising the profession, as measured through a biennial stakeholder survey and website analytics.

## TARGET

Education professionals across Australia have high levels of familiarity (80%+), positive attitudes towards, and engagement with AITSL.



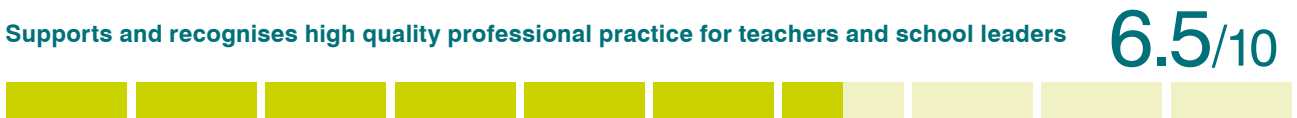
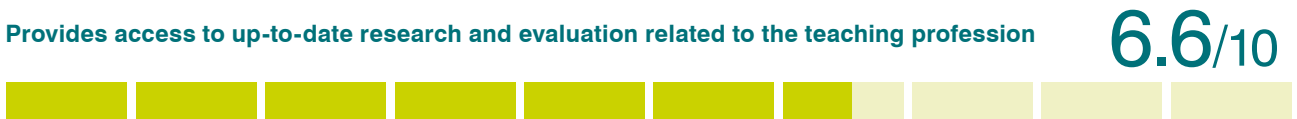
The 2023 Stakeholder Survey revealed high familiarity with, and positive attitudes towards, AITSL:

Stakeholders are aware of AITSL (Target 80%)

**85.5%** 'very' or 'fairly' familiar with AITSL and its work



Education professionals perceive AITSL positively, responding that AITSL



Engagement with AITSL, including traffic to the website and use of AITSL's tools and resources, remained high over the 1 July 2023 to 30 June 2024 period.

Australian teachers continue to use tools and resources provided by AITSL. In 2023–24 (2022–23 data for comparison):

The *In the Classroom* resources had

**44,757**  
viewers

(40,667 viewers in 2022–23)

The *My Induction* app had an additional

**2,972**  
users

and has had a total of **22,673 users** since it commenced in February 2017 (3,602 users in 2022–23)

The *Illustrations of Practice* were viewed

**317,952**  
times

(330,197 times in 2022–23)

The *Teacher Self-Assessment Tool* was used by

**41,395**  
users

and has had more than **208,554 users** since it commenced in February 2017 (47,621 users in 2022–23)

*Spotlights* were viewed

**162,573**  
times

(149,120 times in 2022–23)

AITSL's *Teachers Supporting Teachers* Facebook group grew by an additional

**1,512**  
members

and now has more than **11,812 members** since its launch in May 2020 (2,840 members in 2022–23)

The *Leadership Reflection Tool* was downloaded by

**6,994**  
users

(10,362 users in 2022–23)

AITSL's *Supervising Preservice Teachers* modules were accessed by

**1,545**  
users

(1,321 users in 2022–23)

 aitsl.edu.au

More than

**1,271,682**  
visitors

explored AITSL's website (1,018,248 in 2022–23)

aitsl mail

Over

**219,044**  
subscribers

Subscriptions to the AITSL Mail e-newsletter **increased by 4%** (211,595 subscribers in 2022–23)



Current audience of over

**140,210**  
viewers

Social media **presence grew by over 5%** across AITSL's 3 main social media platforms (133,073 viewers in 2022–23)

# Supporting expertise

## PERFORMANCE MEASURE

Staff perceptions of AITSL's culture as measured through a yearly engagement survey.

## TARGET

AITSL staff are highly engaged and perceive a positive culture, one that is adaptive, inclusive, and culturally safe.



**ACHIEVED**

The 2024 AITSL Staff Engagement Survey, fielded in April 2024, revealed that staff are engaged and perceive AITSL to be a highly adaptive, inclusive, and culturally safe workplace.

**To promote inclusivity, AITSL offered activities, information, and opportunities for discussion throughout 2023-24, particularly around key dates such as:**

- Wear It Purple Day
- International Day of People with Disability
- National Reconciliation Week
- Pride Month
- NAIDOC Week.

**Participation in these special events, and continued engagement throughout the year, contributes to AITSL staff perceiving an inclusive and culturally safe work environment, as revealed by the Staff Engagement Survey:**

**AITSL staff feel positive about their work environment**

**95%** strongly agree/agree they would recommend AITSL as a great place to work



**88%** strongly agree/agree AITSL has a genuine commitment to cultural responsiveness



**86%** strongly agree/agree AITSL has a genuine commitment to diversity and inclusion



**78%** strongly agree/agree they feel connected to their colleagues



# Senior Management

From 1 July 2023 to 30 June 2024

## Senior Officers



### Mark Grant PSM

*DipTeach BEd MStudEd PCIL MAICD*

#### Chief Executive Officer

(to 28 January 2024)

Mark Grant PSM joined AITSL as CEO in April 2019, bringing a significant breadth and depth of operational experience as a teacher, principal, and executive to the role.

During a career dedicated to education, he has maintained a passion for quality teaching and school leadership, and the resulting benefits these bring to students in the classroom.

In his time leading AITSL, Mark's focus was on working across all systems and sectors to partner with Ministers, education employers, and other key stakeholders to support teachers and leaders to deliver quality, lasting outcomes for learners.

Prior to joining AITSL, Mark held the position of Executive Director, Leadership and High Performance at the NSW Department of Education. Mark combines this executive experience and his background in schools to lead complex, integrated strategic work, which has included school improvement measures; teacher quality, induction, professional development, and leadership support for school-based staff; and needs-based funding to all schools.



### Edmund Misson

*BA (Hons) EMPA GAICD*

#### Acting Chief Executive Officer

(from 29 January 2024)

#### Deputy Chief Executive Officer

(to 28 January 2024)

Edmund Misson is the Acting CEO of AITSL and is a respected leader in the national education landscape.

Edmund's considerable experience across education research, policy development, and policy implementation has seen him successfully lead AITSL's work with all jurisdictions to deliver solutions that promote quality teaching and school leadership across Australia.

Since joining AITSL in 2011, Edmund's focus has been on using evidence to support teachers in all systems and sectors to excel at every stage of their teaching careers.

He has led AITSL's role in helping to shape national reforms to initial teacher education for Graduate teachers, and several of AITSL's landmark national policies and frameworks, which are now being used by the profession in all states and territories.

Edmund previously held leadership roles with the Victorian Government, advising on a range of education, training, and other social policy issues. Edmund has a Masters degree in Public Administration.



### Dianne Jickell

*BA (Hons)*

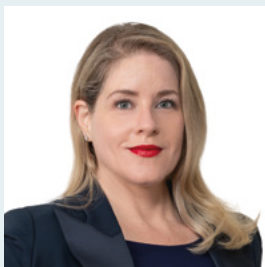
#### General Manager, Corporate

Dianne Jickell joined AITSL in May 2017. As General Manager, Corporate, she leads the digital, communications, people and culture, project management, information technology, and business services functions. Since January 2024, Dianne has also led the Australian Teacher Workforce Data initiative in an acting capacity.

Dianne provides high-level strategic and operational advice with a focus on strengthening AITSL's external reach and engagement, creating a healthy, high-performing culture, and strong and adaptive operational foundations that support the company's purpose.

Dianne has extensive experience in strategic leadership, ensuring communications, operations, and services align with strategic goals and business needs.

Prior to joining AITSL, Dianne was a senior executive at an Australian peak body, Philanthropy Australia, where she delivered several key initiatives to support the organisation's objectives and worked as part of the executive team to design and develop a refreshed direction for the organisation.



**Lisa MacKay**

*BSc LLB MPICT GAICD FGIA NMAS*

**General Counsel and Company Secretary**

Lisa MacKay joined AITSL in April 2017. As General Counsel and Company Secretary, Lisa provides legal support and advice to the Board and Executive, ensures the company's regulatory compliance, manages fraud control and risk, facilitates internal audits, supports high-quality company policies and operations, and leads the Teacher Migration Services and Support function.

Lisa is a legal professional with extensive experience working with boards and providing legal, risk, fraud management, operational, and strategic advice to government and the private sector.

Prior to joining AITSL, Lisa worked in private practice and for state and Commonwealth governments. Lisa also holds a Bachelor of Science; a Masters of Policing, Intelligence and Counter Terrorism; is a PRINCE 2 Practitioner; a nationally accredited mediator; and is a Graduate of the Australian Institute of Company Directors and a Fellow of the Governance Institute of Australia.



**Danny Pinchas**

*BEcon PGDipEd*

**General Manager, Teaching and School Leadership**

Danny Pinchas has more than 15 years' experience as a leader across the education sector and joined AITSL in 2013.

As General Manager, Teaching and School Leadership, Danny leads AITSL's important work across initial teacher education reform, quality teaching support, and school leadership development.

Danny's responsibilities involve driving and supporting the development and implementation of a range of policy initiatives and resources to empower teachers and school leaders.

Prior to joining AITSL, Danny held positions at the Victorian Department of Education and Early Childhood Development. Before that, he spent several years in the Kimberley region of Western Australia, working in remote communities as a principal, teacher, and numeracy coach.



**Allison Wetzels**

*BScBA MCom CPA*

**Chief Financial Officer**  
(from 28 May 2024)

Allison Wetzels joined AITSL as the Chief Financial Officer on 28 May 2024. Allison provides finance and strategic counsel to the Board and executive, with an emphasis on strengthening financial acumen across the business to support AITSL's strategic objectives. Allison oversees the finance and procurement functions.

Allison brings a wealth of experience providing financial leadership in the delivery of core finance functions, budget and resource management, financial strategy, and governance and financial reporting. She is a member of CPA Australia and holds a Master of Commerce degree.

Previously, Allison held prominent senior finance leadership roles with the Victorian Government, including Interim Chief Financial Officer and Director, Financial Management and Reporting at the Department of Energy, Environment and Climate Action. Prior to this, Allison worked for a private accounting firm, leading corporate finance functions and providing board reporting for clients.





## David W Frost

BA Hons BFP FCA GAICD

### Chief Financial Officer (to 19 June 2024)

David W Frost joined AITSL in January 2022. As Chief Financial Officer, David's responsibilities included providing finance and strategic advice to the Board and Executive, and all financial reporting.

David is a finance professional and is a Fellow of Chartered Accountants Australia and New Zealand, as well as being a Fellow of the Institute of Chartered Accountants in England and Wales.

Prior to joining AITSL, David held the position of Chief Financial Officer at Neami National Ltd. His initial professional accounting experience was with BDO Binder Hamlyn, PwC, and Rolls-Royce plc. He has over 30 years' experience in both commercial and not-for-profit entities. In addition, David has served as a company director and chaired finance- and audit-related board sub-committees for a few not-for-profit entities.

**Artwork detail:** Green leaves contour the walking track to reflect AITSL's cultural growth. U shapes represent people and are also situated along the walking track to depict support networks and everyone's commitment to this journey.



# Corporate Governance Statement

## Purpose

AITSL plays a key role in leading significant, national education reform for the Commonwealth, state, and territory governments to promote excellence in teaching, leadership, and initial teacher education to achieve maximum impact on student learning in all Australian schools. AITSL delivers a program of work:

- in accordance with directions received from
  - the Commonwealth Minister for Education
  - other federal ministers and national governance bodies
  - the AITSL Board of Directors
- through bilateral and multilateral agreements with states and territories
- with international governments and education partners pursuing best practice in education.

## Corporate structure and governing legislation

AITSL commenced operations in January 2010 in Melbourne and is:

- a Commonwealth company as defined in section 89 (1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)
- a company subject to the *Corporations Act 2001*
- a charity subject to the *Australian Charities and Not-for-profits Commission Act 2012*
- wholly owned by the Commonwealth of Australia
- a company limited by guarantee.

The Minister for Education, as the representative for the Commonwealth of Australia, is the sole shareholder of AITSL. The Hon Jason Clare MP was the Minister for Education throughout the 2023–24 financial year.

AITSL regularly reports to the Minister for Education, Minister for Finance, and the Australian Government Department of Education based on the reporting timetable detailed in AITSL's Grant Agreements and other requests from the ministers. AITSL is also subject to parliamentary scrutiny through the Senate Estimates process.

As AITSL is owned by the Commonwealth of Australia, under section 250 N (4) of the *Corporations Act 2001*, it is not required to hold an annual general meeting.

AITSL operates under its own constitution with a Board of Directors (AITSL Board) that has decision-making authority. The AITSL Board is responsible for setting the company's strategic direction and governing its operations and performance.

The AITSL Board is supported by a company headed by a Chief Executive Officer (CEO), who is responsible for the ongoing management and leadership of AITSL within the broad framework and strategic direction set by the AITSL Board.

AITSL is committed to meeting high standards of corporate governance, which we consider essential to our long-term performance and sustainability, and in the best interests of our stakeholders.

