

A photograph of a young woman with dark hair, smiling and looking towards the left. She is wearing a grey hoodie over a pink sweater and a dark jacket. In the background, other people are blurred, suggesting a school environment. A dark teal rectangular box is overlaid on the bottom left of the image, containing the text 'Annual Report 2022-23'. The bottom of the page features a large teal and yellow geometric shape.

## Annual Report 2022-23

## ACKNOWLEDGEMENT OF COUNTRY

The Australian Institute for Teaching and School Leadership Limited (AITSL) acknowledges the Traditional Custodians of the lands, sea countries, and waterways from across Australia.

We acknowledge the Wurundjeri Woi Wurrung people of the Kulin Nation as the Traditional Custodians of the land on which AITSL's office stands. We honour and pay our respects to their Elders past, present, and future. We commit to reconciling the past and look to build unity and understanding through our role in education to create a better future for all.

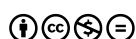
*Aboriginal and Torres Strait Islander peoples are advised that this publication may contain the names and images of deceased people.*

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### Contact us

AITSL  
PO Box 299  
Collins Street West  
Melbourne Victoria 8007  
Australia

Email: [info@aitsl.edu.au](mailto:info@aitsl.edu.au)  
Website: [aitsl.edu.au](http://aitsl.edu.au)  
Phone: +61 3 9944 1200

### Online version

Web address of this report:  
[aitsl.edu.au/about-aitsl/governance](http://aitsl.edu.au/about-aitsl/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

29 August 2023

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 2022–23 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,

A handwritten signature in black ink, appearing to read 'C Wardlaw', written over a light blue horizontal line.

Christopher Wardlaw PSM OLY  
Deputy Chair  
AITSL Board of Directors

Melbourne Office  
PO Box 299  
Collins Street West VIC 8007

info@aitsl.edu.au  
aitsl.edu.au  
+61 3 9944 1200









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# From the Chair

It is with mixed emotions that I present the 2022–23 Annual Report of the Australian Institute for Teaching and School Leadership (AITSL). This will be the last time I write as Board Chair of AITSL, as my tenure ended on 30 June 2023, and stewardship passed to Dr Michele Bruniges AM.



The first time I presented an AITSL Annual Report was in 2014, only one year after the *Australian Professional Standards for Teachers* had been implemented by all states and territories as part of a nationally consistent approach to teacher registration. Since then, the Standards have been the jumping-off point for many evidence-based tools and resources, including hundreds of Illustrations of Practice. What a journey it has been.

AITSL has spent the past decade focused on the areas where it makes the most impact. AITSL's expert advice and guidance has led to national educational reforms that support quality teaching and leadership, with 9 Standards and frameworks that serve as foundational pillars for the national education landscape.

And all this has been achieved through genuine consultation and collaboration with our Key Partners – 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; teacher unions; Aboriginal and Torres Strait Islander communities; principal and other professional associations; and community organisations.

In 2021, feedback on the AITSL Board's discussion paper *Developing, Esteeming, and Investing in Expertise: The Second Decade of AITSL*, helped shape the current 4-year Strategic Plan (1 July 2022 to 30 June 2026). During consultation, we heard clearly and enthusiastically that we should continue to build on the solid foundations laid over the past 10 years and be bold in our future approach.

AITSL listened. The Strategic Plan keeps AITSL's focus where it has the most impact – supporting teachers and leaders at each career stage. We know that it is the expertise residing in teachers and leaders that will help our learners succeed. This is why the Strategic Plan is built around 5 pillars, all with 'expertise' at the core.


In 'Shaping expertise', AITSL leads a high-quality and nationally consistent approach to teaching and leadership, providing leadership for the 9 national policy frameworks, and continues to work with the profession to ensure the Standards are fit for purpose.

In 'Influencing expertise', AITSL encourages the national adoption of practices and policies to help lift quality teaching and leadership in schools and education settings, acting as a passionate advocate for evidence-based practices that lead to improvements in quality teaching and leadership.

In 'Enhancing expertise', AITSL provides solutions, informed by evidence and practice, to help the profession implement the national Standards and frameworks, leading research to shape reform agendas and resources for the profession.

In 'Supporting expertise', AITSL looks inward to its culture and organisation, to be accountable and transparent.

And in my favourite of all the pillars, 'Esteeming expertise', AITSL recognises and raises awareness of the lasting impact of teacher and leader expertise. I have been fortunate to meet thousands of exceptional teachers and leaders who have a positive impact on students every single day, and bringing attention to this is a worthwhile goal.



During my time as Board Chair, we have seen an ever-evolving education system, a global pandemic, and an inspiring growing professionalisation to the teaching profession. This year was no exception for experiencing change, with teacher workforce shortages coming to the fore and increased discussion on technology and artificial intelligence.

The Teacher Education Expert Panel was established to advise on issues around teacher shortages. It is a vital first step in ensuring that our schools are adequately staffed with quality teachers.

The National Teacher Workforce Action Plan was a welcome addition to helping address teacher shortages. AITSL has a lead role in more than 25 per cent of the actions. We look forward to being a part of this collaboration across the sector on addressing the drivers of teacher shortages through actionable work.

It is through the Australian Teacher Data Workforce (ATWD) initiative that we have a clear picture of teacher shortages, and AITSL is proud of its work in the implementation of the initiative. I encourage teachers to continue to complete the annual ATWD Teacher Survey, which is the best way of having the voice of the profession represented in the data.

This year, AITSL continued its work on its Innovate Reconciliation Action Plan. We can only ensure a fair and equal start in life for students if we respect and acknowledge the cultures, histories, knowledge, and rights of Aboriginal and Torres Strait Islander peoples. We live and work on the lands of the oldest living cultures on earth, and there is a lot of work to be done, but there is also a lot to celebrate.

AITSL's focus on evidence-based practices and professional learning has been key in shaping the educational landscape in Australia. Throughout the past year, AITSL has continued our journey of translating evidence into action, empowering teachers and school leaders to make an impact on student learning.

The HALT Summit was, as always, a highlight of my year. Highly Accomplished and Lead teacher (HALT) certification is currently available to teachers in most sectors nationally. Momentum continues to build for this initiative. More detail is provided later in the report.

My thanks go to the AITSL Board of Directors – not just the current Board members, but all of those I have had the privilege of working with over the past 9 years. Their commitment to education and to helping to lead the strategic direction of the organisation is commendable. I know that Dr Bruniges is going to enjoy working with our Directors as much as I have, and I welcome her to the role.

Finally, the Board's thanks and gratitude go to the AITSL Chief Executive Officer, Mark Grant PSM, and the entire AITSL team for their ongoing commitment to AITSL's purpose.



**Melbourne Laureate Professor Emeritus  
John Hattie**  
Chair

# From the CEO

It is a privilege to reflect on another remarkable year for the Australian Institute for Teaching and School Leadership (AITSL). It has been one full of challenge and opportunity, and I am excited for the year ahead and what's in store for AITSL and the teaching profession.



AITSL prides itself on working across the education sector to deliver significant national education reform, underpinned by the *Australian Professional Standards for Teachers* (the Teacher Standards) and other national frameworks for which AITSL is the custodian on behalf of Education Ministers.

AITSL is an 'honest broker' in education, and a genuine consultative approach is the basis for all our work. We lead reform at a jurisdictional level through national policies and initiatives and deliver support at a classroom level with evidence-informed tools and resources. The goal of both is to lead and support improvement in learning outcomes for all students.

The work of AITSL is never done in isolation. We have a trusted connection with teachers and leaders, which we continue to strengthen with expertise and agility. I want to thank our partners – including employers, professional associations, unions, teacher regulatory authorities, and initial teacher education providers – with whom we work closely with and benefit from in consulting and collaborating on policy, resources, and services. My thanks also go to the thousands of teachers and other stakeholders who have shared their thoughts and feedback on our work over the past 12 months. It is your expertise and input that enriches the products we deliver to the profession, and we are sincerely grateful.


A major development this year was the agreement by all 9 of Australia's education ministers to a National Teacher Workforce Action Plan. AITSL has responsibility for around a third of the individual actions, but the overall intent – the big picture – is to make improvements that support the attraction, preparation, and retention of teachers through national collaborative action. In 2023, we began to deliver this work in close partnership with the profession and key stakeholders, and this will continue over the coming years.

I am sure we can all agree that we have heard more about artificial intelligence this year than ever before. I have made it a priority to be involved and informed in this space, by exploring the implications and opportunities for the teaching profession and sharing my reflections through publications, presentations, and panels. AITSL will continue to watch this space with interest and target our tools and resources to where teachers need them most.

