





Introduction

The Australian Institute for Teaching and School Leadership (AITSL) has prepared its 2020–2023 Corporate Plan in accordance with sections 35(1) and 95(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The plan has also been prepared in accordance with Rule 2014 of the PGPA Act and covers the reporting periods from 1 July 2020 to 30 June 2023¹.

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

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

Laureate Professor John Hattie
Chair, AITSL Board of Directors

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

Purpose

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

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

AITSL's priorities and goals are described in the Strategic Plan 2020–2023, which can be found online at www.aitsl.edu.au/about-aitsl. An overview of the Strategic Plan is attached as Appendix 1 at the back of this document.

Environment

AITSL was registered and commenced operations in January 2010 as a public company limited by guarantee under the Commonwealth *Corporations Act 2001*. AITSL is subject to the PGPA Act.

AITSL is a wholly owned company funded by the Commonwealth of Australia. The Commonwealth Government is the sole company member and is represented by the Commonwealth Minister for Education (the Minister).

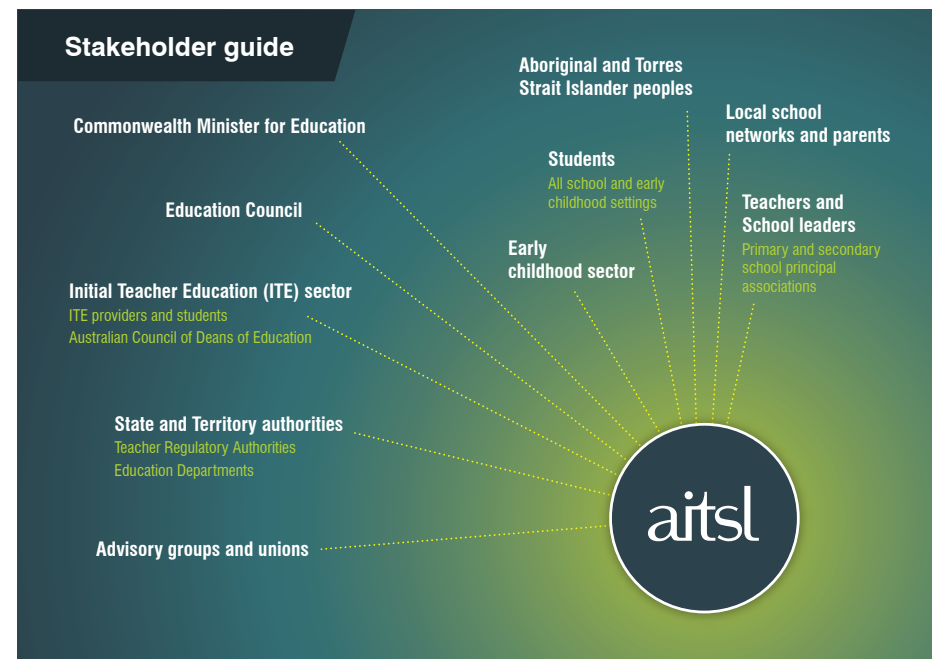
AITSL plays a key role in leading significant national educational reform for the Commonwealth, state, and territory governments. Its work program is set in accordance with instructions received from the Minister and from work commissioned by Education Council.

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

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

AITSL is responsible for delivering on the above priorities and the subsequent quality of the work produced. AITSL engages collaboratively with a diverse range of government and non-government sector employers and authorities,

professional associations, and education unions, as well as industry and community organisations, in delivering on its remit to provide leadership in the profession of teaching and school leadership.



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

Performance Measures

To ensure AITSL delivers on its priorities and has maximum impact, the following measures of success have been developed:

AITSL plays a key role in successful delivery of programs of work, such as those delivering the Australian Government Response to the Teacher Education Ministerial Advisory Group, as measured through monitoring and evaluation of initiatives that sit within programs of work.

Awareness, positive attitudes toward, and use of the *Australian Professional Standards for Teachers*, the *Australian Professional Standard for Principals*, and other National frameworks, as measured through a stakeholder survey.