AITSL's governance framework is regularly reviewed to ensure it aligns to government, regulatory, and legislative requirements.

AITSL's governance practices continue to evolve, having regard to the:

- PGPA Act and *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule)
- *Corporations Act 2001*
- requirements of the *Australian Charities and Not-for-profits Commission Act 2012*
- relevant government policies and/or Government Policy Orders.

This statement, which was approved by the AITSL Board, outlines the most significant aspects of AITSL's corporate governance framework.

In addition to projects funded through our Grant Agreements and from other sources, from time to time the Minister for Education issues AITSL with letters of instruction specifying particular pieces of work under section 17.1 of the AITSL Constitution. On 8 August 2023, the Hon Jason Clare MP, Minister for Education, provided AITSL with a letter of instruction to request we undertake work on the following Actions from the National Teacher Workforce Action Plan:

- **Action 5** | develop advice on changes to the Framework for Teacher Registration in line with principles set by the Education Ministers Meeting to prioritise conditional or provisional registration to increase the supply of teachers
- **Action 8** | in response to the final report from the Teacher Education Expert Panel:
  - amend the Accreditation Standards and Procedures to include 'core content'
  - prepare advice for Education Ministers to ensure the core content is embedded in all initial teacher education programs before the end of 2025, and how imposing conditions on accreditation could be used to ensure higher education providers fully embed the core content
  - work with stakeholders to develop national guidelines for practical experience
- **Action 11** | amend standard 3.5 of the Accreditation Standards in relation to initial teacher education students sitting the LANTITE in the first year of their degree to ensure they can receive necessary targeted support
- **Action 17** | publish AITSL's proposed Framework for Certification of Highly Accomplished and Lead teachers (HALTs) as the national governing policy on HALT certification
- **Action 21** | develop guidelines to support the optimal development of teacher assistants as commissioned by the Queensland Department of Education
- **Actions 25, 26, 27** | work with the Australian Teacher Workforce Data (ATWD) Oversight Board to deliver these actions to develop a better understanding of the future workforce needs of the profession.

AITSL is undertaking work on these Actions in line with milestones set out in Project Orders issued by the Department of Education and decisions of Education Ministers.

No Government Policy Orders applied to AITSL during the reporting period.

## The Board

AITSL is governed by a constitution that outlines its governance and operational powers, which are exercised by the AITSL Board.

The AITSL Board has also adopted a charter that sets out its role and responsibilities and those of the CEO. The AITSL Board is responsible for:

- setting AITSL's overall strategic direction and goals
- overseeing and monitoring organisational performance and the achievement of strategic goals and objectives
- monitoring financial performance and accountability
- setting specific limits of authority for Management
- reviewing and monitoring AITSL's risk management and compliance systems
- setting appropriate standards of corporate governance and codes of conduct
- protecting and enhancing AITSL's reputation.

The AITSL Board has also adopted a number of policies that set out legal requirements and ethical standards to which each Director is expected to adhere.

### Appointments

In accordance with the AITSL Constitution, the AITSL Board is to be comprised of a minimum of 3 and a maximum of 11 Directors.

Directors are appointed by the Minister for Education through the process outlined in the *Australian Government Cabinet Handbook*. The maximum term of appointment for a Director is for a period of up to 3 years, with serving Directors eligible for reappointment on the expiry of their term.

Under the AITSL Constitution, the Minister for Education, when appointing Directors, must have regard for their skills and expertise in a number of areas, including:

- teacher education
- regulation and accreditation of initial teacher education courses
- school leadership
- teacher practitioner expertise
- government school systems leadership and management
- non-government school systems leadership and management
- public policy
- governance, including audit, risk, and finance
- government liaison expertise.

Full details of current Directors including names, appointment dates, and qualifications are included in the Directors' Report on page 43.

### Conflicts of interest and related party transactions

Upon appointment, each Director is required to complete a declaration of personal interests and has an ongoing obligation to keep the AITSL Board informed of any arising interests, including actual, potential, or perceived conflicts.

Any conflicts and related party transactions are dealt with in accordance with the AITSL Board Charter, AITSL Procurement Policy, and AITSL Board Conflict of Interest Policy.

During 2023–24, there were transactions with related entities with an aggregate value of \$15,055. Further information on related party transactions for 2023–24 can be found in Note 9 Related Party Disclosure on page 72 of the Financial Report.

### Induction

Upon appointment, each Director receives a letter from AITSL confirming their appointment along with a comprehensive online induction program that outlines their key statutory and legal obligations, compliance requirements, governance and reporting structures, policies, and contact information relevant to their appointment. Meetings with the AITSL Board Chair, Deputy Chair, Senior Executive, and other key staff are arranged, as well as training that covers their statutory obligations as an AITSL Board Director. Directors are also provided with bound copies of the AITSL Constitution for their reference.

To improve both their own and the AITSL Board's performance, Directors are encouraged, where appropriate, to undertake professional development.

### Independent advisers

To allow Directors to fulfil their responsibilities and to exercise independent judgment when making decisions, the AITSL Board collectively, and each Director individually, has access to any information in the possession of AITSL. The AITSL Board also has the capacity to invite up to 2 persons with expertise in a specific area to attend a Board meeting and provide advice to Directors.

## Meetings

Details of the number of AITSL Board meetings each Director was eligible to attend, and the number of meetings attended during the period from 1 July 2023 to 30 June 2024 are set out in the Directors' Report on page 49.

## Remuneration

The Remuneration Tribunal determines the remuneration and travel allowances payable to Directors, which includes provision for an annual salary for the Chair and Deputy Chair. AITSL falls under the Remuneration Tribunal's *Remuneration and Allowances for Holders of Part-time Public Office Determination*. Full details of Directors' remuneration including annual salaries are in Note 8 Key Management Personnel Remuneration on page 71 of the Financial Report.

## Education

AITSL maintains memberships with the Australian Institute of Company Directors (AICD) for the AITSL Board, so Directors have access to on-demand training and resources.

In December 2023, the AITSL Board received training on reading financial statements and conducting financial analysis in line with their directors' duties as well as refresher course on AITSL's regulatory and operating environment.

In June 2024, the AITSL Board received training from the Australian Government Solicitor on the National Anti-Corruption Commission and was provided with access to Comcover's training on psychological health in the workplace and obligations under work health and safety legislation.

Directors attended the 2024 AITSL Highly Accomplished and Lead teacher (HALT) Summit, which provides professional development to HALTs. Directors attended as representatives of the AITSL Board and experts in their respective fields.

## Board Committees

To assist in the performance of its responsibilities, the AITSL Board currently has 2 committees, each governed by a formal charter setting out its purpose, role, responsibilities, composition, structure, and membership.

Committee charters are reviewed every 2 years by Members and any proposed changes must be approved by the AITSL Board. Each committee is chaired by an AITSL Director, who provides a verbal and written report to the AITSL Board outlining the matters considered and any actions taken at the committee meeting.

The committees of the Board in 2023–24 included:

- Risk, Audit and Finance Committee
- Remuneration Committee.

### Risk, Audit and Finance Committee

The primary objectives of the Risk, Audit and Finance Committee are to provide independent assurance and assistance to the Board on AITSL's risk control and compliance framework; assist the Board with its oversight responsibilities relating to risk management, internal control, and compliance frameworks; and fulfil the functions required under section 92(2) of the PGPA Act.

The Committee's charter outlines its composition, purpose, responsibilities, and reporting and administrative arrangements. A copy of the *Risk, Audit and Finance Committee Charter* can be found on the Governance page of the AITSL website: [aitsl.edu.au/about-aitsl/governance](https://aitsl.edu.au/about-aitsl/governance)

Directors are paid for their attendance at Risk, Audit and Finance Committee meetings as per the Remuneration Tribunal's *Remuneration and Allowances for Holders of Part-time Public Office Determination*.

Attendance and Remuneration from 1 July 2023 to 30 June 2024

MEMBER	POSITION	QUALIFICATIONS, SKILLS, EXPERIENCE	ATTENDANCE	REMUNERATION (EXCL. GST)	ADDITIONAL INFORMATION
<b>Mr Christopher Wardlaw</b> PSM OLY	Chair	Member of the AITSL Finance Committee from 2013 to 2016  Chair of the AITSL Finance Committee and Audit and Risk Committee from 2016 to 2020  Past member of the Athletics Australia Finance, Audit and Risk Committee  Immediate past Chair of the Victorian Curriculum and Assessment Authority which has oversight of all audit, finance, and risk functions  Bachelor of Economics (Hons) DipEd	Eligible to attend 5 meetings  5 meetings attended	\$0  Paid an annual salary as Deputy Chair of the AITSL Board	0
<b>Dr Jennifer Buckingham</b> OAM FRSN CF	Member	Not-for-profit Financial Management short course, Governance Institute of Australia  Interpreting Financial Statements short course, Australian Institute of Company Directors (AICD)	Eligible to attend 5 meetings  4 meetings attended	\$3,743	0
<b>Prof Lee Anne Perry</b> AM GAICD EdD	Member	Graduate, AICD Company Directors Course  Not-for-profit Risk Management short course, AICD  Doctor of Education thesis: Risk and Accountability – Implications for School Principals  Member of TAFE Queensland Audit, Finance and Risk Committee (2023 to current)  Chair, National Catholic Education Commission Audit and Risk Committee (2015 to 2023)  Member, Queensland Curriculum and Assessment Authority Audit and Risk Committee (2018 to 2023)  Board Member, Queensland Non-State Schools Accreditation Board (2015 to 2023)	Eligible to attend 5 meetings  4 meetings attended	\$4,189	0

MEMBER	POSITION	QUALIFICATIONS, SKILLS, EXPERIENCE	ATTENDANCE	REMUNERATION (EXCL. GST)	ADDITIONAL INFORMATION
<b>Mrs Karen Hogan</b> FCPA GAICD BCom (Acc)	Independent Expert Member	Over 30 years' experience in governance with expertise in accounting, human resources, and information and communication technology  Held roles in both the private and public sector in a variety of industries such as fast-moving consumer products, manufacturing, tourism, government regulation, agriculture, and cultural institutions  Director of EGA Insights and provides strategic consulting advice on governance, accounting, internal controls, and business improvement opportunities  Holds roles as the chair, deputy chair, and as an independent member on several public sector audit and risk committees	Eligible to attend 5 meetings  4 meeting attended	\$8,860	0

## Remuneration Committee

The Remuneration Committee advises the AITSL Board on the salary, conditions, and performance of the CEO. The Committee usually meets at least 3 times a year and is comprised of the Board Chair and 2 Directors. The Committee did not meet during the reporting period due to the resignation of the former CEO. Remuneration associated with higher duties for AITSL staff, including the Acting CEO, falls under AITSL's Remuneration and Benefits Policy.

Membership for 2023–24 consisted of Dr Michele Bruniges, Ms Beth Blackwood, and Ms Renee Lammon.

## Board Advisory Committees

The AITSL Board maintains 2 expert standing committees that provide policy advice and support to Directors and AITSL to assist in decision-making. Each committee is governed by formal terms of reference, setting out its purpose, role, responsibilities, composition, structure, and membership. The terms of reference for each committee are reviewed biennially by members and any proposed changes submitted to the AITSL Board for approval. Each committee is chaired by an AITSL Director, who provides a verbal or written report to the AITSL Board outlining the matters considered and any actions taken at the committee meeting.

The 2 expert standing committees are:

- School Leadership and Teaching Expert Standing Committee
- Teacher Education Expert Standing Committee.

### SCHOOL LEADERSHIP AND TEACHING EXPERT STANDING COMMITTEE (SLTESC)

SLTESC was established to advise the AITSL Board and Management on work AITSL is progressing to promote excellence in teaching and school leadership to maximise impact on student learning in all Australian schools.

To support the AITSL Board, SLTESC:

- provides expert advice and direction on matters relating to teaching and school leadership, drawing on knowledge of identified enablers and barriers, relevant to AITSL's remit, to maximise impact on student learning and evidence-based practice to achieve excellence
- helps to quality assure work to improve development of policies, resources, and other AITSL-led initiatives that support teachers and school leaders.

### TEACHER EDUCATION EXPERT STANDING COMMITTEE (TEESC)

TEESC was established to provide advice to the AITSL Board and Management on work AITSL is progressing related to initial teacher education (ITE) and the relationship between teacher education and transition to working as a teacher.

To support the AITSL Board, TEESC:

- provides expert advice and direction on current issues and changing practice in ITE and the relationship between ITE and the needs of the teacher workforce
- provides expert advice on AITSL's role in supporting national consistency of the accreditation process
- supports processes to improve the rigour of accreditation, including providing evidence of the relationship between teacher education and student learning
- advises on, and helps quality assure, the development of resources to support ITE
- ensures advice is informed by relevant expertise.

## Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing, and controlling the activities of AITSL, directly or indirectly, including any Board Director of AITSL.

The number of key management personnel that are included in the following table is 12, comprising 3 Executive Managers and 9 part-time, Non-Executive Directors.

### Remuneration for key management personnel

NAME	POSITION TITLE	Short-term benefits			Post-employment benefits	Other long-term benefits			TOTAL REMUNERATION
		BASE SALARY	BONUS	OTHER BENEFITS & ALLOWANCES	SUPER ANNUATION CONTRIBUTIONS	LONG SERVICE LEAVE	OTHER LONG-TERM BENEFITS	TERMINATION BENEFITS	
Grant, Mark	Chief Executive	252,470	0	0	15,511	(21,788)	0	0	246,193
Misson, Edmund	Deputy Chief Executive, Acting Chief Executive	370,735	0	0	26,965	5,085	0	0	402,784
Pinchas, Daniel	General Manager, Teaching and School Leadership	298,330	0	0	27,491	4,398	0	0	330,219



NAME	POSITION TITLE	Short-term benefits			Post-employment benefits	Other long-term benefits			TOTAL REMUNERATION
		BASE SALARY	BONUS	OTHER BENEFITS & ALLOWANCES	SUPER ANNUATION CONTRIBUTIONS	LONG SERVICE LEAVE	OTHER LONG-TERM BENEFITS	TERMINATION BENEFITS	
Bruniges, Michele	Chair	107,598	0	0	11,850	0	0	0	119,448
Wardlaw, Christopher	Deputy Chair	82,210	0	0	9,043	0	0	0	91,253
Blackwood, Beth	Non-Executive Director	16,342	0	0	1,089	0	0	0	18,151
Buckingham, Jennifer	Non-Executive Director	14,310	0	0	0	0	0	0	14,310
Elliott, Malcolm	Non-Executive Director	10,269	0	0	1,130	0	0	0	11,399
Lammon, Renez	Non-Executive Director	9,450	0	0	1,051	0	0	0	10,501
Mison, Andy	Non-Executive Director	7,122	0	0	801	0	0	0	7,923
Pendergast, Donna	Non-Executive Director	11,594	0	0	1,275	0	0	0	12,869
Perry, Lee Anne	Non-Executive Director	19,382	0	0	2,153	0	0	0	21,536

#### Remuneration for senior executives

TOTAL REMUNERATION BANDS	NUMBER OF SENIOR EXECUTIVES	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		AVERAGE BASE SALARY	AVERAGE BONUSES	AVERAGE OTHER BENEFITS AND ALLOWANCES	AVERAGE SUPER-ANNUATION CONTRIBUTIONS	AVERAGE LONG SERVICE LEAVE	AVERAGE OTHER LONG-TERM BENEFITS	AVERAGE TERMINATION BENEFITS	AVERAGE TOTAL REMUNERATION
0 – 295,000	2	110,686	0	0	12,343	(105)	0	0	122,925
295,001 – 320,000	2	279,236	0	0	27,847	4,005	0	0	311,089

#### Remuneration for other highly paid staff

TOTAL REMUNERATION BANDS	NUMBER OF OTHER HIGHLY PAID STAFF	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		AVERAGE BASE SALARY	AVERAGE BONUSES	AVERAGE OTHER BENEFITS AND ALLOWANCES	AVERAGE SUPER-ANNUATION CONTRIBUTIONS	AVERAGE LONG SERVICE LEAVE	AVERAGE OTHER LONG-TERM BENEFITS	AVERAGE TERMINATION BENEFITS	AVERAGE TOTAL REMUNERATION
250,000 – 270,000	0	0	0	0	0	0	0	0	0
270,001 – 295,000	0	0	0	0	0	0	0	0	0

## Recognising and managing risk

AITSL's Risk Management Policy and Framework communicate the principles, tolerance, appetite, and responsibilities regarding risk management throughout AITSL. Risk management has been integrated into AITSL's governance, planning, and reporting framework.

### Internal control framework

The AITSL Board is responsible for the overall internal control framework and for reviewing its effectiveness. The framework is intended to provide assurance that appropriate internal controls have been implemented to identify, evaluate, and manage significant risks to the achievement of AITSL's objectives. These internal controls cover strategic, financial, operational, information technology, and compliance risks, and take the form of appropriate financial delegations, financial planning and reporting, strategic and operational planning, policies, procedures, and internal audit practices.

### Risk management

AITSL operates under a risk management policy that is consistent with the *Australian Standard: AS ISO 31000:2018 Risk management – Guidelines*. The policy allows for the proactive identification, assessment, and management of risks.

The AITSL Board is ultimately accountable for the management of risk and ensuring effective risk management practices are in place across AITSL. To fulfil these responsibilities, the AITSL Board is assisted by the Risk, Audit and Finance Committee.

During 2023–24, the Risk, Audit and Finance Committee reviewed AITSL's strategic risks, provided advice to the Board, regularly considered major developments in the external environment, and updated the Strategic Risk Register accordingly. The Committee also requested that AITSL undertake a deep dive into its strategic risk areas. A Risk Review Panel consisting of staff and an external risk specialist has been established to undertake a full review of the existing framework. This work will be finalised by mid-2025.

AITSL will continue to work with the Risk, Audit and Finance Committee over the next 12 months to further develop the risk maturity of AITSL.

### Fraud and corruption control

AITSL maintains appropriate fraud prevention, detection, investigation, and reporting procedures and processes that are compliant and aligned to section 10 of the PGPA Rule, the Commonwealth Fraud Control Guidelines 2017, and the *National Anti-Corruption Commission Act 2022* (Cth).

AITSL reviews its Fraud and Corruption Risk Control Plan on an annual basis. This review is overseen and approved by the Risk, Audit and Finance Committee, with outcomes reported to the AITSL Board. A Fraud and Corruption Risk Register is also maintained by the Company Secretary and reviewed with the Senior Executive on an annual basis, with a report provided to the Risk, Audit and Finance Committee and AITSL Board every 6 months. AITSL's comprehensive internal audit program also tests controls and identifies fraud and corruption risks.

AITSL has an online fraud and corruption learning module that must be successfully completed by all staff annually and conducts an annual fraud and corruption comprehension and investigation survey with staff.

AITSL has a reporting mechanism to allow parties outside the company to report suspected incidents of fraud and/or corruption at AITSL.

## Internal audit

Internal audit is a key component of AITSL's governance framework. It provides independent and objective assurance and consulting activities designed to add value and improve AITSL's operations.

The internal audit function is an independent, outsourced function overseen by the AITSL Board through the Risk, Audit and Finance Committee. Internal audit reports are provided to the Committee for review in compliance with section 28 of the PGPA Rule. The Committee then advises the AITSL Board on any recommendations and actions.

Internal audits undertaken during 2023–24 include:

- Data Management and Privacy
- Payroll
- Cyber Security.

## Australian National Audit Office Performance Audit

The Australian National Audit Office (ANAO) undertook a performance audit of AITSL's administration of national standards and frameworks during the reporting period based on the following criteria:

- Has AITSL established fit-for-purpose governance arrangements to support the administration of national standards and frameworks?
- Has AITSL adopted an appropriate approach to developing, revising and supporting the implementation of national standards and frameworks?
- Does AITSL effectively measure, monitor, evaluate and report on national standards and frameworks?

The ANAO made the following findings:

- AITSL's administration of national standards and frameworks is largely effective.
- AITSL has established governance arrangements that are largely fit-for-purpose to support the administration of national standards and frameworks.
- AITSL has adopted a largely appropriate approach to developing, revising and supporting the implementation of national standards and frameworks.
- AITSL's measurement, monitoring, evaluation and reporting on national standards and frameworks is largely effective.

The ANAO made several recommendations to improve the company's performance outcomes. The AITSL Board of Directors noted the report was largely an accurate representation of AITSL's work, agreeing to the ANAO's recommendations to AITSL and welcoming the opportunities for improvement, with implementation of the recommendations to be considered within the context of the company's resourcing and authorising environment.

The performance audit outcomes can be found at: <https://www.anao.gov.au/work/performance-audit/aitsl-administration-national-standards-and-frameworks>

## External audit

Under section 98 of the PGPA Act, the Auditor-General is responsible for auditing the financial statements of Commonwealth companies.

## Governance policies

The Board and staff of AITSL are expected to behave honestly and with integrity in their relationships with all stakeholders and to uphold the good reputation of AITSL. Governance policies have been developed to assist Directors and employees to understand what is expected of them. Core policies cover:

- conflicts of interest
- fraud and corruption control
- gifts and hospitality
- instruments of delegations
- privacy
- procurement
- public interest disclosure
- workplace behaviour
- work health and safety.

AITSL has also implemented a set of values that underpin and guide AITSL's work as a company, including individual performance reviews, recruitment, and policy development. These values are:

- being up for the challenge
- embracing change
- working together
- being respectful.

## Location

AITSL's offices are located in Melbourne, Victoria; however, AITSL operates in a blended working environment, with staff working in almost every state and territory in Australia.

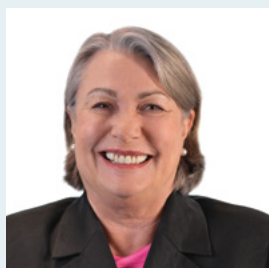
## Funding

AITSL is funded by the Australian Government, intergovernmental forums, and through fee-for-service contracts to undertake work consistent with its constitutional remit.

# Directors' Report

Board of Directors during 2023–2024

## Directors' qualifications and experience



### **Michele Bruniges AM**

*DipTeach MEd PhD*

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#### **Chair, Non-Executive Director**

Dr Michele Bruniges AM was appointed Chair of the AITSL Board on 1 July 2023.

In her earlier executive career, Dr Bruniges was Chief Executive of the Australian Capital Territory (ACT) Department of Education (2004–2008), held senior roles in the Australian Government Department of Education, Employment and Workforce Relations (2008–2011), and was Director-General of the New South Wales (NSW) Department of Education and Communities (2011–2016). Dr Bruniges recently held the position of Secretary of Education in the Australian Government (2016–2023).

Dr Bruniges' qualifications include a PhD in Educational Measurement, a Master's in Education, and a Diploma in Teaching. She is a Graduate of the Australian Institute of Company Directors, a Churchill Fellow, a Fellow of the Australian College of Educators, and a Fellow of the Australian Council for Educational Leaders. In 2012, Dr Bruniges became a Member of the Order of Australia for service to public administration and was a joint recipient of the Inaugural 100 Women of Influence Award for her work in public policy.

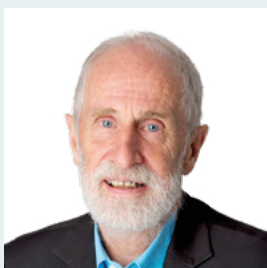
Dr Bruniges received national recognition in 2015 for her significant contribution to education as the recipient of the Australian Council for Educational Leaders Gold Medal Award. In that year, she was also awarded the Australian College of Educators' Sir Harold Wyndham Medal for her contribution to the education of young people in NSW.

In 2019, the Australian College of Educators awarded Dr Bruniges its highest award, the College Medal, for her outstanding and sustained contributions to the fields of education across a range of sectors.

In April 2017, Dr Bruniges became the first Australian appointed as Chair of the Organisation for Economic Co-operation and Development's (OECD) Programme for International Student Assessment (PISA) Governing Board and was reappointed for a third term in 2023.

At the end of 2023, Dr Bruniges was a recipient of a Paul Ramsay Fellowship to examine concentrations of disadvantage. In undertaking this work, Dr Bruniges has been appointed Industry Professor at the University of Technology Sydney's Centre for Social Justice and Inclusion.

## Directors' qualifications and experience



### Mr Christopher Wardlaw PSM OLY

*BEd (Hons) DipEd*

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#### Deputy Chair, Non-Executive Director

Mr Christopher Wardlaw PSM OLY was appointed to the AITSL Board as Deputy Chair on 2 May 2016 and reappointed on 2 May 2019, 1 May 2022, 1 May 2023, and 1 May 2024.

Christopher completed a 9-year term as Chair of the Victorian Curriculum and Assessment Authority Board in April 2023. With an early career as a teaching fellow at university and then as a secondary teacher, Christopher has gained extensive experience relating to curriculum, assessment, and quality assurance for pre-primary, basic, and senior secondary education. He also has vast experience in the government and education sectors from working in senior leadership roles in Australia and Hong Kong.

Christopher was awarded the Public Service Medal in the 2013 Queen's Birthday Honours and was made a Fellow of Monash University in 2013.

Christopher also had a parallel career as an Olympian representing Australia in long-distance running in 1976 and 1980. He was head coach of the Australian track and field team at the Sydney Olympic Games in 2000 and has coached a range of elite distance runners. In 2000, he was awarded the Australian Sports Medal. Christopher was a Board member of Athletics Australia from 2016 to 2022 and was appointed a Life Governor in October 2022.