Another key highlight of the past year has been the release of evidence-informed tools and resources for teachers and leaders, developed through a number of multi-year projects. These included the intercultural development toolkit to enhance Aboriginal and Torres Strait Islander cultural responsiveness in the teaching workforce, new *In the Classroom* videos that bring the Teacher Standards to life through lesson footage and teacher commentary, the interactive High Quality Professional Learning Toolkit that invites teachers to build their own professional learning plan in minutes, and our Quality Teaching Modules, which let them study what they want, at their own pace, and in the format that suits them best. We have certainly come a long way from printed workbooks!

We also held our Highly Accomplished and Lead teacher (HALT) Summit in Melbourne for the first time. The event was at capacity, with almost 500 expert teachers and other stakeholders who registered to attend in-person or participate virtually from across Australia – and this year's event also welcomed the first cohort of certified HALTs from Tasmania. The influence HALTs have on their colleagues and schools can only lead to an increased emphasis and esteem for expertise in the profession.





We also celebrated the lighter side in our 2022 World Teachers' Day campaign, which we look forward to every October, with the theme *Hats Off to Teachers*. It was great fun to see thousands of people and organisations – including the Australian Olympic Team, Cricket NSW, and R U OK? Day – jumping on board with the theme on social media. Most importantly, it was touching to see so many students and schools showing their appreciation for teachers.

It goes without saying that the profession is the lifeblood of who we are, and so I was pleased to see our audience grow by almost 20 per cent across our social media channels in the past year. We also saw an increase of more than 10,000 subscribers to our e-newsletter, AITSL Mail, to 211,595 subscribers overall.

Lastly, I would like to express my sincere gratitude to Melbourne Laureate Professor Emeritus John Hattie, who concluded his tenure as AITSL Board Chair on 30 June 2023. His passion has driven growth and change in AITSL, and within the profession itself. We will all continue to benefit from the legacy of his work.

Our new Board Chair, Dr Michele Bruniges AM, brings a wealth of knowledge and experience as a former teacher, a former system head of Australia's largest employer of teachers, a former Secretary of the Australian Government Department of Education, and as a psychometrician. I look forward to the new perspective she will bring to the AITSL Board and to working closely with her in the years to come.

The year ahead promises to be a busy one, and we are excited to get started. The AITSL Board, our stakeholders across Australia, and AITSL's enthusiastic staff are all ready to deliver support to our hardworking teaching profession.



**Mark Grant** PSM  
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 school leadership, and that every teacher and school 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.

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.

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

## Strategic Plan

AITSL's 2022–2026 Strategic Plan was born from an extensive consultation period with teachers, leaders, 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.

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 over the next 4 years.



### 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 9 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.



## 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.

### 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 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 of impact in the education architecture.



# Performance Measures 2022–23

AITSL's performance measures ensure we deliver on our strategic priorities and have maximum impact. Our performance measures for 2022–23 are listed in the AITSL 2022–2026 Corporate Plan and were developed to demonstrate performance against each outcome described in the AITSL 2022–2026 Strategic Plan. This section outlines results against each of the 5 AITSL 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

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

### TARGET

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



“ The Strategic Plan keeps AITSL's focus where it has the most impact – supporting teachers and leaders at each career stage. ”

**Melbourne Laureate Professor Emeritus**  
John Hattie



# 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 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



**786,599** views

The Teacher Standards page on the AITSL website was viewed 786,599 times 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.



ACHIEVED

### 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.

#### To develop resources, AITSL consulted with Key Partners in 2022–23, including:

- teachers and leaders in schools, early childhood, and other education settings
- representatives from government, Catholic, and independent school sectors
- state and territory teacher regulatory authorities (TRAs)
- state and territory education departments
- initial teacher education providers
- teacher unions
- principal and school leader associations
- teacher professional associations
- disability advocacy groups
- parent advocacy groups
- Australian Government Department of Education, including the Department of Education Indigenous Reference Group
- 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)
- experts in their field, taking part in expert panels and working groups (e.g. Teacher Wellbeing Expert Advisory Group)
- Australian Teacher Workforce Data (ATWD) Oversight Board and Technical Working Group.

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

#### Awareness of national frameworks remained high

77%

Target 70%

Graduate to Proficient: Australian Guidelines for Teacher Induction into the Profession



73%

Target 70%

Australian Teacher Performance and Development Framework



75%

Target 70%

Certification of Highly Accomplished and Lead Teachers in Australia





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

**20%** IN 2021 TO **25%** IN 2022

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**



**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

**AITSL has successfully delivered programs of work that have been key in promoting excellence in the profession of teaching and school leadership throughout 2022–23. 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 school leaders better understand and develop their practice.

*Illustration of Practice* videos demonstrate effective teaching practice, connected to particular focus areas of the Teacher Standards at a relevant career stage. A new *Illustration of Practice* video resource was published in June 2023, demonstrating [teacher practices to support students with disability](#) at the Highly Accomplished career stage.

The following 3 *In the Classroom* videos resources were developed and published via AITSL's website:

- [Differentiation](#) set within a senior business innovation lesson (August 2022).
- [Inquiry-based learning](#) set within a primary school cross-curricular lesson (August 2022).
- [Feedback](#) set within a primary school numeracy lesson (August 2022).

In October 2022, AITSL commenced a 3-phase project to develop Professional Standards for Middle Leaders (Middle Leader Standards) in partnership with the Queensland Department of Education. On 31 May 2023, AITSL delivered to the Queensland Department of Education:

- a set of 6 draft Middle Leader Standards developed with the assistance of an appointed Expert Panel
- the *Middle Leadership Literature Review and Document Analysis* report containing a national and international review of related literature, including document analysis of policy and school-based material.

The *Middle Leader Standards* will be the subject of extensive national consultation and validation with the teaching profession in 2023–24.

Ten external presentations were conducted to promote [the Indigenous Cultural Responsiveness Self-Reflection tool](#) to a wide variety of audiences.

A project management process has been developed to ensure cyclical reviewing and strengthening of AITSL's resources to ensure Indigenous perspectives are embedded.





### Certification of Highly Accomplished and Lead teachers

AITSL continued to work with jurisdictions and the Certifying Authorities Network to support national teacher certification, which recognises expert teaching practice.

In the 6 months from 1 July to 31 December 2022, 157 teachers achieved national certification, taking the cumulative total to 1,211 certified teachers across Australia as of 31 December 2022.

Certification is currently available to teachers in all sectors in the Australian Capital Territory, New South Wales (NSW), Northern Territory, Queensland, and South Australia; the Catholic and Independent sectors in Victoria; and the independent sector in Western Australia. Tasmania concluded their cross-sectoral certification pilot in 2022.

In August 2022, AITSL began work with NSW to increase the number of teachers with HALT certification with 3 workstreams:

- Streamlining the certification process
- Pathways into certification
- Specialisations

AITSL conducted a consultation-based review of the *Certification of Highly Accomplished and Lead Teachers in Australia* policy document (national certification policy) with a view to reduce the administrative burden on applicants, while maintaining the rigour of the certification process.

Following the review, in December 2022, the Education Ministers Meeting (EMM) gave in-principle support for AITSL to develop a Framework for certification to replace the national certification policy. The Framework would include only the essential elements of certification, with each jurisdiction determining their own process for certification. This work directly related to Action 17 of the National Teacher Workforce Action Plan (Action Plan) which was agreed by EMM in December 2022.

Informed by consultation, the draft Framework for the Certification of Highly Accomplished and Lead Teachers (the draft Framework) was developed. The draft Framework incorporates *pathways into certification* and *specialisations* and allows for certifying authorities to streamline certification process and reduce the administrative burden for applicants at their discretion. The draft Framework is due for EMM consideration in July 2023.

In May 2023, AITSL convened the seventh Highly Accomplished and Lead teacher (HALT) Summit in Melbourne. This was delivered both in person and online, bringing together over 400 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 Highly Accomplished and Lead teachers.





### Best practice, monitoring and evaluation

AITSL published 3 Spotlights and one Collaborate in 2022–23.

The Spotlight [Building a sustainable teaching workforce](#) was published in October 2022. This Spotlight was the first in a 'workforce series' that will focus on findings from data in the Australian Teacher Workforce Data (ATWD) initiative. The Spotlight highlights what we know about teacher supply, including analysis of ITE data, and a combination of other available data sources that contribute to our understanding of teacher supply and demand.

