





Introduction

The Australian Institute for Teaching and School Leadership (AITSL) has prepared its Corporate Plan in accordance with the section 95(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and in accordance with sections 16E and 27A of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule). It covers the reporting period from 1 July 2021 to 30 June 2024.¹

This plan enables AITSL to work collaboratively with the eight state and territory education departments and their Ministers, the Catholic and independent school sectors, teacher educators, teacher regulatory authorities, teacher unions, professional and community organisations, and teachers and principals throughout Australia to strengthen the profession.

A handwritten signature in black ink, appearing to read 'John Hattie'.

Emeritus Laureate Professor John Hattie
Chair, AITSL Board of Directors

¹ AITSL's current Commonwealth funding arrangements expire on 30 September 2022.

Purpose

AITSL plays a key role in leading significant, national educational reform for the Commonwealth, state, and territory governments to promote excellence in initial teacher education (ITE), teaching, and school leadership to achieve maximum impact on student learning in all Australian schools. Its work program is set in accordance with directions received from the Commonwealth Minister for Education (the Minister). AITSL's key focus areas include:

Placing impact of ITE, teaching, and leadership at the centre of our work	Building, enhancing, and sustaining effective teaching and leadership at every level	Advocating for quality and rigour in the design and implementation of national policies, tools, and resources
Undertaking and engaging with national and international research and innovation developments in best practice	Affirming the status of the profession	Building cultural competency
Conducting assessment for skilled migration to Australia		

AITSL's priorities and goals are described in our Strategic Plan 2020–2024, which can be found online at www.aitsl.edu.au/about-aitsl. An overview of the Strategic Plan can be found at Appendix 1.

In line with AITSL's Constitution, and to operationalise the Strategic Plan, an Annual Work Plan is developed for approval by the Minister which tracks all work tasked to AITSL. Progress against the Annual Plan is reported to the AITSL Board of Directors (AITSL Board) and the Minister. AITSL is funded by the Australian Government.

Environment

AITSL was registered and commenced operations in January 2010 as a Commonwealth company limited by guarantee under the *Commonwealth Corporations Act 2001*. AITSL is subject to the PGPA Act and the *Australian Charities and Not for Profits Commission Act 2012*. AITSL is governed by a Board of Directors which acts in accordance with the Company Constitution.

AITSL is a wholly owned Commonwealth company. The Australian Government is the sole company member and is represented by the Minister for Education.

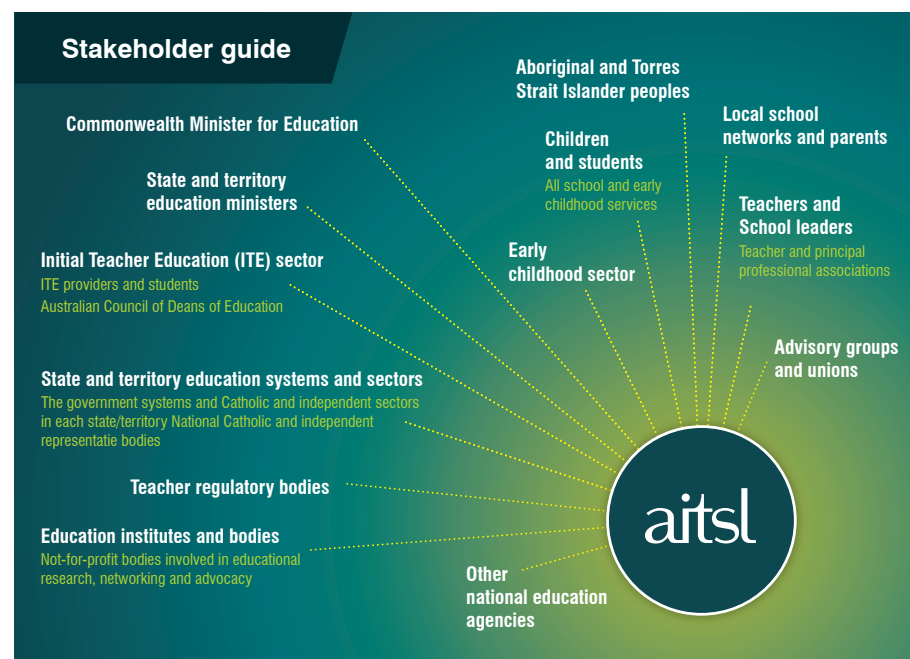
AITSL plays a key role in leading and coordinating significant national educational reforms. Its work program is set in accordance with the Company objectives, which are outlined in the AITSL Constitution, instructions received from the Minister and work commissioned by the Education Ministers Meeting (formerly Education Council).