### Ms Beth Blackwood AM

*BA DipEd*

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#### Non-Executive Director

Ms Beth Blackwood AM was appointed to the AITSL Board on 17 June 2018 and reappointed for a second term effective from 31 September 2021.

Beth was CEO of the Association of Heads of Independent Schools of Australia from 2016 to 2022. Prior to this, she had a 30-year career in the education sector, as teacher, head, deputy principal, and principal of various schools throughout Australia.

Beth is committed to the education and equality of young women and has served previously as President and Executive Board member of the Alliance of All Girls' Schools Australasia. She has been a member of many committees and working parties for the Association of Independent Schools of Western Australia.

Other areas of interest include the education of Indigenous students, International Baccalaureate programs, positive psychology, technology as an educational tool, and women's leadership.

Beth is currently a Director of Kardinia International College (Victoria) Board, Queenwood (NSW), and the Association of Independent Schools of NSW (AISNSW) Board.

In 2022, Beth received an Order of Australia award for services to education and youth.



## Dr Jennifer Buckingham OAM FRSN CF

*BSc (Hons) PhD*

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### Non-Executive Director

Dr Jennifer Buckingham OAM was appointed to the AITSL Board on 2 June 2015, reappointed in 2018, and reappointed for a third term effective from 30 September 2021.

Jennifer is Executive Director, Policy and Evidence at the NSW Centre for Education Statistics and Evaluation. She was previously Director of Strategy and Senior Research Fellow at MultiLit, and Director of the Education Program at the Centre for Independent Studies. She is also the founder of the Five from Five reading project, which aims to bridge the gap between research and practice in reading instruction.

Jennifer has published papers and articles on literacy, teacher education, school funding, international assessments, NAPLAN and My School, class size, and educational disadvantage and co-edited the textbook *Effective Instruction in Reading and Spelling* (MRU Press, 2023). Her PhD research was on effective reading intervention for struggling and disadvantaged students. In 2017, she chaired an expert advisory panel for the Australian Government on the introduction of a national Year 1 literacy and numeracy assessment. In 2022, Jennifer was awarded a Churchill Fellowship to look at literacy policy and practice in Ireland and the United Kingdom.



## Mr Andy Mison

*BMus DipEd*

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### Non-Executive Director

Mr Andy Mison was appointed to the AITSL Board on 5 December 2023.

Andy has enjoyed a career spanning more than 3 decades in the arts and education. He is currently the President of the Australian Secondary Principals' Association, representing public secondary school principals and their school communities nationwide.

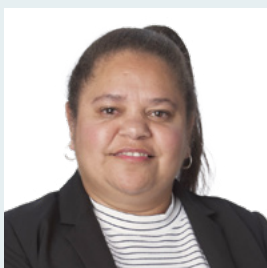
Andy has served as a teacher in NSW and the Northern Territory (NT), as principal of several schools in the NT and ACT, and as CEO of a large Registered Training Organisation delivering vocational education and training (VET) in schools.

Andy was a writer of the Australian Arts Curriculum and has been a creative curriculum consultant and developer. He led the schools performing arts program for the NT Department of Education from 2011 to 2016 and established several education initiatives supporting Aboriginal and Torres Strait Islander students and remote NT communities.

More recently, Andy played a leading role in the rollout of remote learning for ACT schools and vaccination programs for special schools during the COVID-19 pandemic as a Director of School Improvement.

Andy brings extensive practical experience to supporting Australian students, educators, and schools.

## Directors' qualifications and experience



### Ms Renez Lammon

*BEd*

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#### Non-Executive Director

Ms Renez Lammon was appointed to the AITSL Board on 17 June 2018 and reappointed on 1 August 2020 and 5 December 2023.

Renez has been teaching for 18 years. She is now the Principal at Casuarina Street Primary School, located in Katherine in the Northern Territory. Renez leads teams of teachers and provides coaching and mentoring to support her fellow teachers and school leaders.

As the Chair of the AITSL Advisory Group for Aboriginal and Torres Strait Islander Education, Renez is passionate about working together with teachers and school leaders to ensure that Aboriginal and Torres Strait Islander students achieve their full potential.

Renez has led change at both national and territory levels, promoting the value of Highly Accomplished and Lead teachers and the place of national certification in supporting teachers to lead improvement in their own schools. Being nationally certified as a Highly Accomplished teacher is an achievement she is proud of.

Renez understands the importance of evidence and the national professional standards in supporting teachers to recognise and articulate the impact they are having on their colleagues, their communities, and most importantly, their students.



### Professor Lee Anne Perry AM

*DUniv, EdD, MEd, BEd (Hons), Dip CL, FACEL, FACE, GAICD*

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#### Non-Executive Director

Professor Lee Anne Perry AM was appointed to the AITSL Board in March 2022.

Lee Anne is a Professor of Practice (Educational Leadership and Partnerships) at Queensland University of Technology (QUT). Prior to commencing in this role in February 2023, she was the Executive Director (CEO) of the Queensland Catholic Education Commission (QCEC).

Lee Anne has had a longstanding involvement in school education as a teacher, school, and system leader, including over 25 years as a principal.

Lee Anne has been a member of many state and national associations and committees concerned with school and higher education. She was a member of the Queensland Curriculum and Assessment Authority and Non-State Schools Accreditation Boards and Deputy Chair of the National Catholic Education Commission. She is also an Honorary Professor of the Australian Catholic University.

Lee Anne was awarded a Member of the Order of Australia in 2004 for significant service to secondary education as a principal, to curriculum development, and to professional education associations. In 2017, she was a panellist for the Review to Achieve Educational Excellence in Australian Schools led by David Gonski AC and a member of the STEM Partnership Forum chaired by the Chief Scientist, Professor Alan Finkel AO. Lee Anne was also a member of the Queensland Premier's Anti-Cyberbullying Taskforce.

Lee Anne is a passionate advocate for education from the early years to higher education, including vocational education and is particularly committed to supporting collaboration, partnerships, and connections within and between education sectors and systems.





## **Professor Donna Pendergast AM**

*BAppSci GradDipTeach MEd PhD*

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### **Non-Executive Director**

Professor Donna Pendergast AM was appointed to the AITSL Board on 17 June 2018 and reappointed for a second term effective from 31 September 2021.

As Director of Engagement in the Arts, Education and Law Group, and former Dean and Head, School of Education and Professional Studies for 14 years at Griffith University, Donna is a passionate educator and researcher with a global profile. She leads a dynamic group of teacher and professional educators committed to preparing the next generation of teachers and related professionals through agile and socially just educational practices. She has worked in P–10, secondary schools, and senior colleges as a classroom teacher and administrator.

Donna has conducted national research projects of significance and published extensively, including award-winning books of relevance to contemporary teacher work. Her passion lies in school reform and professional learning, working closely with governments in these fields to shape policy and implement practice in settings around Australia. She initiated the establishment of the Professional Learning Hub at Griffith University, providing a gateway to enable highly efficacious professional learning which supports teachers to thrive and improve student learning.

Donna has presented more than a hundred invitational international keynote addresses in many countries around the world. She has delivered learning programs in Singapore, Hong Kong, and Japan, and to Saudi Arabian teachers undertaking immersion programs in Australia.

In 2015, Donna received the Griffith University Vice Chancellor’s Excellence in Research Supervision Award, and in 2017, a National Commendation from the Australian Council of Graduate Research for Excellence in Graduate Research Supervision. In 2018, she was awarded the Australian Council for Educational Leaders Miller-Grassie Award for Outstanding Leadership in Education. In 2022, Donna was awarded the Australian Council of Deans of Education (ACDE) Award for Outstanding Contribution to ACDE and the profession. In 2024, she was invested as a Member of the Order of Australia for significant contributions to tertiary education.

## Directors' qualifications and experience



### Mr Malcolm Elliott

BEd MEd FACEL

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#### Non-Executive Director

Mr Malcolm Elliott was appointed to the AITSL Board of Directors in 2020 and his term concluded on 1 August 2023.

Malcolm's 45-year career has included teaching from Kindergarten to Year 10 in rural and urban settings in Tasmania, being principal of 2 high schools, and the role of Coordinating Principal in the Glenorchy Cluster of Schools (10 primary and 3 high schools).

Malcolm holds Bachelor's and Master's degrees in education from the University of Tasmania. He has a particular interest in assessment of, and for, learning. His Master's dissertation is titled *Class Parliament: an evaluation of a teaching strategy*.

Malcolm was president of the Tasmanian Principals Association from January 2015 to December 2018 where he represented principals in primary schools, high schools, and secondary colleges. Malcolm was closely involved in the consultation and implementation of Tasmania's new *Education Act 2016*. Other notable work includes reforms to primary school senior staffing allocations, principal health and wellbeing, support for students with disabilities, signing the Declaration on Education Workforce Development, and sitting on the Ministerial Roundtable for Education Workforce Development.

Malcolm collaboratively instigated cross-sectoral conferences with colleague associations in Tasmania. He has been an advocate for differentiated professional learning for principals and other school leaders.

From 2015 to 2018, Malcolm was a member of the Australian Government Primary Principals Association (AGPPA) National Council, Australian Secondary Principals' Association (ASPA) Board and, in 2018, the National Advisory Council of the Australian Primary Principals Association (APPA). This work included commissioning major papers for AGPPA and ASPA as well as education futures thinking, curriculum development, leadership development, and advocacy and support for principal health and wellbeing – all work which he has continued in his current role. In 2021, he received the Australian Council for Educational Leaders Tasmania Public Discourse Award.

In 2021, he was appointed to the 4-person expert panel for the Quality Initial Teacher Education Review. He joined the Gonski Institute Advisory Board in 2022. Malcolm is the immediate past-president of APPA – a position he held from 2019 to 2023. In 2023, Malcolm was made a Fellow of the Australian Council for Educational Leaders.

He currently provides expert advice to a number of state and national education groups, and the media; and is working with Professor Pasi Sahlberg and Ricky Kradolfer on a national project to support and develop music education in primary schools.

## Board of Directors' Membership

AITSL is governed by an independent expert Board of Directors appointed by the Minister for Education consistent with the processes of the *Australian Government Cabinet Handbook*.

### Board Director details from 1 July 2023 to 30 June 2024

DIRECTOR	DIRECTOR DETAILS			PERIOD AS DIRECTOR	
	Qualifications of Director	Experience of the Director	Position	Date of Commencement	Date of Cessation
Dr Michele Bruniges AM	Page 43	Page 43	Chair and Non-Executive Director	1 July 2023	30 June 2026
Mr Christopher Wardlaw PSM OLY	Page 44	Page 44	Deputy Chair and Non-Executive Director	1 May 2024 (reappointment)	30 April 2027
Mr Andy Mison	Page 45	Page 45	Non-Executive Director	5 December 2023	5 December 2026
Ms Beth Blackwood AM	Page 44	Page 44	Non-Executive Director	30 September 2021 (reappointment)	30 September 2024
Prof Donna Pendergast AM	Page 47	Page 47	Non-Executive Director	30 September 2021 (reappointment)	30 September 2024
Dr Jennifer Buckingham OAM FRSN CF	Page 45	Page 45	Non-Executive Director	30 September 2021 (reappointment)	30 September 2024
Prof Lee Anne Perry AM	Page 46	Page 46	Non-Executive Director	21 March 2022 (initial term)	21 March 2025
Mr Malcolm Elliott	Page 48	Page 48	Non-Executive Director	1 August 2020 (initial term)	1 August 2023
Ms Renez Lammon	Page 46	Page 46	Non-Executive Director	5 December 2023 (reappointment, non-consecutive)	5 December 2026

### Board Director meeting attendance from 1 July 2023 to 30 June 2024

Director	BOARD		RISK, AUDIT AND FINANCE COMMITTEE		REMUNERATION COMMITTEE	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Dr Michele Bruniges AM	5	5	0	0	0	0
Mr Christopher Wardlaw PSM OLY	5	5	5	5	0	0
Mr Andy Mison	3	3	0	0	0	0
Ms Beth Blackwood AM	5	5	0	0	0	0
Prof Donna Pendergast AM	5	4	0	0	0	0
Dr Jennifer Buckingham OAM FRSN CF	5	5	5	4	0	0
Prof Lee Anne Perry AM	5	5	5	4	0	0
Mr Malcolm Elliott	0	0	0	0	0	0
Ms Renez Lammon	3	3	0	0	0	0

## Principal activities

The principal activities of AITSL during the year were to play a lead role in national work on teacher quality and in promoting excellence in teaching and school leadership for the Commonwealth, state, and territory governments. AITSL does this by collaborating with jurisdictions and key bodies to progress significant educational reforms to improve the quality of teaching and leadership and to strengthen the professionalism of teaching.