The Spotlight [Middle leadership in Australian schools](#) was published in November 2022. This Spotlight highlights the important role that middle leaders play in shaping teaching quality and student outcomes.

The Collaborate publication [Reconciliation in education: What we know and where we need to go](#) was published in April 2023 in partnership with Reconciliation Australia and the Australian National University. The article includes unique data available on attitudes to reconciliation in Australian schools, links to AITSL's Indigenous cultural responsiveness tools, and practical advice for schools and early childhood centres on how to introduce reconciliation activities and Reconciliation Action Plans.

 <p><b>Best practice, monitoring and evaluation Cont'd</b></p>	<p>The Spotlight on <a href="#">High-Quality Professional Learning for Australian teachers and school leaders</a> was released in June 2023. This Spotlight is based on various surveys undertaken by AITSL including in late-2022 and discusses the importance of professional learning.</p> <p>The AITSL Stakeholder Survey ran from March to May 2023, with over 6,000 respondents completing the survey. Findings will inform and guide our future work and will be published on the AITSL website and in the AITSL Annual Report.</p> <p>Monitoring and evaluation frameworks have been developed for AITSL's new products and resources: the ATWD initiative, Indigenous cultural responsiveness tools, and Teaching Effectiveness resources.</p>
 <p><b>Initial teacher education (ITE)</b></p>	<p>AITSL, via the Expert Advisory Group (EAG), has ensured that all 47 ITE providers across Australia have an endorsed teaching performance assessment (TPA) in place, with 12 TPAs endorsed in total. AITSL continues to support the EAG to ensure each TPA continues to assess pre-service teacher performance reliably and validly against the Graduate career stage of the Teacher Standards. In August 2022, AITSL published <a href="#">2 TPA in Action videos</a> for schools and early childhood settings. Since launching, the schools video has had 586 views and the early childhood video has had 399 views.</p> <p>From July 2022 to June 2023, 5 ITE panel training events (4 combined Stage One and Two and one panel chair training) were conducted. These events trained 91 panellists at Stage One, 86 at Stage Two, and 15 new panel chairs, representing all states and territories across Australia. Executive Officers from teacher regulatory authorities (TRAs) assisted with the panel training. Additionally, attendees at the training events included TRA accreditation board members and newly hired TRA Executive Officers, ensuring consistent national approaches to accreditation are maintained. AITSL coordinated the provision of interstate panellists based on TRA requests. During the period, 29 panellists from 6 states or territories were provided to accredit 49 ITE programs. This reflects the total number of ITE accreditation panels conducted nationally during the year, noting that in many cases multiple programs from a provider are assessed by a single panel.</p> <p>AITSL continues to maintain and publish the list of accredited ITE programs across Australia.</p> <p>To support early career teacher induction, AITSL provides the <i>My Induction</i> app, along with a supporting webpage on the AITSL website for beginning teachers and mentors. As of 30 June 2023, there are 21,270 active users of the <i>My Induction</i> app.</p> <p>In October 2022, AITSL launched the Supervising Pre-service Teacher (SPT) online professional learning modules for early childhood settings to accompany the existing SPT modules for schools. There are 1,684 users enrolled for the schools' modules and 211 for the early childhood modules.</p> <p>In February 2023, AITSL released an online application called <i>My Teaching Advice</i> to support beginning teachers across Australia to seek advice and guidance throughout their induction from their experienced colleagues. As of 30 June 2023, there are 291 active users of <i>My Teaching Advice</i>.</p> <p>The AITSL Board submitted its formal response to the Teacher Education Expert Panel (TEEP) discussion paper on 21 April 2023. The TEEP discussion paper builds upon the Quality Initial Teacher Education (QITE) Review, with a focus on quality measures in ITE.</p>



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

AITSL has worked with a number of key stakeholders including tertiary experts, advocacy groups, system and sector representatives, and the profession to develop the following resources:

- Elaborations to the Teacher Standards (Standard 1.6 at the Proficient career stage) to provide further clarity about the DSE, and their implementation in schools to ensure full participation of students with disability.
- A suite of leadership resources to better support implementation of the DSE comprising:
  - a matrix articulating, at a high level, current roles and responsibilities across levels of middle leadership in Australia, and how these connect to and build towards each of the 5 professional practices of the Principal Standard
  - a guide to leading inclusive education that builds on the above matrix to provide articulation of explicit leadership roles, responsibilities, and accountabilities for middle leaders and principals with respect to the DSE
  - elaborations aligned to the 5 professional practices of the Principal Standard in respect to inclusive education and adherence to the DSE across levels of leadership, including middle leadership.
  - *In the Classroom* videos and associated materials to showcase effective teaching practices around determining and making reasonable adjustments to support the full participation of students with disability.

The publication and promotion of these resources is scheduled to occur in the second half of 2023.



### Teacher Migration Services and Support

In 2022–23, AITSL delivered over 3,300 suitable skilled migration assessment outcomes to teachers seeking to migrate to Australia. This builds on the 2,232 suitable skilled migration outcomes assessed in the previous year.

AITSL has focused on supporting national workforce needs including undertaking advocacy to improve national supply outcomes for the profession, and the curation of existing AITSL resources to support migrant teachers entering Australian classrooms.

In December 2022, AITSL released a revamped [webpage](#) on the AITSL website targeted at providing potential migrant teachers with information on teaching in Australia, connecting with Australian employers and skilled migration.

AITSL delivered over

# 3,300

**suitable skilled migration  
assessment outcomes to teachers  
seeking to migrate to Australia**





## Australian Teacher Workforce Data

Seven jurisdictions provided teacher registration data to the Australian Teacher Workforce Data (ATWD) initiative in 2022, and 38,415 complete responses to the ATWD Teacher Survey were received from across all states and territories for the 2022 school year. ATWD Teacher Survey participation increased by 1.77 percentage points nationally.

The ATWD continued to implement its strategy to expedite digital access and reporting to data in the ATWD. This included the release across all digital tools of fully linked data up to and including the 2020 collection year (2005–19 ITE data, 2018–20 teacher workforce data), as well as preliminary ATWD Teacher Survey data for 2021–22.

Following the inaugural release of the ATWD Key Metrics Dashboard in 2021–22, the ATWD continued delivery of data and reporting through digital tools in 2022–23. There were a further 5 data releases in the 2022–23 financial year:

- [Initial teacher education \(ITE\) priority data \(2005–2019\)](#) (20 September 2022)
- [Teacher workforce characteristics priority data \(2018–2020\)](#) (20 September 2022)
- [Teacher workforce characteristics and transitions to workforce data \(2018–2020\)](#) (28 November 2022)
- [Initial teacher education: Supply by jurisdiction \(2006–2019\) and provider data \(2018–2019\)](#) (27 January 2023)
- [Preliminary workforce characteristics \(2021–2022\) and trends in the workforce \(2018–2020\)](#) (29 March 2023).

The [ATWD Data Explorer](#), a dashboard showcasing geo-spatial dimensions of data and statistical analysis was launched in 2022–23, with one data release:

- Geo-spatial workforce characteristics data and experiences, 2020 (April 2023).

Two digital publications providing synthesis of and insights into emerging national trends were also produced in 2022–23:

- [ATWD National Trends: Initial Teacher Education Pipeline 2005–2019](#) (published March 2023)
- [ATWD National Trends: Teacher Workforce 2018–2022](#) (published June 2023).



## Support for international education systems and governments

Australia's approach to improving teaching and school leadership continues to attract the interest of school systems around the world.

During 2022–23, AITSL hosted delegations from Estonia, Indonesia, and the Philippines, and presented online to a number of other countries. In addition, AITSL benefited from engagement with experts in education from Singapore and the United Kingdom.

AITSL's expertise has also been utilised by the Department of Education's International division, the Department of Foreign Affairs and Trade, and Global Victoria to progress opportunities to share insights with international partners, including through AITSL's participation in the First Conference of Pacific Education Ministers (CPEM).

AITSL is supporting a school system in Vietnam to implement the Teacher Standards and the Principal Standard through workshops and policy advice.