AITSL is critical to, and operates within, the national education architecture and has a national remit to work with the education community in all states and territories, systems, and sectors. AITSL works with all jurisdictions to:

- place the impact of initial teacher education, teaching, and leadership at the centre of the company's work
- build, enhance, and sustain effective teaching and leadership at every level
- advocate for quality and rigour in the design and implementation of national policies, tools, and resources
- support the professional education community to make evidence-based decisions
- affirm the status of the profession.

AITSL is accountable for delivering on the above priorities and the quality of the work produced, which is endorsed by Commonwealth government and jurisdictions, through both the AITSL Grant Agreement and via the

Education Ministers' Meetings. AITSL engages collaboratively with a diverse range of government and non-government sector employers and authorities, professional associations, and education unions, as well as industry and community organisations, in delivering on its remit to provide leadership in the profession of teaching and school leadership.




Working collaboratively with all stakeholders, AITSL produces high-quality, evidence-based tools and resources, and helps drive the educational reform agenda for the benefit of student outcomes.

Performance Measures

The AITSL Board has approved appropriate performance measures that measure and assess the company's performance in achieving defined outcomes. The performance measures take into account the company's operating environment, organisational capability, and risks and are consistent with the requirements set out in the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule). A report of AITSL's performance against these measures is provided to the AITSL Board every six months as part of the company's organisational performance measure strategy, and performance is publicly reported on an annual basis through the AITSL Annual Report.

To ensure AITSL delivers on its purpose and has maximum impact, the following measures have been developed in order to draw transparent links between AITSL's key activities and the results achieved and provide meaningful performance information with a clear line of sight between planned and actual performance:

Performance Measure	Target	
AITSL successfully delivers agreed programs of work related to the promotion of excellence in teaching and school leadership, as measured through the monitoring and evaluation of initiatives	Successful delivery of agreed programs of work	
Awareness, positive attitudes toward, and use of the <i>Australian Professional Standards for Teachers</i> , the <i>Australian Professional Standard for Principals</i> and other national frameworks, as measured through a stakeholder survey	Education professionals within all systems and sectors have a high level of awareness and engagement with AITSL's policies and frameworks	
Awareness, use, and perceived usefulness of AITSL resources, as measured by traffic to and within the AITSL website, and through a stakeholder survey	High levels of awareness, use, and perceived usefulness of AITSL resources among education professionals	
AITSL delivers its agreed work plan within the available budget, as measured through reporting against the <i>Annual Plan</i> and budgetary reports	Agreed milestones within AITSL's yearly <i>Annual Plan</i> are achieved and completed within the budget allocated	

Capability

AITSL's existing Grant Agreement with the Department of Education, Skills and Employment ends on 30 September 2022, with the current agreed Work Plan concluding on 30 June 2022. At the time of reporting, a further grant agreement and work program beyond that period had not been secured.

AITSL's current work program for 2021–2022 is ambitious and is critical to supporting Australia's teachers and school leaders to deliver quality education to our children and young people. To succeed in delivering this important reform agenda, AITSL is strengthening its internal capabilities and enablers.

AITSL's capacity to deliver rests largely on its people. Retention of staff can be challenging in an environment where:

- AITSL's core funding is subject to funding agreements that are regularly reviewed and renewed, and
- when many staff have been employed on projects with time-limited funding.

To thrive in this environment, AITSL focuses heavily on creating a positive culture, developing its people, and targeted workforce planning. AITSL's values are central to its culture and are highlighted in staff meetings and performance and development processes. AITSL has revised its remuneration and performance and development systems and will focus on bedding these down in the coming years.