## Operating result

The operating result for the year from ordinary activities was a surplus of \$3,592,055. The Statement of Comprehensive Income for the year ended 30 June 2024 in the company's Financial Report provides further information on the operating result.

## Significant activities

### BOARD APPOINTMENTS

During 2023–24, there were 2 appointments and 2 reappointments to the AITSL Board:

- Dr Michele Bruniges AM (appointment commenced 1 July 2023)
- Mr Andy Mison (appointment commenced 5 December 2023)
- Mr Christopher Wardlaw PSM OLY (reappointed 1 May 2024)
- Ms Renez Lammon (reappointed 5 December 2023).

## Auditor's independence declaration

A copy of the auditor's independence declaration as required by Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* and section 307C of the *Corporations Act 2001* is set out in the Auditor's Independence Declaration section of the Financial Report and forms a part of the Directors' Report for the financial year ended 30 June 2024.

## Indemnification and insurance of Directors and Officers

During the year, the company paid insurance premiums to Comcover to indemnify its Directors and Officers for the professional risks associated with their responsibilities and role as Director or Officer.

## Events subsequent to the end of the financial year

No matters or circumstances have arisen since the end of the financial year that significantly affected, or may significantly affect, the operations of the company and the results of those operations.

Signed in accordance with a resolution of the AITSL Board.

*Michele Bruniges*

Dr Michele Bruniges AM  
Chair

17 September 2024

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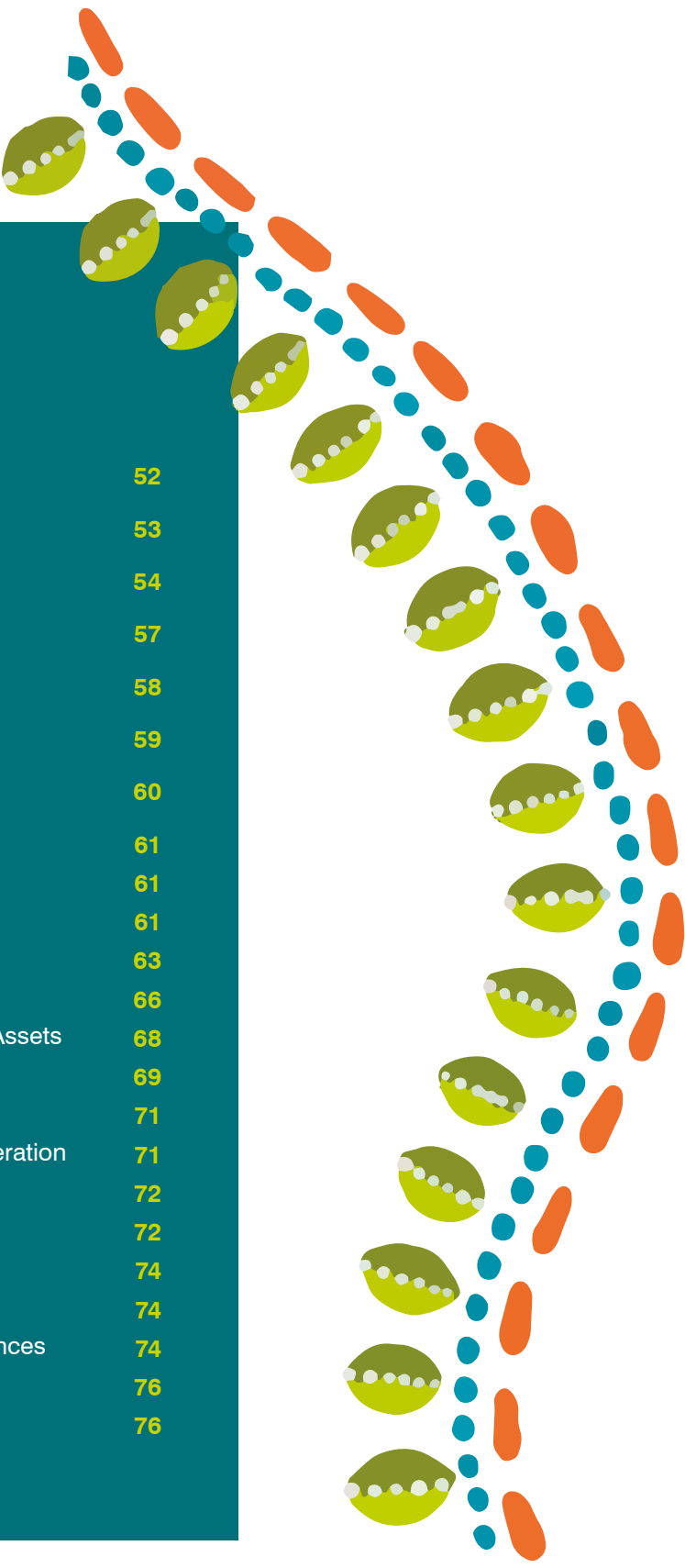
**CORRECTION:** In the published version of the 2022–23 AITSL Annual Report, content was included in the Directors' Report section from the previous year's annual report. On page 44, the operating results from ordinary activities for the year ended 30 June 2022 were included, instead of results from the year ended 30 June 2023 of a \$1,013,285 surplus. Furthermore, the narrative in the auditor's independence declaration section, also on page 44, incorrectly referred to the year 2022. These transcription errors were not contained within the audited Financial Report section signed off by the AITSL Board (pages 46-70 of the 2022-2023 AITSL Annual Report).

# Financial Report

For the year ended 30 June 2024

## Contents

Directors' Declaration	52
Auditor's Independence Declaration	53
Independent Auditor's Report	54
Statement of Comprehensive Income	57
Statement of Financial Position	58
Statement of Changes in Equity	59
Statement of Cash Flows	60
Notes to the Financial Statements	61
Note 1: Objective of the entity	61
Note 2: Basis of Preparation	61
Note 3: Significant Accounting Policies	63
Note 4: Non-Current Assets	66
Note 5: Financial Assets and Non-Financial Assets	68
Note 6: Provisions	69
Note 7: Lease Liabilities	71
Note 8: Key Management Personnel Remuneration	71
Note 9: Related Party Disclosure	72
Note 10: Financial Instruments	72
Note 11: Commitments	74
Note 12: Remuneration of Auditors	74
Note 13: Explanations of Major Budget Variances	74
Note 14: Member's Guarantee	76
Note 15: Entity Details	76



**Artwork detail:** Green leaves contour the walking track to reflect AITSL's cultural growth.

# Directors' Declaration

For the year ended 30 June 2024

The Directors of the Australian Institute for Teaching and School Leadership Limited declare that:

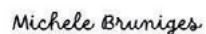
1. The financial statements and accompanying notes, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and the *Corporations Act 2001* including:
  - a) Giving a true and fair view of the company's financial position as at 30 June 2024 and of its performance for the year ended on that date.
  - b) Complying with the Australian Accounting Standards - Reduced Disclosure Requirements (including the Australian Accounting Interpretations), the *Corporations Regulations 2001* and the *Australian Charities and Not-for-profits Commission Regulation 2022*; and
2. There are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made on 29 August 2024 in accordance with a resolution of the directors.



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Chris Wardlaw PSM OLY  
Deputy Chair



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Dr Michele Bruniges AM  
Chair

# Auditor's Independence Declaration



Dr Michelle Bruniges AM  
Chair  
Australian Institute for Teaching and School leadership Limited  
PO Box 299  
Collins Street West VIC 8007

## AUSTRALIAN INSTITUTE FOR TEACHING AND SCHOOL LEADERSHIP LIMITED FINANCIAL REPORT 2023-24

### AUDITOR'S INDEPENDENCE DECLARATION

In relation to my audit of the financial report of the Australian Institute for Teaching and School Leadership Limited for the year ended 30 June 2024, to the best of my knowledge and belief, there have been:

- (i) no contraventions of the auditor independence requirements of the *Corporations Act 2001*, or the *Australian Charities and Not for Profits Commission Act 2012*, and
- (ii) no contravention of any applicable code of professional conduct.

Australian National Audit Office

A handwritten signature in black ink, appearing to read 'Saminda Maddumahewa', written over a horizontal line.

Saminda Maddumahewa  
Senior Director  
  
Delegate of the Auditor-General  
Canberra  
  
2 September 2024

GPO Box 707, Canberra ACT 2601  
38 Sydney Avenue, Forrest ACT 2603  
Phone (02) 6203 7300

# Independent Auditor's Report



## INDEPENDENT AUDITOR'S REPORT

To the members of Australian Institute for Teaching and School Leadership Limited

### Opinion

In my opinion, the financial report of Australian Institute for Teaching and School Leadership (the Company) for the year ended 30 June 2024 is in accordance with the *Corporations Act 2001* and Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2024 and of its performance for the year then ended; and
- (b) complying with Australian Accounting Standards – Simplified Disclosures, the Corporations Regulations 2001 and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

The financial report of the Company, which I have audited, comprises the following as at 30 June 2024 and for the year then ended:

- Directors' Declaration;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Statement of Cash Flows; and
- Notes to the financial statements, comprising a summary of significant accounting policies and other explanatory information.

### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the relevant ethical requirements for financial report audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code.

I confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

GPO Box 707, Canberra ACT 2601  
38 Sydney Avenue, Forrest ACT 2603  
Phone (02) 6203 7300



### **Directors' responsibility for the financial report**

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosure, the *Corporations Act 2001* and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial report**

My objective is to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

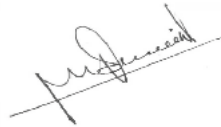
As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the directors with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Australian National Audit Office

A handwritten signature in black ink, appearing to read 'S. Maddumahewa', written over a horizontal line.

Saminda Maddumahewa  
Senior Director

Delegate of the Auditor-General  
Canberra  
2 September 2024

# Statement of Comprehensive Income

For the year ended 30 June 2024

	Notes	2024 \$	2023 \$	Original Budget \$
<b>INCOME</b>				
Government funding	3.1	11,979,636	10,343,698	10,561,000
Service fees	3.2	10,483,317	6,418,295	4,120,000
Interest	10	634,971	267,925	245,000
Other revenue		-	20,444	-
Surplus /(loss) on disposal of assets		33,362	2,630	-
<b>TOTAL INCOME</b>		<b>23,131,286</b>	<b>17,052,992</b>	<b>14,926,000</b>
<b>EXPENSES</b>				
Board of Directors		551,151	380,298	441,000
Employee benefits	3.3	12,136,294	10,549,074	13,236,000
Administration	3.3	2,358,840	1,631,785	1,300,000
Programs	3.3	3,743,219	2,703,569	2,837,000
Depreciation and amortisation	4	749,727	774,981	785,000
<b>TOTAL EXPENSES</b>		<b>19,539,231</b>	<b>16,039,707</b>	<b>18,599,000</b>
<b>Surplus/(Deficit) from ordinary activities</b>		<b>3,592,055</b>	<b>1,013,285</b>	<b>(3,673,000)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation reserve		1,800	-	-
<b>Total comprehensive surplus / (loss) for the year</b>		<b>3,593,855</b>	<b>1,013,285</b>	<b>(3,673,000)</b>

The original budget was reported in the 2023 - 2024 Portfolio Budget Statements published in May 2023.

This statement should be read in conjunction with the accompanying notes.

#### Budget Variance Commentary

Budget variance explanations are outlined in Note 13.

# Statement of Financial Position

As at 30 June 2024

	Notes	2024 \$	2023 \$	Original Budget \$
<b>ASSETS</b>				
<b>Current</b>				
Cash and cash equivalents	3.4	6,038,422	6,422,506	6,412,000
Financial assets at amortised cost	5.1	8,163,894	3,464,010	464,000
Trade and other receivables	3.5	1,426,498	1,611,779	70,000
Other assets		337,510	32,265	16,000
<b>Current assets</b>		<b>15,966,324</b>	<b>11,530,560</b>	<b>6,962,000</b>
<b>Non-current</b>				
Property, furniture and equipment	4	2,036,478	2,000,491	1,135,000
<b>Non-current assets</b>		<b>2,036,478</b>	<b>2,000,491</b>	<b>1,135,000</b>
<b>TOTAL ASSETS</b>		<b>18,002,802</b>	<b>13,531,051</b>	<b>8,097,000</b>
<b>LIABILITIES</b>				
<b>Current</b>				
Supplier and other payables	5.2	781,202	568,678	497,000
Employee provisions	6	1,007,510	858,642	915,000
Lease liability	7	383,676	628,910	361,000
Unearned income		729,212	215,105	104,000
<b>Current liabilities</b>		<b>2,901,600</b>	<b>2,271,335</b>	<b>1,877,000</b>
<b>Non-current</b>				
Employee provisions	6	342,881	232,826	240,000
Other provisions	6	24,262	444,409	307,000
Lease liability	7	1,795,743	1,238,020	700,000
<b>Non-current liabilities</b>		<b>2,162,886</b>	<b>1,915,255</b>	<b>1,247,000</b>
<b>TOTAL LIABILITIES</b>		<b>5,064,486</b>	<b>4,186,590</b>	<b>3,124,000</b>
<b>NET ASSETS</b>		<b>12,938,316</b>	<b>9,344,461</b>	<b>4,973,000</b>
<b>EQUITY</b>				
Retained surplus		12,932,916	9,340,861	4,973,000
Asset Revaluation Reserve		5,400	3,600	-
<b>TOTAL EQUITY</b>		<b>12,938,316</b>	<b>9,344,461</b>	<b>4,973,000</b>

The original budget was reported in the 2023 - 2024 Portfolio Budget Statements published in May 2023.