# 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**

**85.5%** 'very' or 'fairly' familiar with AITSL and its work  
Target 80%



**Education professionals perceive AITSL positively, responding that AITSL**

**Has a strong evidence base**

**6.8/10**



**Provides access to up-to-date research and evaluation related to the teaching profession**

**6.6/10**



**Supports and recognises high quality professional practice for teachers and school leaders**

**6.5/10**



Engagement with AITSL including traffic to the website and use of AITSL's tools and resources remained high over the 1 July 2022 to 30 June 2023 period:

Australian teachers continue to use tools and resources provided by AITSL

The *In the Classroom* resources had

**40,667**  
viewers

The *My Induction* app had an additional

**3,602**  
users

and has had a total of **19,701 users** since it commenced in February 2017

The *Illustrations of Practice* were viewed

**330,197**  
times

The *Teacher Self-Assessment Tool* was used by

**47,621**  
users

and has had more than **187,411 users** since it commenced in February 2017

*Spotlights* were viewed

**149,120**  
times

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

**2,840**  
members

and now has more than **10,300 members** since its launch in May 2020

The *Leadership Reflection Tool* was downloaded by

**10,364**  
users

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

**1,321**  
users

 aitsl.edu.au

More than

**1,018,248**  
visitors

explored AITSL's website



Over

**211,595**  
subscribers

Subscriptions to the AITSL Mail e-newsletter **increased by 6%**

Current audience of over

**133,073**  
viewers

Social media **presence grew by 8%** across AITSL's 3 main social media platforms



# Supporting expertise

## PERFORMANCE MEASURE

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

## TARGET

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



ACHIEVED

The 2023 AITSL Staff Engagement Survey, fielded in April 2023, revealed that staff are engaged and perceive AITSL to be a highly adaptive, inclusive, and culturally safe workplace.

To promote inclusivity, AITSL offered activities, guest presentations, information, and opportunities for discussion throughout 2022–23, particularly around key dates such as:

- Wear It Purple Day
- International Day Against Homophobia, Biphobia, and Transphobia (IDAHOBIT)
- International Women's Day
- NAIDOC Week
- National Reconciliation Week
- World Refugee 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**

**96%** strongly agree/agree they would recommend AITSL as a great place to work



**83%** strongly agree/agree AITSL has a genuine commitment to cultural capability



**82%** strongly agree/agree AITSL has a genuine commitment to diversity and inclusion



**89%** strongly agree/agree AITSL is a place where they feel psychologically safe



**90%** strongly agree/agree they feel connected to their colleagues



# Senior Management

As of 30 June 2023

## Senior Officers



**Mark Grant PSM**

*DipTeach BEd MStudEd PCIL MAICD*

### Chief Executive Officer

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 has been 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 New South Wales 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*

### Deputy Chief Executive Officer

Edmund Misson is the Deputy 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 shape national reforms to initial teacher education for graduate teachers, and several of AITSL's landmark national policies and frameworks 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 Master's degree in Public Administration.



**David W Frost**

*BA (Hons) BFP FCA GAICD*

### Chief Financial Officer

David joined AITSL in January 2022. As Chief Financial Officer, David provides financial and strategic advice to the Board and Executive and manages 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 several not-for-profit entities.



### **Dianne Jickell**

*BA (Hons)*

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#### **General Manager, Corporate**

Dianne Jickell joined AITSL in May 2017. As General Manager, she leads AITSL's digital, communications, external relations, people and culture, and business services functions.

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 establishing strong and adaptive operational foundations that support AITSL'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 Molloy**

*BSc LLB MPICD GAICD FGIA NMASD*

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#### **General Counsel and Company Secretary**

Lisa Molloy 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 control, operational, and strategic advice to government and the private sector.

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



### **Danny Pinchas**

*BEcon PGDipEd*

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#### **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.



# 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 initial teacher education, teaching, and school leadership to achieve maximum impact on student learning in all Australian schools. AITSL's 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; and
- 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 2022–23 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 its 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 21 March 2023, the Hon Jason Clare MP, Minister for Education, provided AITSL with a letter of instruction to request AITSL undertake work on the following Actions from the National Teacher Workforce Action Plan:

- Action 14, including the development of draft national guidelines to support early career teachers and new school leaders released for consultation by July 2023
- Action 27, including developing questions to capture information on teacher wellbeing and career intentions in the 2023 Australian Teacher Workforce Data (ATWD) Teacher Survey.

AITSL is undertaking work on these actions in line with milestones set out in a Project Order issued by the Department of Education.

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.

In 2022-23, an independent governance review of the AITSL Board was undertaken including a survey with the Board on the following 5 key themes:

- Directors' duties
- Strategic risk
- Decision-making
- Information quality
- Board composition and skills.

A comparative analysis of contemporary board practices was conducted on the survey results and the review concluded that the AITSL Board is performing effectively, with no remedial areas of action or associated recommendations identified in the report.

### 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 38.

### 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 2022–23, there were transactions with related entities with an aggregate value of \$39,755. Further information on related party transactions for 2022–23 can be found in Note 9 Related Party Disclosure on page 66 of the Financial Report.

### Induction

Upon appointment, each Director receives a letter from AITSL confirming their appointment along with a comprehensive induction pack 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.

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 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 2022 to 30 June 2023 are set out in the Directors' Report on page 43.

## 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 65 of the Financial Report.

## Education

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

AITSL's information technology service provider, Education Services Australia (ESA), delivered cyber security training to the AITSL Board in March 2023.

The Risk, Audit and Finance Committee was provided with training in financial analysis in November 2022.

Directors attended the 2023 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 an oral 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 2022-23 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 2022 to 30 June 2023

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 Education (Hons) with an Accounting Minor	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	Member	Not-for-profit Financial Management short course, Governance Institute of Australia  Interpreting Financial Statements short course, Australian Institute of Company Directors	Eligible to attend 5 meetings  4 meetings attended	\$2,495	0
<b>Mr Malcolm Elliott</b>	Member	Company Directors Course, Australian Institute of Company Directors  Former President, Australian Primary Principals Association  Former Member, Australian Secondary Principals Association Board and Audit and Risk Committee  Former President, Tasmanian Principals Association President  Department of Education risk management processes pilot organisation  School management experience including human and financial resource management as Assistant Principal and Principal across a number of schools  Budget and other resource management experience with the Tasmanian Department of Education	Eligible to attend 5 meetings  5 meetings attended	\$4,307	0

MEMBER	POSITION	QUALIFICATIONS, SKILLS, EXPERIENCE	ATTENDANCE	REMUNERATION (EXCL. GST)	ADDITIONAL INFORMATION
<b>Mrs Karen Hogan</b> <b>FCPA GAICD</b> <b>BCom (Acc)</b>	Independent Expert Member	Over 30 years' experience and 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 the 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  5 meeting attended	\$17,061	0

## Remuneration Committee

The Remuneration Committee advises the AITSL Board on the salary, conditions, and performance of the CEO. The Committee meets at least twice a year and is comprised of the Board Chair and 2 Directors.

Membership for 2022–23 consisted of Melbourne Laureate Professor Emeritus John Hattie, 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 a 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 an oral 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 on work it is progressing to promote excellence in teaching and school leadership to maximise impact on student learning in all Australian schools.

SLTESC provides advice and direction on matters relating to teaching and school leadership, including current issues and innovative practice; helps to quality assure work to improve development of policies, resources, and other AITSL-led initiatives that support teachers and school leaders; and gathers advice and opinions from the sector to inform developing work programs and ensure advice to the AITSL Board is informed by relevant expertise.

**TEACHER EDUCATION EXPERT STANDING COMMITTEE (TEESC)**

TEESC was established to assist the AITSL Board in its responsibilities relating to initial teacher education and to promote high-quality initial teacher education provision for all pre-service teachers as well as support the work of teacher educators across Australia.

TEESC advises the AITSL Board on:

- issues relating to reform, current issues, and innovative practice in initial teacher education
- AITSL's role in supporting national consistency of the accreditation process
- improving the rigour of the accreditation process, including providing evidence of impact
- development of resources to support initial teacher education.

TEESC also ensures advice to the AITSL Board is informed by relevant stakeholders who are consulted on the operation of the system and major pieces of work.