During the COVID-19 pandemic, AITSL has had a particular focus on supporting staff. Technical support was an early focus; staff have been working successfully online since the beginning of the pandemic. The success of this approach is indicated by AITSL's continuing delivery of its Work Plan.

Feedback from staff indicates that flexible working options are highly valued, and AITSL has now revised its policies and work practices to enable a blended working environment. The focus will now shift to maintaining connections and collaboration in this blended environment.

The pandemic has also required AITSL to re-engineer its approach to stakeholder engagement, which has traditionally had a large face-to-face component. Stakeholders are becoming more comfortable with online engagement. Where border restrictions have eased, AITSL has also been able to run major events in a blended mode, with participants both online and at a central venue. Developing staff and technical capabilities to deliver quality engagement in online and blended events will allow AITSL to keep up with stakeholder expectations and offers productivity improvements.

Internally, AITSL has focused on bedding down new systems and technology to streamline processes and eliminate manual processing. An important business continuity and security initiative has been to decommission AITSL's on-premises servers and move all critical data to secure external servers. Cyber security requires ongoing attention, and AITSL's partnership with Education Services Australia is critical to supporting the company in this area. The future focus will be on providing staff with improved tools to work remotely and in the office, and on maintaining a high level of security in a changing environment.

Through AITSL's highly skilled people, supported by efficient and effective systems, AITSL will be well positioned to deliver high levels of support to teachers and school leaders in a rapidly changing world.

Internal Control and Oversight

As AITSL matures as a company, it has focused on the refinement of its internal controls and accountabilities. AITSL recognises that these elements are vital to business health, operations, quality work programs, and managing the wide range of uncertainties faced by organisations.

AITSL continues to focus on proactive internal controls to efficiently pursue organisational goals, and understand and manage risks faced going forward.

Risk Management

To meet the challenges of the future working environment, AITSL is focused on undertaking a more mature and proactive approach to managing risk, consistent with the best practice outlined in the Commonwealth Risk Management Policy and fit for the size and risk profile of the organisation. Embedding risk management into operations, increasing the risk capability of the AITSL Board and all levels of the business, and improving the way that AITSL manages project risks will enable better identification, assessment, and mitigation of risk across the company.

The AITSL Board has overarching responsibility for the key strategic risks and setting of risk appetite, ensuring the effectiveness of the framework in place and its management. The Risk, Audit and Finance Committee supports the Board by reviewing the appropriateness of these risk management activities. In 2020–21, the AITSL Board approved revised strategic risks, and associated detailed risk appetite statements. The Board also agreed a process for regularly updating the strategic risks and associated treatment plans.

This work is complemented by an independent internal auditor who will provide objective assurance and consulting activities designed to add value and improve operations.

The following table lists the strategic risks identified by the Board and a high-level summary of current mitigations strategies. The mitigations are reviewed every six months, and the risks themselves annually.

Strategic Risk	Mitigations
Role in the education system	<ul style="list-style-type: none"> Clearly articulate AITSL's value add Cooperate with other agencies to create value and ensure role clarity
Governance and stakeholder dependency	<ul style="list-style-type: none"> Strong governance processes Extensive and effective stakeholder engagement
Evidence base supporting AITSL's work	<ul style="list-style-type: none"> Regular engagement with evidence Partnerships to ensure evidence base is up to date
Externally dependent delivery of major programs	<ul style="list-style-type: none"> Clear governance arrangements for shared responsibilities Clear articulation of AITSL's role in national initiatives
Funding uncertainty	<ul style="list-style-type: none"> Advocacy for AITSL's value and ongoing role Developing proposals for new work that can add value nationally and internationally
Workforce planning	<ul style="list-style-type: none"> Workforce and succession planning linked to work planning Creating a positive staff culture
Information management	<ul style="list-style-type: none"> Cyber security, privacy and information management policies and associated procedures Staff education
Technology enablement	<ul style="list-style-type: none"> Clear digital strategy and roadmap Internal and external capability



Fraud Control

As part of its risk management framework, AITSL has been focused on improving its ability to prevent, identify, investigate, and respond to fraud and corrupt conduct. In the 2020–21 financial year, AITSL updated its Fraud and Risk Control Plan to improve fraud risk assessment practices within the company and to strengthen both internal and external reporting mechanisms for suspected incidents of fraud.