This statement should be read in conjunction with the accompanying notes.

#### Budget Variance Commentary

Budget variance explanations are outlined in Note 13.

# Statement of Changes in Equity

For the year ended 30 June 2024

	Retained earnings		Asset revaluation reserve		Total equity		Original Budget
	2024 \$	2023 \$	2024 \$	2023 \$	2024 \$	2023 \$	
Opening balance at 1 July	9,340,861	8,327,576	3,600	3,600	9,344,461	8,331,176	8,646,000
Comprehensive income							
Surplus / (loss) for the year	3,592,055	1,013,285	-	-	3,592,055	1,013,285	(3,673,000)
Other comprehensive income							
Changes in asset revaluation reserve			1,800				-
<b>Total comprehensive surplus / (loss) for the year</b>	<b>3,592,055</b>	<b>1,013,285</b>	<b>1,800</b>	<b>-</b>	<b>3,593,855</b>	<b>1,013,285</b>	<b>(3,673,000)</b>
<b>Balance at 30 June</b>	<b>12,932,916</b>	<b>9,340,861</b>	<b>5,400</b>	<b>3,600</b>	<b>12,938,316</b>	<b>9,344,461</b>	<b>4,973,000</b>

The original budget was reported in the 2023 - 2024 Portfolio Budget Statements published in May 2023.

This statement should be read in conjunction with the accompanying notes.

#### Budget Variance Commentary

Budget variance explanations are outlined in Note 13.

# Statement of Cash Flows

For the year ended 30 June 2024

	Notes	2024 \$	2023 \$	Original Budget \$
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Government funding		12,366,000	8,815,422	10,561,000
Service fees		10,642,400	6,596,802	4,120,000
Net GST received from the Australian Taxation Office		153,941	220,039	329,000
Interest		510,317	235,661	230,000
<b>Total cash received</b>		<b>23,672,658</b>	<b>15,867,924</b>	<b>15,240,000</b>
<b>Cash used</b>				
Board of Directors		(551,151)	(380,298)	(441,000)
Employees		(11,877,371)	(10,415,163)	(13,274,000)
Operational expenses		(6,341,894)	(4,737,294)	(4,471,000)
Interest payments on lease liability		(94,862)	(64,013)	(25,000)
<b>Total cash used</b>		<b>(18,865,278)</b>	<b>(15,596,768)</b>	<b>(18,211,000)</b>
<b>Net cash (used in) provided by operating activities</b>		<b>4,807,380</b>	<b>271,156</b>	<b>(2,971,000)</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash provided by/(used in)</b>				
Purchase of furniture and equipment		(62,746)	(200,715)	-
Disposal of furniture and equipment		-	2,630	-
Purchase of new term deposit		(4,699,884)	(3,000,000)	-
<b>Net cash provided by investing activities</b>		<b>(4,762,630)</b>	<b>(3,198,085)</b>	<b>-</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash used in</b>				
Repayment of lease liabilities		(428,834)	(586,328)	(736,000)
<b>Net cash used in financing activities</b>		<b>(428,834)</b>	<b>(586,328)</b>	<b>(736,000)</b>
<b>Net (decrease) increase in cash held</b>		<b>(384,084)</b>	<b>(3,513,257)</b>	<b>(3,707,000)</b>
Cash and cash equivalents at the beginning of the reporting period		6,422,506	9,935,763	10,119,000
<b>Cash and cash equivalents at the end of the reporting period</b>	3.4	<b>6,038,422</b>	<b>6,422,506</b>	<b>6,412,000</b>

The original budget was reported in the 2023 - 2024 Portfolio Budget Statements published in May 2023.

This statement should be read in conjunction with the accompanying notes.

#### Budget Variance Commentary

Budget variance explanations are outlined in Note 13.

# Notes to the Financial Statements

For the year ended 30 June 2024

## NOTE 1 – OBJECTIVE OF THE ENTITY

The objective of the Australian Institute for Teaching and School Leadership ('AITSL') is to provide national leadership for the Commonwealth, state and territory governments in promoting excellence in the profession of teaching and school leadership.

## NOTE 2 - BASIS OF PREPARATION

### 2.1 Statement of compliance

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*;
- b) Australian Accounting Standards and Interpretations - including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period;
- c) the *Australian Charities and Not-for-profit Commission Act 2012*; and
- d) the *Corporations Act 2001*.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

AITSL has adopted all of the new or amended Accounting Standards and Interpretations issued by the AASB that are mandatory for the current reporting period. These have not had a material impact on the financial statements. New or amended Accounting Standards or Interpretations that were issued prior to the sign-off date and are applicable to future reporting periods are not expected to have a future material impact on AITSL's financial statements.

## **2.2 Economic dependency and going concern**

AITSL is dependent on the Department of Education for the majority of the revenue used to carry out its ordinary activities. The current funding agreement with the Department of Education expires on 30 June 2027. At the date of this report the Board of Directors has no reason to believe that the Department of Education will not continue to support AITSL. These financial statements have been prepared on a going concern basis.

## **2.3 Use of estimates and judgments**

The preparation of financial statements in conformity with Australian Accounting Standards required management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these assumptions.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which estimates are revised and in any future period affected.

No estimate or judgment has made a significant impact on the amounts recorded in the financial statements. No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities in the next reporting period.

## **2.4 Taxation**

AITSL is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Revenues, expenses, assets and liabilities are recognised net of GST except:

- where the amount of GST incurred is not recoverable from the Australian Tax Office; and
- for receivables and payables.

## **2.5 Events after reporting period**

No matters or circumstances have arisen since the end of the financial year that significantly affected, or may significantly affect, the operations of the company and the results of those operations.



**NOTE 3 - SIGNIFICANT ACCOUNTING POLICIES**

**3.1 Government Funding**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
<b>Government Funding</b>		
Core Funding	8,049,000	7,996,996
Project Funding	3,930,636	2,346,702
<b>Total revenue from government funding</b>	<b><u>11,979,636</u></b>	<b><u>10,343,698</u></b>

In determining the method of revenue recognition AITSL shall first determine whether an enforceable agreement exists and whether the promises to transfer goods or services are sufficiently specific.

Revenue recognition for the AITSL revenue sources is as follows:

Government Funding

The core funding can be used for all expense types and the income recognised in the financial year in which it is received under the provisions of accounting standard AASB 1058. Income received for project funding can only be used for project specific costs, and the income recognised in the financial year in which it is received under provisions of accounting standard AASB 1058.

Education Ministers Meeting (EMM, previously funded via Education Council)

Income received from the EMM will be recognised in the financial year in which it is received and accounted for under the provisions of accounting standard AASB 1058.

**NOTE 3 - SIGNIFICANT ACCOUNTING POLICIES (continued)**

**3.2 Service fees**

	2024	2023
	\$	\$
<b>Revenue from contracts with customers</b>		
Rendering of services	10,483,317	6,418,295
<b>Total revenue from contracts with customers</b>	<u>10,483,317</u>	<u>6,418,295</u>
<b>Disaggregation of revenue with contracts with customers</b>		
Major product / services:		
Project income	5,254,379	2,652,013
Assessments	5,228,938	3,766,282
	<u>10,483,317</u>	<u>6,418,295</u>

Revenue - Service fees

Services which are provided that are subject to commercial terms and in accordance with an agreement with the customer. Income is recognised progressively as services are provided, in accordance with accounting standard AASB 15. Income received in advance of the service being provided is included as a liability and recognised as unearned income in the Statement of Financial Position.

**NOTE 3.3 – Expenses**

	2024	2023
	\$	\$
<b>Employee benefits</b>		
Salary and wages	9,748,001	8,639,882
Superannuation expenses	1,283,918	1,111,006
Employee leave entitlements	1,104,375	798,186
<b>Total employee benefits</b>	<u>12,136,294</u>	<u>10,549,074</u>

Accounting policy for employee related expenses are contained in note 6.1.

**Administration**

Finance and interest charges	104,490	83,116
Insurances	240,378	134,243
Lease expenses	116,575	93,927
Professional services	1,083,088	582,680
Software and subscriptions	205,105	353,133
Other administration costs	609,204	384,686
<b>Total administration</b>	<u>2,358,840</u>	<u>1,631,785</u>

**Programs**

Casual staff and contractors	1,623,900	1,042,483
Finance and interest charges	66,157	48,658
Professional services	889,968	837,275
Software and subscriptions	402,728	134,299
Other program costs	760,466	640,854
<b>Total programs</b>	<u>3,743,219</u>	<u>2,703,569</u>

As stated in note 3.1, income received for projects can only be used for project specific costs. For example, AITSL uses casual staff and contractors to ensure that it meets all project timelines and deliverables. It also uses consultants and other professional services where it does not have specific expertise in-house to meet those targets.

**NOTE 3 - SIGNIFICANT ACCOUNTING POLICIES (continued)**

**3.4 Cash and cash equivalents**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
Cash on hand	6,038,422	6,422,506
	<u>6,038,422</u>	<u>6,422,506</u>

Cash is recognised at its nominal amount. Cash and cash equivalents include cash on hand, demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value and cash in special accounts.

**3.5 Trade and other receivables**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
Government Funding	1,148,636	1,535,000
Non Government Income	194,801	7,356
Goods and Services Tax Receivable	83,061	69,423
<b>Total trade and other receivables</b>	<u>1,426,498</u>	<u>1,611,779</u>

Trade and other receivables include amounts due from contracts in the ordinary course of business. Receivables that are expected to be collected within 12 months of the end of the reporting period are classified as current assets.

Goods and Services Tax Receivable represents the refund that AITSL is entitled to after submitting its Business Activity Statement.

**NOTE 4 – NON-CURRENT ASSETS**

**Property, furniture and equipment**

	Building Right of use asset	Equipment	Furniture & fittings	Software	Makegood	Cultural	Total
	\$	\$	\$	\$	\$	\$	\$
<b>As at 1 July 2023</b>							
Gross book value	4,427,510	686,834	993,062	177,000	351,816	15,600	6,651,822
Accumulated depreciation / amortisation	(2,689,912)	(501,025)	(963,448)	(177,000)	(319,946)	-	(4,651,331)
<b>Net book value 1 July 2023</b>	<b>1,737,598</b>	<b>185,809</b>	<b>29,614</b>	<b>-</b>	<b>31,870</b>	<b>15,600</b>	<b>2,000,491</b>
<b>Movements</b>							
Purchase of assets		54,446				8,300	62,746
Disposal of assets - cost		(625,066)	(993,062)				(1,618,128)
Disposal of assets - accumulated depreciation		524,410	969,465				1,493,875
Present value adjustment						1,800	1,800
Termination of lease - Right of use	(4,427,510)				(25,138)		(4,452,648)
Termination of lease - Right of use accumulated depreciation	3,098,759						3,098,759
New lease	2,199,310						2,199,310
Depreciation and amortisation expense	(675,430)	(61,548)	(6,017)		(6,732)		(749,727)
<b>Net book value 30 June 2024</b>	<b>1,932,727</b>	<b>78,051</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,700</b>	<b>2,036,478</b>

**Net book value as of 30 June 2024 represented by:**

Gross book value	2,199,310	116,214	-	177,000	-	25,700	2,518,224
Accumulated depreciation	(266,583)	(38,163)	-	(177,000)	-	-	(481,746)
<b>Closing net book value</b>	<b>1,932,727</b>	<b>78,051</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,700</b>	<b>2,036,478</b>

**Per Balance Sheet:**

**Net book value as of 30 June 2024 represented by:**

Gross book value	2,199,310	116,214	-	177,000	-	25,700	2,518,224
Accumulated depreciation	(266,583)	(38,163)	-	(177,000)	-	-	(481,746)
<b>Closing net book value</b>	<b>1,932,727</b>	<b>78,051</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,700</b>	<b>2,036,478</b>

Impairment

At each reporting date AITSL reviews the carrying value of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Statement of Comprehensive Income.