**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 11, comprising 3 Executive Managers and 8 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	448,408	0	0	27,511	6,707	0	0	482,626
Misson, Edmund	Deputy Chief Executive	343,138	0	0	27,512	4,130	0	0	374,780
Pinchas, Daniel	General Manager, Teaching and School Leadership	281,063	0	0	27,511	(25,437)	0	0	283,138
Hattie, John	Chair	104,693	0	0	10,993	0	0	0	115,686
Wardlaw, Christopher	Deputy Chair	78,458	0	0	8,238	0	0	0	86,696

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	
Blackwood, Beth	Non-Executive Director	8,386	0	0	890	0	0	0	9,276
Buckingham, Jennifer	Non-Executive Director	8,716	0	0	0	0	0	0	8,716
Elliott, Malcolm	Non-Executive Director	13,602	0	0	1,444	0	0	0	15,046
Pendergast, Donna	Non-Executive Director	9,974	0	0	1,059	0	0	0	11,033
Perry, Lee Anne	Non-Executive Director	11,106	0	0	1,178	0	0	0	12,284
Lammon, Renee	Non-Executive Director	14,279	0	0	1,514	0	0	0	15,793

#### 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 – 260,000	1	187,913	0	0	19,358	2,526	0	0	209,797
260,000 – 300,000	2	252,258	0	0	25,931	4,068	0	0	282,257

#### 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
235,000 – 245,000	0	0	0	0	0	0	0	0	0
245,000 – 270,000	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, processes, 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 2022–23, 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.

In August 2022, AITSL's internal auditors completed an audit of the risk management framework. A suite of recommendations was implemented to improve risk identification, treatment, and management processes.

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 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 and the Commonwealth Fraud Control Guidelines 2017.

AITSL reviews its Fraud and 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 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 risks.

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

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

During 2022–23, there were nil suspected incidents of fraud reported 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 Risk, Audit and Finance Committee for review in compliance with section 28 of the PGPA Rule. The Risk, Audit and Finance Committee then advises the AITSL Board on any recommendations and actions.

In September 2022, AITSL's contract with its current internal auditor, RSM, concluded. AITSL went to market and through a competitive procurement process, re-engaged RSM as AITSL's internal auditor until 30 September 2025.

Internal audits undertaken during 2022–23 include:

- Risk Management Framework;
- Accounts Payable; and
- Data Management and Privacy (final report to be delivered in August 2023).

## 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 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 across Australia.

## Funding

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

# Directors' Report

Board of Directors during 2022–23

## Directors' qualifications and experience



### Melbourne Laureate Professor Emeritus John Hattie

*BA DipEd Dip Tchg MA PhD*

#### Chair, Non-Executive Director

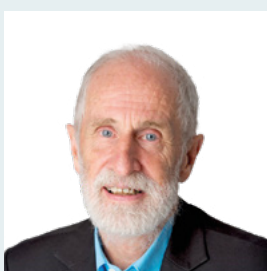
Melbourne Laureate Professor Emeritus John Hattie was appointed Chair of the AITSL Board on 1 July 2014, and reappointed effective from 1 July 2020. His term concluded on 30 June 2023.

John's work is internationally acclaimed. His influential 2008 book, *Visible Learning: A synthesis of over 800 meta-analyses relating to achievement*, is believed to be the world's largest evidence-based study into the factors that improve student learning. This ground-breaking study involved more than 300 million students from around the world and brought together 50,000 smaller studies (and updated in the *Sequel* in 2023).

Through his role as Chair, John provides national leadership in promoting excellence, so teachers and school leaders have maximum impact on learning.

In addition, he is a Melbourne Laureate Professor Emeritus, has been a Director of the Melbourne Education Research Institute since 2011, and is also the past president of the International Test Commission.

John was awarded the New Zealand Order of Merit in the 2011 Queen's Birthday Honours, is a fellow of the Australian Council for Educational Leaders and the American Psychological Association, has published and presented more than 1,200 papers, and supervised over 200 thesis students.



### Mr Christopher Wardlaw PSM OLY

*BEd (Hons) DipEd*

#### Deputy Chair, Non-Executive Director

Christopher completed a 9-year term as Chair of the Victorian Curriculum and Assessment 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 and is currently a director of an independent school board.

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

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



### **Dr Jennifer Buckingham OAM FRSN**

*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 Director of Strategy and Senior Research Fellow at MultiLit. 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. She was previously Senior Research Fellow and Head of Education Research at the Centre for Independent Studies.

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). In 2017, she chaired an expert advisory panel for the Australian Government on the introduction of a national Year 1 literacy and numeracy assessment. She is a member of the standing committee for educational excellence for the National Catholic Education Commission.



## Directors' qualifications and experience



### **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.



### **Mr Malcolm Elliott**

*BEd (Hons) DipEd*

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#### **Non-Executive Director**

Malcolm Elliott'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,

**Mr Malcolm Elliott**  
**Continued**

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.

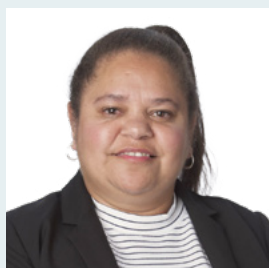
From 2015 to 2018, Malcolm was a member of the Australian Government Primary Principals Association (AGPPA) National Council, Australian Secondary Principals Association (ASPA) Board and, in 2018, the National Advisory Council of the Australian Primary Principals Association (APPA). This work included 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.

Malcolm was appointed to the AITSL Board of Directors in 2020, and in 2021 was appointed as Chair of AITSL's School Leadership and Teaching Expert Standing Committee.

In 2021, he was appointed by the then Minister for Education and Youth, the Hon Alan Tudge MP, to the 4-person expert panel for the Quality Initial Teacher Education Review.

He joined the Gonski Institute Advisory Board in 2022.

Malcolm Elliott is immediate past-president of APPA – a position he held from 2019 to 2023.



**Ms Renee Lammon**

*BEd*

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**Non-Executive Director**

Ms Renee Lammon was appointed to the AITSL Board on 17 June 2018, and reappointed effective from 1 August 2020.

Renee has been teaching for 18 years. She is now the Principal at Casuarina Street Primary School, located in Katherine in the Northern Territory. Renee 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, Renee is passionate about working together with teachers and school leaders to ensure that Aboriginal and Torres Strait Islander students achieve their full potential.

Renee 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.

Renee 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.

## Directors' qualifications and experience



### **Professor Donna Pendergast**

*BAppSci GradDipTeach MEd PhD*

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#### **Non-Executive Director**

Professor Donna Pendergast 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 of 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 team 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 several 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 Professional Learning Hub at Griffith University, providing a gateway to enable highly efficacious professional learning to thrive and improved student learning.

Donna has presented more than 95 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 Service to education and the ACDE.

## 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 2022 to 30 June 2023

DIRECTOR	DIRECTOR DETAILS			PERIOD AS DIRECTOR	
	Qualifications of Director	Experience of the Director	Position	Date of Commencement	Date of Cessation
Melbourne Laureate Professor Emeritus John Hattie	Page 38	Page 38	Chair and Non-Executive Director	1 July 2020 (reappointment)	30 June 2023
Mr Christopher Wardlaw PSM OLY	Page 38	Page 38	Deputy Chair and Non-Executive Director	1 May 2023 (reappointment)	1 May 2024
Ms Beth Blackwood AM	Page 39	Page 39	Non-Executive Director	30 September 2021 (reappointment)	30 September 2024
Prof Donna Pendergast	Page 42	Page 42	Non-Executive Director	30 September 2021 (reappointment)	30 September 2024
Dr Jennifer Buckingham OAM FRSN	Page 39	Page 39	Non-Executive Director	30 September 2021 (reappointment)	30 September 2024
Prof Lee Anne Perry AM	Page 40	Page 40	Non-Executive Director	21 March 2022 (initial term)	21 March 2024
Mr Malcolm Elliott	Page 40	Page 40	Non-Executive Director	1 August 2020 (initial term)	1 August 2023
Ms Renez Lammon	Page 41	Page 41	Non-Executive Director	1 August 2020 (reappointment)	1 August 2023

### Board Director meeting attendance from 1 July 2022 to 30 June 2023

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
Melbourne Laureate Professor Emeritus John Hattie	5	5	0	0	3	3
Mr Christopher Wardlaw PSM OLY	5	5	5	5	0	0
Ms Beth Blackwood AM	5	4	0	0	3	2
Prof Donna Pendergast	5	5	0	0	0	0
Dr Jennifer Buckingham OAM FRSN	5	4	5	4	0	0
Prof Lee Anne Perry AM	5	5	0	0	0	0
Mr Malcolm Elliott	5	4	5	5	0	0
Ms Renez Lammon	5	4	0	0	3	3



## 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 \$3,183,174 with changes in the asset revaluation reserve the total comprehensive surplus for the year is \$3,186,774. The Statement of Comprehensive Income for the year ended 30 June 2022 in the company's Financial Report provides further information on the operating result.

## Significant activities

### BOARD APPOINTMENTS

During 2022-23, there was one reappointment to the AITSL Board:

- Mr Christopher Wardlaw PSM OLY (reappointed 1 May 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 2022.