AITSL will continue to monitor and improve its controls to prevent, detect, and respond to fraud. As part of this, AITSL has a Fraud Control Officer, who will ensure fraud awareness and processes are maintained and provide organisational advice on fraud and corruption. AITSL staff will continue to undertake mandatory annual training on fraud and corruption. Detection controls include internal audit and reporting to the Risk, Audit and Finance Committee and the AITSL Board of Directors.

Procurement

AITSL's effectiveness depends on strong partnerships with a range of suppliers across all areas of operations. Effective procurement provides the best possible support to AITSL while achieving value for money.

In order to establish a strong foundation for procurement management over the next four years, AITSL has developed a Procurement Policy and Procedures in line with best practice to ensure the highest levels of probity and value for money, which has been vetted by an internal audit. Through a strong implementation and training program, AITSL's Procurement Policy and Procedures are now embedded as business as usual in the company and overseen by a dedicated Senior Procurement Officer. Additionally, AITSL has implemented a customised contract management system to enact appropriate controls over procurement and contracting approvals to minimise risks of fraud and delegation breaches. Risks are actively monitored and mitigated through the Procurement and Contract Risk Register.

AITSL Strategic Plan 2019–2023: Overview

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.

Mission

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

AITSL's Strategic Plan is based on its Guiding Principles and structured around clear Focus Areas, Actions, and Goals.

Guiding Principles

AITSL's Guiding Principles describe how the company goes about its work and what values its people exhibit in its conduct.

Every child experiences a quality education.

Graduate teachers are well prepared to teach when they enter the profession.

Improving professional practice is central to maximising impact on learners.

Leadership is a team effort at all levels.

Aboriginal and Torres Strait Islander education needs are understood, respected, and supported in all actions.

Evidence and knowledge drive our decisions and we evaluate and learn as we progress.

AITSL Strategic Plan 2020–2023: Overview

Focus Areas	Actions	Goals
<p>Placing impact of initial teacher education, teaching, and leadership at the centre of our work</p> <p>Building, enhancing, and sustaining effective teaching and leadership at every level</p> <p>Advocating for quality and rigour in the design and implementation of national policies, tools, and resources</p> <p>Supporting the professional education community to make evidence-based decisions</p> <p>Affirming the status of the profession</p> <p>Building cultural competency</p> <p>Conducting assessments for skilled migration to Australia</p>	<ol style="list-style-type: none"> Promote and support implementation of the <i>Australian Professional Standards for Teachers</i> and the <i>Australian Professional Standard for Principals</i> in partnership with jurisdictions to increase their impact Strengthen leadership engagement, broaden participation in leadership and enhance the capability of aspiring and emerging leaders Consult with the Indigenous community and stakeholders to identify services to benefit Indigenous teachers and teachers of Indigenous students and studies Play a key role in national initiatives to support quality teaching and leadership Promote Australian Curriculum-mapped formative and diagnostic tools to better enable teachers and leaders to understand their impact and support individual learner progress more clearly Strengthen the evidence base about the teaching profession, sponsor research and support the use of evidence in decision making and professional practice Drive and support improvement of excellent Initial Teacher Education (TEMAG reforms) Develop and implement a strategy to affirm the status of the teaching profession and seek to enhance teacher professionalism through all projects and initiatives Provide accurate and efficient skills assessments for teacher migration to Australia Strengthen collaboration and cooperation with stakeholders and all educators Use new technologies to enhance and strengthen AITSL's capacity and capabilities Consolidate and strengthen our resource base and use resources efficiently to maximise our impact 	<p>Strengthened capability and a shared commitment to professional growth</p> <p>Use of evidence to inform practice and improve learner outcomes</p> <p>A valued profession</p>