## **Accounting Policy**

### **Property, furniture and equipment**

#### Capitalisation threshold

Purchases of fixtures, fittings and equipment are recognised in the Statement of Financial Position, except for purchases costing less than \$2,500 which are expensed in the year of acquisition. This is a change in accounting policy for 2024 and as a result, IT equipment to the net book value of \$104,542 has been written off, and in accordance with the Revaluation Policy below, this adjustment has been recognised in the Statement of Comprehensive Income as a cost for this year.

#### Carrying amount

Fixtures, fittings and equipment are carried at cost less, where applicable, accumulated depreciation and impairment losses. Cultural art work is carried at fair value.

#### Relocation of Offices

AITSL reached an agreement to vacate the 440 Collins Street Office that was effective 19 February 2024; the original lease contained a clause to make good on the company vacating the premises. The make good costs were to include all costs of dismantling and removing any assets and restoring the site on which the assets were created. The agreement capped the make good costs to \$388,000 with the landlord allowing AITSL to break the lease early. The net effect of the capped make good was a \$31,100 gain on make good expenses which has been recognised in the Statement of Comprehensive Income as income for this year.

Due to vacating the premises the right of use asset for 440 Collins Street was disposed of, and after netting off the Lease liability on 440 Collins Street there was a net gain on write-off of the right of use asset of \$124,462 which has been recognised in the Statement of Comprehensive Income as income for this year.

Additionally, due to vacating 440 Collins Street, AITSL has carefully considered all other assets that were installed and has written off the net book value of the fit-out costs of \$19,708, and furniture of \$3,923; both of these adjustments have been recognised in the Statement of Comprehensive Income as costs for the year.

AITSL now holds a lease agreement to occupy premises at 360 Elizabeth Street, Melbourne. The premises have been accounted for as a right of use asset. The asset is depreciated over the term of the lease.

#### Revaluation

Revaluation adjustments are made on a class basis bi-annually. Any revaluation increment is credited to equity under the heading reserves except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised through surplus and deficit. Revaluation decrements for a class of assets are recognised directly through other comprehensive income except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

#### Depreciation

The depreciable amount of all fixed assets is depreciated on a straight line basis over the asset's useful life to AITSL commencing from the time the asset is held ready for use. The depreciation rates used for each class of asset are based on the following estimated useful lives for current and comparative periods:

**Building - right to use asset and make good asset - 5 years**

#### **Fixtures, fittings and equipment**

Computer and office equipment - 3 years

Furniture and fittings - 10 years

Depreciation methods, useful lives, and residual values are reviewed at each financial year end and adjusted if appropriate.

#### **Cultural**

Art works - Infinite life (2023: Infinite life)

AITSL has 3 paintings (2023: 2) with an aggregate fair value of \$25,700 (2023: \$15,600) painted by Australian artists Bessie Sims, Yumutjin Wununmurra and Luke Tieri. AITSL has classified them as cultural assets as they are primarily held for purposes that relate to their cultural significance. The paintings are deemed to have indefinite useful lives and hence are not depreciated. AITSL is responsible for ensuring the preservation of these assets.

**NOTE 5.1 – FINANCIAL ASSETS AT AMORTISED COST**

	2024	2023
	\$	\$
<b>Financial assets at amortised cost</b>		
Investment Term Deposits	8,000,000	3,000,000
Bond/ Lease Deposit	163,894	464,010
<b>Total financial assets at amortised cost</b>	<u><u>8,163,894</u></u>	<u><u>3,464,010</u></u>

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated FVPL).

- they are held within a business model which has the objective to hold the financial assets and collect its contractual cash flows.
- the contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The cash and cash equivalents, trade and other receivables fall into this category of financial instruments as well as term deposits that were previously classified as held-to-maturity.

There are two types of term deposit utilised by AITSL, one are normal investment term deposits and the other is a term deposit lodged at the National Australia Bank to support the rental guarantee bond issued to the landlord.

**NOTE 5.2 SUPPLIERS AND OTHER PAYABLES**

	2024	2023
	\$	\$
Trade creditors and accruals	435,114	222,624
Accrued salaries and wages	346,088	346,054
<b>Total suppliers and other payables</b>	<u><u>781,202</u></u>	<u><u>568,678</u></u>

Trade and other payables represent liabilities for goods and services provided to AITSL prior to the end of the financial year which are unpaid.

**NOTE 6 – PROVISIONS**

	<b>2024</b>	<b>2023</b>
	\$	\$
<b>Employee provisions</b>		
Annual leave	753,795	603,745
Long service leave	596,596	487,723
<b>Total employee provisions</b>	<u><u>1,350,391</u></u>	<u><u>1,091,468</u></u>
Employee provisions expected to be settled in:		
No more than 12 months	1,007,510	858,642
More than 12 months	342,881	232,826
<b>Total employee provisions</b>	<u><u>1,350,391</u></u>	<u><u>1,091,468</u></u>
<b>Other provisions</b>		
Provision for make good	24,262	444,409
<b>Total other provisions</b>	<u><u>24,262</u></u>	<u><u>444,409</u></u>
	<b>Provision for make good</b>	<b>Total</b>
	\$	\$
<b>As at 1 July 2023</b>	444,409	444,409
Disposal on Collins St lease	(444,409)	(444,409)
Make good provision on Elizabeth St lease	24,262	24,262
<b>Total as at 30 June 2024</b>	<u><u>24,262</u></u>	<u><u>24,262</u></u>

The fit-out contained in the lease for 360 Elizabeth Street was new and as a result AITSL made no alterations or modifications to that fit-out when taking possession. As no fit-out has been installed, there is not a make good requirement. Instead, AITSL will be required to pay a refresh fee of \$50 per square metre at the end of the lease. The refresh fee will be recognised as the make good asset at the date of this report.

**Accounting Policy**

**Provisions**

A provision is recognised if, as a result of a past event, AITSL has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

**Employee Provisions and Benefits**

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered to the reporting date. Provision for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and termination benefits due within twelve months of the end of reporting period are measured at their nominal amounts.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for personal or carer leave as all personal and carer leave is non-vesting and the average personal and carer leave taken in future years by employees of the entity is estimated to be less than the annual entitlement.

Long service leave liabilities that are not expected to be settled within 12 months are recognised in the provision for employee benefits as non-current liabilities and are measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Superannuation

Contributions are made by AITSL to employee superannuation funds and are charged as expenses when incurred. AITSL makes contributions to the funds in accordance with the superannuation guarantee legislation.



## NOTE 7 – LEASE LIABILITIES

	2024	2023
	\$	\$
Lease liabilities - current	383,676	628,910
Lease liabilities - non-current	1,795,743	1,238,020
<b>Total leases</b>	<b><u>2,179,419</u></b>	<b><u>1,866,930</u></b>
<b>Maturity analysis - contractual undiscounted cash flows</b>		
Within 1 year	466,886	674,691
Between 1 to 5 years	1,944,890	1,270,296
More than 5 years	-	-
<b>Total leases</b>	<b><u>2,411,776</u></b>	<b><u>1,944,987</u></b>

The cash outflow for leases for the year ended 30 June 2024 was \$664,212 (2023: \$650,341)

For all new contracts entered into, AITSL considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustments is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

## NOTE 8 - KEY MANAGEMENT PERSONNEL REMUNERATION

Key management personnel are those persons having authority

	2024	2023
	\$	\$
Short-term employment benefits	1,199,812	1,321,823
Post employment benefits	99,081	107,851
Other long term benefits	(12,306)	(14,599)
	<b><u>1,286,587</u></b>	<b><u>1,415,075</u></b>

The number of key management personnel that are included in the above are 3 Executive Managers and 9 Part-time Directors (2023: 3 Executive Managers and 8 Part-time Directors).

**NOTE 9 – RELATED PARTY DISCLOSURE**

Related parties to AITSL are key management personnel including directors. Certain key management personnel hold positions in other entities that may result in them having significant influence over the financial or operating policies of those entities.

A number of those entities transacted with AITSL through the financial year. These transactions may be significant due to the nature of the industry in which AITSL operates and the broad industry representation of the persons nominated to the Board of Directors and employed as key management personnel. All of these transactions are carried out in compliance with the terms of the Procurement Policy and Conflict of Interest Policy approved by the Board of Directors and on terms and conditions that were no more favourable than those available, or which might reasonably be expected to be available, on similar transactions to non related entities.

The aggregate value of transactions and outstanding balances, including commitments, relating to entities over which related parties have significant influence were as follows:

<b>Purchase of goods and services</b>	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
Transaction Value as at 30 June	<u>15,055</u>	<u>39,755</u>
Balance Outstanding as at 30 June	<u>-</u>	<u>7,060</u>

**NOTE 10 – FINANCIAL INSTRUMENTS**

**Categories of financial instruments**

**Financial assets**

Loans and receivables

Cash at bank	6,038,422	6,422,506
Trade and other receivables	1,426,498	1,611,779
Financial assets at amortised cost	8,163,894	3,464,010
<b>Carrying amount of financial assets</b>	<b><u>15,628,814</u></b>	<b><u>11,498,295</u></b>

**Financial liabilities**

Financial liabilities

Trade creditors	781,202	568,678
<b>Carrying amount of financial liabilities</b>	<b><u>781,202</u></b>	<b><u>568,678</u></b>

Financial assets and liabilities are measured at amortised cost.

**Net Income and expense from financial assets**

Loans and receivables

Interest revenue	634,971	267,925
<b>Net income from financial assets</b>	<b><u>634,971</u></b>	<b><u>267,925</u></b>

Interest Revenue

Interest revenue is recognised on an accrual basis using the effective interest method.

**Recognition, initial measurement and derecognition**

Financial assets and financial liabilities are recognised when AITSL becomes a party to the contractual provisions of the financial instrument, and are measured initially at fair value adjusted by transaction costs, except for those carried at fair value through profit or loss, which are measured initially at fair value. Subsequent measurement of financial assets and financial liabilities are described below.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

**Classification and subsequent measurement of financial assets**

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

For the purpose of subsequent measurement, financial assets other than those designated and effective as hedging instruments are classified into the following categories upon initial recognition.

- amortised cost
- fair value through profit or loss (FVPL)
- equity instruments at fair value through other comprehensive income (FVOCI)

**Classification and measurement of financial liabilities**

The financial liabilities include trade and other payables.

Financial liabilities are initially measured at fair value and, where applicable, adjusted for transaction costs unless the liability is designated a financial liability at fair value through the profit or loss. Subsequently, financial liabilities are measured at amortised cost using the effective interest method.

**Financial assets at amortised cost**

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated FVPL).

- they are held within a business model which has the objective to hold the financial assets and collect its contractual cash flows.
- the contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The cash and cash equivalents, trade and other receivables fall into this category of financial instruments as well as term deposits that were previously classified as held-to-maturity.

**NOTE 11 – COMMITMENTS**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
<b>Contracts for services</b>		
- Not more than 12 months	980,107	1,637,737
- Greater than 12 months but not later than 5 years	604,450	1,137,452
<b>Total Contracts for services commitments</b>	<u><b>1,584,557</b></u>	<u><b>2,775,189</b></u>
<b>Net Contracts for services commitments</b>	<u><b>1,584,557</b></u>	<u><b>2,775,189</b></u>

**Accounting Policy**

**Commitments**

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources and are disclosed at their nominal value inclusive of GST payable or receivable.

**NOTE 12 - REMUNERATION OF AUDITORS**

During the financial year the following fees were paid or payable for services provided by ANAO, the auditor of AITSL:

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
Audit services - ANAO		
Audit of the financial statements	<u>40,000</u>	<u>40,000</u>

**NOTE 13 - EXPLANATIONS OF MAJOR BUDGET VARIANCES**

The following tables provide explanations of variances between the original budget as presented in the 2023-24 Portfolio Budget Statements (PBS) and the 2023-24 final outcome as presented in accordance with Australian Accounting Standards for AITSL. The Budget is not audited.

Variances are considered to be major based on the following criteria:

- the variance between the PBS and the final result is greater than 10% of the original budget for a line item; and
- the variance between the PBS and the final result is greater than \$300,000; or
- the item is below the threshold but is considered important for the reader's understanding or is relevant to an assessment of the discharge of accountability and to an analysis of the company's performance.