## 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.



Chris Wardlaw PSM OLY  
Deputy Chair

29 August 2023

# Financial Report

For the year ended 30 June 2023

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# Directors' Declaration

For the year ended 30 June 2023

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

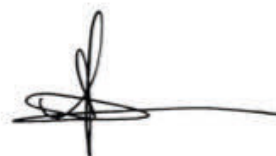
1. The financial statements and accompanying notes, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and the *Corporations Act 2001* including:
  - a) Giving a true and fair view of the company's financial position as at 30 June 2023 and of its performance for 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 2023 in accordance with a resolution of the directors.



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Chris Wardlaw PSM OLY  
Deputy Chair  
AITSL Board of Directors



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Dr Jennifer Buckingham OAM FRSN  
Non-Executive Director  
AITSL Board of Directors

# 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 2022-23

### 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 2023, 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

Rahul Tejani  
Executive Director

Delegate of the Auditor-General  
Canberra

28 September 2023

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 2023 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 2023 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 2023 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



Rahul Tejani  
Executive Director  
Delegate of the Auditor-General

Canberra

28 September 2023

# Statement of Comprehensive Income

For the year ended 30 June 2023

	Notes	2023 \$	2022 \$	Original Budget \$
<b>INCOME</b>				
Government funding	3.1	10,343,698	12,873,000	8,309,000
Sales of services	3.2	6,418,295	5,053,892	4,395,000
Interest	10	267,925	111,163	110,000
Other revenue		20,444	-	-
Surplus /(loss) on disposal of assets		2,630	(3,276)	-
<b>TOTAL INCOME</b>		<b>17,052,992</b>	<b>18,034,779</b>	<b>12,814,000</b>
<b>EXPENSES</b>				
Board of Directors		380,298	316,025	356,000
Employee benefits	3.3	10,549,074	9,232,638	10,334,000
Administration	3.3	1,631,785	1,695,278	1,600,000
Programs	3.3	2,703,569	2,645,352	3,002,000
Depreciation and amortisation	4	774,981	962,312	880,000
<b>TOTAL EXPENSES</b>		<b>16,039,707</b>	<b>14,851,605</b>	<b>16,172,000</b>
<b>Surplus/(Deficit) from ordinary activities</b>		<b>1,013,285</b>	<b>3,183,174</b>	<b>(3,358,000)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation reserve		-	3,600	-
<b>Total comprehensive surplus / (loss) for the year</b>		<b>1,013,285</b>	<b>3,186,774</b>	<b>(3,358,000)</b>

The original budget was reported in the 2022-2023 Portfolio Budget Statements published in October 2022.

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 2023

	Notes	2023 \$	2022 \$	Original Budget \$
<b>ASSETS</b>				
<b>Current</b>				
Cash and cash equivalents	3.4	6,422,506	9,935,763	6,181,000
Financial assets at amortised cost	5.1	3,464,010	464,010	388,500
Trade and other receivables	3.5	1,611,779	109,954	100,000
Other assets		32,265	1,347	1,500
<b>Current assets</b>		<b>11,530,560</b>	<b>10,511,074</b>	<b>6,671,000</b>
<b>Non-current</b>				
Property, furniture and equipment	4	2,000,491	2,531,640	1,936,000
<b>Non-current assets</b>		<b>2,000,491</b>	<b>2,531,640</b>	<b>1,936,000</b>
<b>TOTAL ASSETS</b>		<b>13,531,051</b>	<b>13,042,714</b>	<b>8,607,000</b>
<b>LIABILITIES</b>				
<b>Current</b>				
Supplier and other payables	5.2	568,678	889,557	440,000
Employee provisions	6	858,642	745,990	746,000
Lease liability	7	628,910	586,328	597,000
Unearned income		215,105	103,803	104,000
<b>Current liabilities</b>		<b>2,271,335</b>	<b>2,325,678</b>	<b>1,887,000</b>
<b>Non-current</b>				
Employee provisions	6	232,826	211,567	240,000
Other provisions	6	444,409	307,363	307,000
Lease liability	7	1,238,020	1,866,930	1,200,000
<b>Non-current liabilities</b>		<b>1,915,255</b>	<b>2,385,860</b>	<b>1,747,000</b>
<b>TOTAL LIABILITIES</b>		<b>4,186,590</b>	<b>4,711,538</b>	<b>3,634,000</b>
<b>NET ASSETS</b>		<b>9,344,461</b>	<b>8,331,176</b>	<b>4,973,000</b>
<b>EQUITY</b>				
Retained surplus		9,340,861	8,327,576	4,973,000
Asset Revaluation Reserve		3,600	3,600	-
<b>TOTAL EQUITY</b>		<b>9,344,461</b>	<b>8,331,176</b>	<b>4,973,000</b>

The original budget was reported in the 2022-2023 Portfolio Budget Statements published in October 2022.

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 2023

	Retained earnings		Asset revaluation reserve		Total equity		Original Budget
	2023 \$	2022 \$	2023 \$	2022 \$	2023 \$	2022 \$	
Opening balance at 1 July	8,327,576	5,144,402	3,600	-	8,331,176	5,144,402	8,331,000
Comprehensive income							
Surplus / (loss) for the year	1,013,285	3,183,174	-	-	1,013,285	3,183,174	(3,358,000)
Other comprehensive income							
Changes in asset revaluation reserve				3,600		3,600	-
Total comprehensive surplus / (loss) for the year	1,013,285	3,183,174	-	3,600	1,013,285	3,186,774	(3,358,000)
Balance at 30 June	9,340,861	8,327,576	3,600	3,600	9,344,461	8,331,176	4,973,000

The original budget was reported in the 2022-2023 Portfolio Budget Statements published in October 2022.

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 2023

	Notes	2023 \$	2022 \$	Original Budget \$
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Government funding		8,815,422	14,173,000	8,329,000
Sales of services		6,596,802	4,840,313	4,395,000
Net GST received from the Australian Taxation Office		220,039	395,344	453,000
Interest		235,661	115,264	110,000
Other		-	-	-
<b>Total cash received</b>		<b>15,867,924</b>	<b>19,523,921</b>	<b>13,287,000</b>
<b>Cash used</b>				
Board of Directors		(380,298)	(316,025)	(356,000)
Employees		(10,415,163)	(9,402,410)	(10,489,000)
Operational expenses		(4,737,295)	(4,751,935)	(5,193,000)
Interest payments on lease liability		(64,013)	(46,521)	(64,000)
<b>Total cash used</b>		<b>(15,596,769)</b>	<b>(14,516,891)</b>	<b>(16,102,000)</b>
<b>Net cash (used in) provided by operating activities</b>	3.4	<b>271,155</b>	<b>5,007,030</b>	<b>(2,815,000)</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash provided by/(used in)</b>				
Purchase of furniture and equipment		(200,715)	(2,997)	(284,000)
Disposal of furniture and equipment		2,630	1,376	-
Purchase of new term deposit		(3,000,000)	(44,776)	-
<b>Net cash provided by investing activities</b>		<b>(3,198,085)</b>	<b>(46,397)</b>	<b>(284,000)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash used in</b>				
Repayment of lease liabilities		(586,328)	(649,008)	(656,000)
<b>Net cash used in financing activities</b>		<b>(586,328)</b>	<b>(649,008)</b>	<b>(656,000)</b>
<b>Net (decrease) increase in cash held</b>		<b>(3,513,258)</b>	<b>4,311,625</b>	<b>(3,755,000)</b>
Cash and cash equivalents at the beginning of the reporting period		9,935,763	5,624,138	9,936,000
<b>Cash and cash equivalents at the end of the reporting period</b>	3.4	<b>6,422,505</b>	<b>9,935,763</b>	<b>6,181,000</b>

The original budget was reported in the 2022-2023 Portfolio Budget Statements published in October 2022.

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 2023

## 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. Two amending standards were adopted earlier than the application date as stated in the standard for the 2022-23 reporting period. The following amending standards were issued prior to the signing of the statement by the accountable authority and chief financial officer, were applicable to the current reporting period and did not have a material impact on the financial statements:

Standard / Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies and Definition of Accounting Estimates (AASB 2021-2) and	AASB 2021-2 amends AASB 7, AASB 101, AASB 108, AASB 134 and AASB Practice Statement 2. The amending standard requires the disclosure of material, rather than significant, accounting policies, and clarifies what is considered a change in accounting policy compared to a change in accounting estimate.
AASB 2021-6 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards (AASB 2021-6)	AASB 2021-6 amends the Tier 2 reporting requirements set out in AASB 1049, AASB 1054 and AASB 1060 to reflect the changes made by AASB 2021-2.  These amending standards are not expected to have a material impact on the entity's financial statements for the current reporting period or future reporting periods.

The financial report was approved and authorised for issue by the Board of Directors on 29 August 2023.

## **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 2025. 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

	2023	2022
	\$	\$
<b>Government Funding</b>		
Core Funding	7,996,996	7,950,000
Project Funding	2,346,702	4,923,000
<b>Total revenue from government funding</b>	<b>10,343,698</b>	<b>12,873,000</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 Sales of Services**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>Revenue from contracts with customers</b>		
Rendering of services	6,418,295	5,053,892
<b>Total revenue from contracts with customers</b>	<b>6,418,295</b>	<b>5,053,892</b>
<b>Disaggregation of revenue with contracts with customers</b>		
Major product / services:		
Project income	2,652,013	2,392,015
Assessments	3,766,282	2,661,877
	<b>6,418,295</b>	<b>5,053,892</b>

Revenue - Sales of services

Services provided to non-government customers 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**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>Employee benefits</b>		
Salary and wages	8,639,882	7,634,448
Superannuation expenses	1,111,006	948,546
Employee leave entitlements	798,186	649,644
<b>Total employee benefits</b>	<b>10,549,074</b>	<b>9,232,638</b>

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

**Administration**

Finance and interest charges	83,116	4,003
Insurances	134,243	145,400
Lease expenses	93,927	(69,366)
Professional services	582,680	864,684
Software and subscriptions	353,133	337,933
Other administration costs	384,686	412,624
<b>Total administration</b>	<b>1,631,785</b>	<b>1,695,278</b>

**Programs**

Casual staff and contractors	1,042,483	1,286,738
Finance and interest charges	48,658	28,832
Professional services	837,275	816,045
Software and subscriptions	134,299	187,686
Other program costs	640,854	326,051
<b>Total programs</b>	<b>2,703,569</b>	<b>2,645,352</b>

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>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Cash on hand	6,422,506	9,935,763
	<u><b>6,422,506</b></u>	<u><b>9,935,763</b></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>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Government Funding	1,535,000	-
Non Government Income	7,356	20,221
Goods and Services Tax Receivable	69,423	89,733
<b>Total trade and other receivables</b>	<u><b>1,611,779</b></u>	<u><b>109,954</b></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**
**Reconciliation of opening and closing balances (2022-2023)**
**Property, furniture and equipment**

	Building Right of use asset	Equipment	Furniture & fittings	Software	Makegood	Cultural	Total
	\$	\$	\$	\$	\$	\$	\$
<b>As at 1 July 2022</b>							
Gross book value	4,427,510	828,737	993,062	177,000	308,698	15,600	6,750,607
Accumulated depreciation / amortisation	(2,076,642)	(789,130)	(867,497)	(177,000)	(308,698)	-	(4,218,967)
<b>Net book value 1 July 2022</b>	<b>2,350,868</b>	<b>39,607</b>	<b>125,565</b>	<b>-</b>	<b>-</b>	<b>15,600</b>	<b>2,531,640</b>
<b>Movements</b>							
Purchase of assets	-	200,715	-	-	-	-	200,715
Disposal of assets - cost		(342,618)					(342,618)
Disposal of assets - accumulated depreciation		342,618					342,618
Makegood provision adjustment	-	-	-	-	43,118	-	43,118
Depreciation and amortisation expense	(613,269)	(54,513)	(95,951)	-	(11,248)	-	(774,981)
<b>Net book value 30 June 2023</b>	<b>1,737,599</b>	<b>185,809</b>	<b>29,614</b>	<b>-</b>	<b>31,870</b>	<b>15,600</b>	<b>2,000,492</b>

**Net book value as of 30 June 2023 represented by:**

Gross book value	4,427,510	686,834	993,062	177,000	351,816	15,600	6,651,822
Accumulated depreciation	(2,689,911)	(501,025)	(963,448)	(177,000)	(319,946)	-	(4,651,330)
<b>Closing net book value</b>	<b>1,737,599</b>	<b>185,809</b>	<b>29,614</b>	<b>-</b>	<b>31,870</b>	<b>15,600</b>	<b>2,000,492</b>

**Per Balance Sheet:**
**Net book value as of 30 June 2023 represented by:**

Gross book value	4,427,510	686,834	993,062	177,000	351,816	15,600	6,651,822
Accumulated depreciation	(2,689,911)	(501,025)	(963,448)	(177,000)	(319,946)	-	(4,651,330)
<b>Closing net book value</b>	<b>1,737,599</b>	<b>185,809</b>	<b>29,614</b>	<b>-</b>	<b>31,870</b>	<b>15,600</b>	<b>2,000,492</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 \$1,000, which are expensed in the year of acquisition, other than where they form part of a group of similar items which are significant in total.

#### 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.

AITSL holds a lease agreement to occupy premises at 440 Collins Street, Melbourne. The premises have been accounted for as a right to use asset. The asset is depreciated over the term of the lease.

The lease agreement contains a clause to make-good on the company vacating the premises. These costs include the costs of dismantling and removing an asset and restoring the site on which the asset was created.

#### 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** - 6 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 (2022: Infinite life)

AITSL has 2 paintings (2022: 2) with an aggregate fair value of \$15,600 (2022: \$15,600) painted by Australian artists Bessie Sims and Yumutjin Wununmurra. 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**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>Financial assets at amortised cost</b>		
Investment Term Deposits	3,000,000	-
Bond/ Lease Deposit	464,010	464,010
<b>Total financial assets at amortised cost</b>	<b><u>3,464,010</u></b>	<b><u>464,010</u></b>

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**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Trade creditors and accruals	222,624	704,818
Accrued salaries and wages	346,054	184,739
<b>Total suppliers and other payables</b>	<b><u>568,678</u></b>	<b><u>889,557</u></b>

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

	2023 \$	2022 \$
<b>Employee provisions</b>		
Annual leave	603,745	537,716
Long service leave	487,723	419,841
<b>Total employee provisions</b>	<b>1,091,468</b>	<b>957,557</b>
Employee provisions expected to be settled in:		
No more than 12 months	858,642	745,990
More than 12 months	232,826	211,567
<b>Total employee provisions</b>	<b>1,091,468</b>	<b>957,557</b>
<b>Other provisions</b>		
Provision for make good	444,409	307,363
<b>Total other provisions</b>	<b>444,409</b>	<b>307,363</b>
	<b>Provision for make good</b>	<b>Total</b>
	\$	\$
<b>As at 1 July 2022</b>	307,363	307,363
Increase in provision	137,046	137,046
<b>Total as at 30 June 2023</b>	<b>444,409</b>	<b>444,409</b>

AITSL currently has an agreement for the leasing of premises at 440 Collins Street, Melbourne. The lease has a clause requiring AITSL to restore the premises to its original condition at the conclusion of the lease. A provision has been made to reflect the present value of this obligation which is expected to be settled in more than 12 months.



## **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**

	2023	2022
	\$	\$
Lease liabilities - current	628,910	586,328
Lease liabilities - non-current	1,238,020	1,866,930
<b>Total leases</b>	<b><u>1,866,930</u></b>	<b><u>2,453,258</u></b>
<b>Maturity analysis - contractual undiscounted cash flows</b>		
Within 1 year	674,691	650,341
Between 1 to 5 years	1,270,296	1,998,314
More than 5 years	-	-
<b>Total leases</b>	<b><u>1,944,987</u></b>	<b><u>2,648,655</u></b>

The cash outflow for leases for the year ended 30 June 2023 was \$650,341 (2022: \$695,529).

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 and responsibility for

	2023	2022
	\$	\$
Short-term employment benefits	1,321,823	1,456,492
Post employment benefits	107,850	123,456
Other long term benefits	(14,599)	(4,825)
	<b><u>1,415,074</u></b>	<b><u>1,575,123</u></b>

The number of key management personnel that are included in the above are 3 Executive Managers and 8 Part-time Directors (2022: 4 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:

	2023	2022
	\$	\$
Purchase of goods and services		
Transaction Value as at 30 June	<u>39,755</u>	<u>166,155</u>
Balance Outstanding as at 30 June	<u>7,060</u>	<u>2,664</u>

**NOTE 10 – FINANCIAL INSTRUMENTS****Categories of financial instruments****Financial assets**

## Loans and receivables

Cash at bank	6,422,506	9,935,763
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Trade and other receivables	1,611,779	109,954
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Financial assets at amortised cost	<u>3,464,010</u>	<u>464,010</u>
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<b>Carrying amount of financial assets</b>	<b><u>11,498,295</u></b>	<b><u>10,509,727</u></b>
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**Financial liabilities**

## Financial liabilities

Trade creditors	568,678	889,557
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<b>Carrying amount of financial liabilities</b>	<b><u>568,678</u></b>	<b><u>889,557</u></b>
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Financial assets and liabilities are measured at amortised cost.