**NOTE 13 - EXPLANATIONS OF MAJOR BUDGET VARIANCES (continued)**

Explanation of major variances	Affected statement line items
<p><i>Government Funding</i>                      AITSL was provided \$863,636 of funding at the end of the 2023/24 financial year for Supporting the work of the Initial Teacher Education Quality Assurance Oversight Board and \$360,000 for Supporting implementation of the Australian Professional Standards for Teachers for early childhood teachers in non-school settings. In addition, under the National Teacher Workforce Action Plan (NTWAP), AITSL was provided \$1,565,000 to work on Actions 8 &amp; 21. The funding has contributed to a surplus in 2023/24 and the funding will be utilised to deliver the work in 2024/25.</p>	<p>Statement of Comprehensive Income                      -Government funding</p> <p>Statement of Financial Position                      -Trade and Other Receivables                      -Cash and Cash Equivalents</p> <p>Statement of Cash Flow                      -Government Funding</p> <p>Statement of Changes in Equity                      -Total comprehensive surplus/(loss) for the year</p>
<p><i>Sale of Services and Expenses</i>                      The Assessment for Migration services in 2023/24 has been exceptional with approximately 49% more applications received than the prior financial year. This has resulted in higher sales, expenditure, cash and unearned income.</p>	<p>Statement of Comprehensive Income                      -Service fees                      -Program expenses</p> <p>Statement of Financial Position                      -Trade and Other Receivables                      -Cash and Cash Equivalents                      -Financial assets at Amortised cost                      -Unearned income</p> <p>Statement of Cash Flow                      -Service fees                      -Purchase of term deposits</p> <p>Statement of Changes in Equity                      -Total comprehensive surplus/(loss) for the year</p>
<p><i>Interest Income</i>                      Interest received was budgeted at lower rates than actual. The base rate increases over the financial year have benefited AITSL.</p>	<p>Statement of Comprehensive Income                      -Interest</p> <p>Statement of Financial Position                      -Cash and Cash Equivalents                      -Other assets</p> <p>Statement of Changes in Equity                      -Total comprehensive surplus/(loss) for the year</p>
<p><i>Expenses</i>                      The variance is due to a re-categorisation of expenses between employee benefits and administration expenses following the publication of the original budget.</p>	<p>Statement of Comprehensive Income                      -Administration and Employee benefits</p> <p>Statement of Cashflows                      -Operational and employee expenses</p>
<p><i>Financial assets at amortised cost</i>                      The increased income from the assessment for migration service and the increased interest rate has resulted in AITSL placing funds into term deposits. The funds are anticipated to be utilised in the 2024/25 financial year.</p>	<p>Statement of Financial position                      -Financial assets at amortised cost</p>

**NOTE 14 - MEMBER'S GUARANTEE**

Australian Institute for Teaching and School Leadership Limited is incorporated under the Australian Charities and Not-for-profit Commission Act 2012 and the Corporations Act 2001 and is an entity limited by guarantee. If the entity is wound up, the constitution states that each member is required to contribute a maximum of \$20 toward meeting any obligations of the entity. At 30 June 2024 the number of members was one.

**NOTE 15 - ENTITY DETAILS**

Australian Institute for Teaching and School Leadership Limited has its head office and principal place of business located at 360 Elizabeth Street, Melbourne, Victoria. AITSL is a not for profit company limited by Guarantee.

# Appendices

## Appendix 1: AITSL Organisational Structure

AS OF 30 JUNE 2024



## Management of Human Resources

ALL NON-ONGOING EMPLOYEES CURRENT REPORT PERIOD (2023–24)

Location	MAN/MALE			WOMAN/FEMALE			NON-BINARY			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	1	0	1	4	0	4	0	0	0	5
QLD	0	0	0	4	0	4	0	0	0	4
SA	4	0	4	1	0	1	0	0	0	5
TAS	0	0	0	0	0	0	0	0	0	0
VIC	14	4	18	38	11	49	1	0	1	68
WA	1	0	1	0	0	0	0	0	0	1
ACT	0	0	0	0	0	0	0	0	0	0
NT	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>20</b>	<b>4</b>	<b>24</b>	<b>47</b>	<b>11</b>	<b>58</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>83</b>

### Note

All AITSL employees are on maximum-term contracts (i.e. not ongoing). Numbers above are headcount and **do not** include 8 Board Directors who have a small FTE but are not included in headcount.

**ALL NON-ONGOING EMPLOYEES PREVIOUS REPORT PERIOD (2022–23)**

Location	MAN/MALE			WOMAN/FEMALE			NON-BINARY			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	3	0	3	5	0	5	0	0	0	8
QLD	0	0	0	2	0	2	0	0	0	2
SA	3	0	3	1	0	1	0	0	0	4
TAS	0	0	0	0	0	0	0	0	0	0
VIC	16	4	20	36	9	45	1	0	1	66
WA	1	0	1	0	0	0	0	0	0	1
ACT	0	0	0	0	0	0	0	0	0	0
NT	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>23</b>	<b>4</b>	<b>27</b>	<b>44</b>	<b>9</b>	<b>53</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>81</b>

**Note**

All AITSL employees are on maximum-term contracts (i.e. not ongoing). Numbers above are headcount and **do not** include 8 Board Directors who have a small FTE but are not included in headcount.

**Appendix 2: Consultancies and funding contracts**

AITSL engages consultants with specialist expertise to assist with the fulfillment of the organisation’s responsibilities.

During 2023–24, 21 new consultancy contracts were entered into involving total actual expenditure of \$689,289 (inclusive of GST). In addition, 10 ongoing consultancy contracts were active during 2023–24.



## Appendix 3: Summary of compliance

Under the PGPA Rule, AITSL is required to provide an index of the mandatory annual report requirements from section 28E. Below is an index that provides the location of these mandatory requirements within this annual report.

PGPA RULE REFERENCE	DESCRIPTION	LOCATION	PAGE
28E(a)	The purposes of the company as included in the company's corporate plan for the reporting period.	Corporate Governance Statement	32
28E(aa)	The results of a measurement and assessment of the company's performance during the period, including the results of a measurement and assessment of the company's performance against any performance measures and any targets included in the company's corporate plan for the period.	Performance Measures 2023–24	12–28
28E(b)	The names of the persons holding the position of responsible Minister or responsible Ministers during the period, and the titles of those responsible Ministers.	Corporate Governance Statement	32
28E(c)	Any directions given to the entity by a Minister under the company's constitution, an Act, or an instrument during the reporting period.	Corporate Governance Statement	33
28E(d)	Any government policy orders that applied in relation to the company during the period under section 93 of the PGPA Act.	Corporate Governance Statement	33
28E(e)	Particulars of non-compliance with: <ul style="list-style-type: none"> <li>any directions given to the entity by the Minister under the company's constitution, an Act or instrument during the reporting period; or</li> <li>any government policy orders that applied in relation to the company during the reporting period under section 93 of the PGPA Act.</li> </ul>	N/A	N/A
28E(f)	Information on each director of the company during the reporting period, including: <ul style="list-style-type: none"> <li>the name of the director</li> <li>the qualifications of the director</li> <li>the experience of the director</li> <li>the number of meetings of the board of the company attended by the director during the period</li> <li>whether the director is an executive director or non-executive director.</li> </ul>	Directors' Report	43–48
28E(g)	An outline of the organisational structure of the company (including any subsidiaries of the company).	Appendix 1: Organisational Structure	77–78

## Appendices cont'd

PGPA RULE REFERENCE	DESCRIPTION	LOCATION	PAGE
28E(ga)	<p>Statistics on the number of employees of the entity (including by reference to ongoing employees and non-ongoing employees) at the end of that and the previous reporting period, in relation to each of the following:</p> <ul style="list-style-type: none"> <li>• full-time employees</li> <li>• part-time employees</li> <li>• gender</li> <li>• staff location.</li> </ul>	Appendix 1: Organisational Structure	77–78
28E(h)	An outline of the location (whether or not in Australia) of major activities or facilities of the company.	Corporate Governance Statement	42
28E(i)	Information in relation to the main corporate governance practices used by the company during the reporting period.	Corporate Governance Statement	32–42
28E(j), 28(k)	<p>The decision-making process undertaken by the directors of the company for making a decision if:</p> <ul style="list-style-type: none"> <li>• the decision is to approve the company paying for a good or service from a Commonwealth entity or a company, or providing a grant to a Commonwealth entity or a company; and</li> <li>• the company, and the Commonwealth entity or the company, are related entities; and</li> <li>• the value of the transaction, or if there is more than one transaction, the aggregate value of those transactions, is more than \$10 000 (GST inclusive).</li> </ul>	N/A	N/A
28E(l)	Any significant activities or changes that affected the operations or structure of the company during the reporting period.	Directors' Report	50
28E(m)	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the company.	N/A	N/A
28E(n)	<p>Particulars of any reports on the company given by:</p> <ul style="list-style-type: none"> <li>• the Auditor-General</li> <li>• a Committee of either House, or of both Houses, of the Parliament</li> <li>• the Commonwealth Ombudsman</li> <li>• the Office of the Australian Information Commissioner</li> <li>• the Australian Securities and Investments Commission.</li> </ul>	Corporate Governance Statement	41
28E(o)	An explanation of the information that was not obtained from a subsidiary of the company that is required to be included in the Annual Report and the effect of not having the information on the Annual Report.	N/A	N/A
28E(oa)	Information about executive remuneration in accordance with sections 28EA to 28EC.	Corporate Governance Statement	38–39

PGPA RULE REFERENCE	DESCRIPTION	LOCATION	PAGE
28E(ob)	<p>The following information about the audit committee for the company:</p> <ul style="list-style-type: none"> <li>• a direct electronic address of the charter determining the functions of the audit committee</li> <li>• the name of each member of the audit committee during the reporting period</li> <li>• the qualifications, knowledge, skills or experience of each member of the audit committee</li> <li>• information about each member's attendance at meetings of the audit committee during the reporting period</li> <li>• the remuneration of each member of the audit committee.</li> </ul>	Corporate Governance Statement	35–37

## Appendix 4 – Net Zero 2030 Emissions Reporting

This is AITSL's first Annual Report which includes emissions reporting information. AITSL is committed to reducing our environmental impact and is working to improve ongoing data collection processes.

Proactive actions taken to reduce emissions this financial year include:

- Selection of NABERS 5.5 rated building for office relocation
- Downsize of office space to reduce carbon footprint
- Use of Green Collect services to reduce landfill during office relocation
- Electricity supply changed to 100% Green Power Accredited supplier.

Commonwealth companies are required to publicly report on their operational greenhouse gas emissions, in line with the Government's Net Zero in Government Operations Strategy. AITSL completed the Emissions Reporting Tool and submitted the results to the Climate Action in Government Operations (CAIGO) team. An inventory of AITSL's emissions is detailed in the tables below. Note that natural gas consumption is not provided as it is used for base building services, and the landlords of buildings occupied by AITSL in 2023–24 are unable to separate usage per tenancy.

The Greenhouse Gas Emissions Inventory presents greenhouse gas emissions over the 2023–24 period. Results are presented on the basis of Carbon Dioxide Equivalent (CO<sub>2</sub>-e) emissions. Greenhouse gas emissions have been calculated in line with the Whole-of-Australian Government approach as part of the Net Zero 2030 policy. Not all data sources were available at the time of the report and amendments to data may be required in future reports. Reporting on refrigerants is optional for 2023-24 and will be phased in over time as emissions reporting matures.

**TABLE 1 – 2023-24 GREENHOUSE GAS EMISSIONS INVENTORY – LOCATION-BASED METHOD**

EMISSION SOURCE	SCOPE 1 t CO <sub>2</sub> -e	SCOPE 2 t CO <sub>2</sub> -e	SCOPE 3 t CO <sub>2</sub> -e	TOTAL t CO <sub>2</sub> -e
Electricity (Location-Based Approach)	n/a	18.791	1.537	20.328
Natural Gas	0	n/a	0	0
Solid Waste*	n/a	n/a	0.480	0.480
Refrigerants**†	0	n/a	n/a	0
Fleet and Other Vehicles	0	n/a	0	0
Domestic Commercial Flights	n/a	n/a	87.964	87.964
Domestic Hire Car*	n/a	n/a	0	0
Domestic Travel Accommodation*	n/a	n/a	16.570	16.570
Other Energy	0	n/a	0	0
<b>Total t CO<sub>2</sub>-e</b>	<b>0.000</b>	<b>18.791</b>	<b>106.552</b>	<b>125.343</b>

**Note:** the table above presents emissions related to electricity usage using the location-based accounting method. CO<sub>2</sub>-e = Carbon Dioxide Equivalent.

\* indicates emission sources collected for the first time in 2023-24. The quality of data is expected to improve over time as emissions reporting matures.

† indicates optional emission source for 2023-24 emissions reporting.

**TABLE 2 – 2023-24 ELECTRICITY GREENHOUSE GAS EMISSIONS**

	SCOPE 2 t CO <sub>2</sub> -e	SCOPE 3 t CO <sub>2</sub> -e	TOTAL t CO <sub>2</sub> -e	PERCENTAGE OF ELECTRICITY USE
Location-based electricity emissions	18.791	1.537	20.328	100%
Market-based electricity emissions	12.268	1.515	13.783	64%
Total renewable electricity	–	–	–	36%
Mandatory renewables <sup>1</sup>	–	–	–	19%
Voluntary renewables <sup>2</sup>	–	–	–	17%

**Note:** the table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO<sub>2</sub>-e = Carbon Dioxide Equivalent.

1. Mandatory renewables are the portion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage.
2. Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased large-scale generation certificates, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).



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