**Net Income and expense from financial assets**

## Loans and receivables

Interest revenue	267,925	111,163
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<b>Net income from financial assets</b>	<b><u>267,925</u></b>	<b><u>111,163</u></b>
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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>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>Contracts for services</b>		
- Not more than 12 months	1,637,737	1,748,132
- Greater than 12 months but not later than 5 years	1,137,452	1,653,099
<b>Total Contracts for services commitments</b>	<b>2,775,189</b>	<b>3,401,231</b>
<b>Net Contracts for services commitments</b>	<b>2,775,189</b>	<b>3,401,231</b>

**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>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Audit services - ANAO		
Audit of the financial statements	40,000	40,000

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

The following tables provide explanations of variances between the original budget as presented in the 2022-23 Portfolio Budget Statements (PBS) and the 2022-23 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></p> <p>AITSL was provided with \$1,035,000 of funding in the 2022/23 Financial year to work on a cultural responsiveness project. In addition under the National Teacher Workforce Action Plan (NTWAP) was provided an additional \$500,000 to work on Action 14 in 2022/23. Also \$500,000 was granted to work on Actions 25,26 and 27 of the NTWAP. The late notice has contributed to a surplus in 2022/23, and the funding will now be used in 2023/24.</p>	<p>Statement of Comprehensive Income</p> <ul style="list-style-type: none"> <li>- Government Funding</li> </ul> <p>Statement of Financial Position</p> <ul style="list-style-type: none"> <li>- Trade and Other Receivables</li> <li>- Cash and Cash Equivalents</li> </ul> <p>Statement of Cash Flow</p> <ul style="list-style-type: none"> <li>- Government Funding</li> </ul> <p>Statement of Changes in Equity</p> <ul style="list-style-type: none"> <li>- Total comprehensive surplus / (loss) for the year</li> </ul>
<p><i>Sale of Services and Expenses</i></p> <p>The income generated by the Assessment for Migration services in 2022/23 has been exceptional which has resulted in higher sales, and additional cash, and higher unearned income.</p>	<p>Statement of Comprehensive Income</p> <ul style="list-style-type: none"> <li>- Sales of Services</li> <li>- Program Expenses</li> </ul> <p>Statement of Financial Position</p> <ul style="list-style-type: none"> <li>- Trade and Other Receivables</li> <li>- Cash and Cash Equivalents</li> <li>- Financial Assets at Amortised Cost</li> <li>- Unearned Income</li> </ul> <p>Statement of Cash Flow</p> <ul style="list-style-type: none"> <li>- Sales of Service</li> <li>- Net GST received from the Australian Taxation Office</li> <li>- Purchase of Financial Assets</li> </ul> <p>Statement of Changes in Equity</p> <ul style="list-style-type: none"> <li>- Total comprehensive surplus / (loss) for the year</li> </ul>
<p><i>Income</i></p> <p>Interest Received was budgeted at lower rates than actual. The base rate increases over the financial year have benefited AITSL.</p>	<p>Statement of Financial Position</p> <ul style="list-style-type: none"> <li>- Cash and Cash Equivalents</li> </ul> <p>Statement of Changes in Equity</p> <ul style="list-style-type: none"> <li>- Total comprehensive surplus / (loss) for the year</li> </ul>
<p><i>Expenses</i></p> <p>The Assessment for migration team planned an upgrade of their assessment system in 2022-23. This work was delayed and is now planned for 2023-24.</p>	<p>Statement of Comprehensive Income</p> <ul style="list-style-type: none"> <li>- Program Expenses</li> </ul>
<p><i>Financial assets at amortised cost</i></p> <p>The increased income from the assessment for migration service, and the increase interest rate has resulted in AITSL placing \$3.0m on term deposits.</p>	<p>Statement of Financial Position</p> <ul style="list-style-type: none"> <li>- Financial Assets at Amortised Cost</li> </ul>



**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 2023 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 Level 8, 440 Collins Street, Melbourne, Victoria. AITSL is a not for profit company limited by Guarantee.

# Appendices

## Appendix 1: AITSL Organisational Structure

AS OF 30 JUNE 2023



## Management of Human Resources

ALL NON-ONGOING EMPLOYEES CURRENT 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.

## ALL NON-ONGOING EMPLOYEES PREVIOUS REPORT PERIOD (2021–22)

Location	MAN/MALE			WOMAN/FEMALE			NON-BINARY			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	0	0	0	0	0	0	0	0	0	0
QLD	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0	0
TAS	0	0	0	0	0	0	0	0	0	0
VIC	18	4	22	35	6	41	1	0	1	64
WA	0	0	0	0	0	0	0	0	0	0
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>18</b>	<b>4</b>	<b>22</b>	<b>35</b>	<b>6</b>	<b>41</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>64</b>

### Note

All AITSL employees are on maximum-term contracts (i.e. not ongoing). A small number of employees chose to work remotely interstate, however their place of employment was still based in Victoria. Numbers above were as previously reported 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 fulfilment of the organisation's responsibilities.

During 2022–23, 14 new consultancy contracts were entered into involving total actual expenditure of \$475,209 (inclusive of GST). In addition, 6 ongoing consultancy contracts were active during 2022–23, involving a total actual expenditure of \$173,687 (inclusive of GST).

## 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	28
28E(aa)	The results of a measurement and assessment of the company's performance during the reporting 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 reporting period.	Performance Measures 2022–23	12–25
28E(b)	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers.	Corporate Governance Statement	28
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	29
28E(d)	Any government policy order that applied in relation to the company during the reporting period under section 93 of the PGPA Act.	N/A	N/A
28E(e)	Particulars of non-compliance with: <ul style="list-style-type: none"> <li>a direction given to the entity by the Minister under the company's constitution, an Act or instrument during the reporting period; or</li> <li>a government policy order 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.	Directors' Report	38–43
28E(g)	An outline of the organisational structure of the company (including any subsidiaries of the company).	Appendix 1: AITSL Organisational Structure	71
28E(ga)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: <ul style="list-style-type: none"> <li>statistics on full-time employees;</li> <li>statistics on part-time employees;</li> <li>statistics on gender;</li> <li>statistics on staff location.</li> </ul>	Appendix 1: AITSL Organisational Structure	71–72
28E(h)	An outline of the location (whether or not in Australia) of major activities or facilities of the company.	Corporate Governance Statement	36
28E(i)	Information in relation to the main corporate governance practices used by the company during the reporting period.	Corporate Governance Statement	28–37

PGPA RULE REFERENCE	DESCRIPTION	LOCATION	PAGE
28E(j), 28E(k)	<p>For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST):</p> <p>(j) the decision-making process undertaken by the directors of the company for making a decision if:</p> <p>(i) 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</p> <p>(ii) the company, and the Commonwealth entity or the company, are related entities; and</p> <p>(iii) 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);</p> <p>(k) if the annual report includes information under paragraph (j):</p> <p>(i) if there is only one transaction—the value of the transaction; and</p> <p>(ii) if there is more than one transaction—the number of transactions and the aggregate of value of the transactions;</p>	Financial Report (Note 9)	66
28E(l)	Any significant activities or changes that affected the operations or structure of the company during the reporting period.	Directors' Report	44
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, or</li> <li>a Parliamentary Committee, or</li> <li>the Commonwealth Ombudsman; or</li> <li>the Office of the Australian Information Commissioner; or</li> <li>the Australian Securities and Investments Commission.</li> </ul>	N/A	N/A
28E(o)	If the directors have been unable to obtain information from a subsidiary of the company that is required to be included in the annual report—an explanation of the information that was not obtained and the effect of not having the information on the annual report;	N/A	N/A
28E(oa)	Information about executive remuneration.	Corporate Governance Statement	34–35

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;</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;</li> <li>• the remuneration of each member of the audit committee.</li> </ul>	Corporate Governance Statement	31–33





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