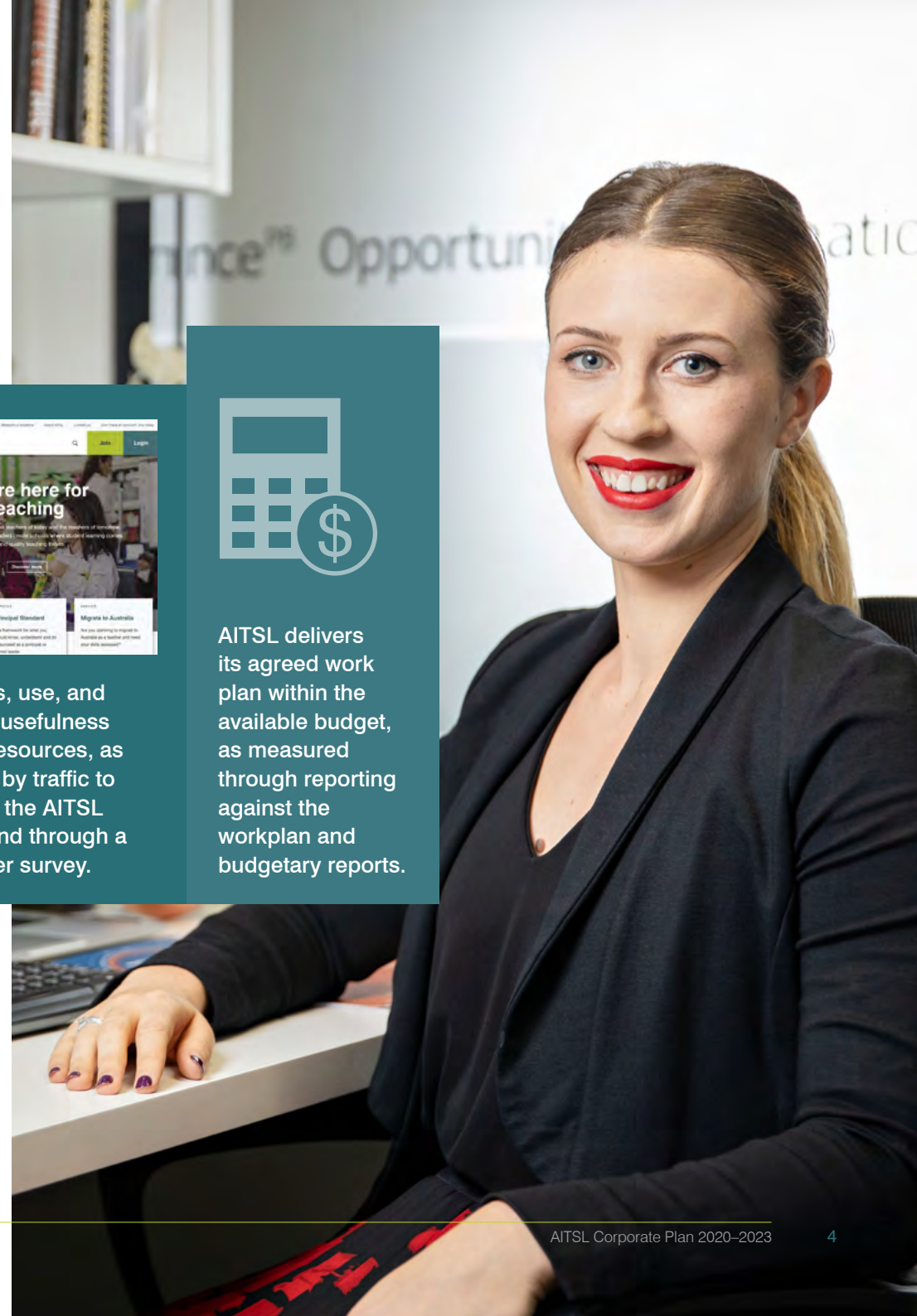
Awareness, use, and perceived usefulness of AITSL resources, as measured by traffic to and within the AITSL website, and through a stakeholder survey.



AITSL delivers its agreed work plan within the available budget, as measured through reporting against the workplan and budgetary reports.

A report of AITSL's performance against these measures is provided to the Board of Directors (AITSL Board) every six months as part of the company's organisational performance measures, and performance is publicly reported annually through the AITSL Annual Report.

AITSL's Grant Agreement requires AITSL to develop and agree on an annual work plan with the Minister. Progress against the Work Plan is reported to the AITSL Board and to the Minister through the Department of Education, Skills and Employment on a quarterly basis.



Capability

AITSL's work program for 2020–2023 is ambitious and is critical to supporting Australia's teachers and school leaders to deliver quality education to the nation's children and young people. To succeed in delivering this important reform agenda, AITSL is transforming and strengthening its internal capabilities and enablers.

As with most organisations in Australia, the COVID-19 pandemic challenged AITSL's ability to continue its operations during a major disruption; however, AITSL's business continuity, technology, and staff wellbeing arrangements have proved resilient and allowed operations to continue almost uninterrupted. All staff have been provided with laptops and remote access to AITSL's network and have been able to continue to work remotely. Stakeholder engagement is a foundation of AITSL's reputation. Although stakeholders have at times been unavailable due to the pandemic, engagement has shifted online, and AITSL staff are developing skills and experience in online facilitation and consultation.

Over the period to 2023, it is likely that many of the changed work practices that have been accelerated by the pandemic will continue, even if the pandemic itself eases. AITSL intends to take this opportunity to review its policies, processes, and technical capabilities to ensure they support flexible working arrangements and increased productivity. This will allow AITSL to recruit and retain a wider variety of talented people in an increasingly competitive employment market. Increased comfort with online engagement among both

AITSL staff and major stakeholders will open up more efficient and effective means of stakeholder engagement.

Internally, AITSL has invested in systems and technology to streamline processes and eliminate manual processing. New providers have been engaged to deliver improved business process systems and information technology support. These systems will improve the efficiency of the business and allow AITSL to focus on delivering the Work Plan.

AITSL continues to invest in professional learning for staff, recognising that people are the company's strength. All AITSL staff have participated in two days of cultural responsiveness training, acknowledging the importance of building this capability throughout the organisation. AITSL is working to implement an improved approach to selection, recruitment, remuneration, and development of staff, to ensure the company attracts and retains the people deliver to deliver AITSL's ambitious Work Plan.

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

Internal Control and Oversight

As AITSL matures as an organisation, it has focused on the development of internal controls and accountability. AITSL recognises that these elements are vital to business health, operations, quality work programs, and managing the wide range of uncertainties faced by organisations.

In the 2019–20 financial year, AITSL undertook a full review of its procurement processes, including fraud control, and worked with Comcover and Deloitte to review AITSL's risk framework and make recommendations on whole of organisation improvements.

These changes ensure that AITSL not only has in place proactive internal controls, but is able to efficiently pursue organisational goals, and understand and manage risks faced going forward.

Risk Management

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

The AITSL Board and Audit and Risk Committee have overarching responsibility for the key strategic risks and setting of risk appetite, ensuring the effectiveness of the framework in place and its management. This is set into AITSL's governance frameworks, ways of operating, and project management.

AITSL has sourced external support to undertake further work on understanding strategic and shared risks, and to develop more detailed and sophisticated risk appetite statements. The AITSL Board will be closely engaged in this work, to ensure that risk management practices are driven from the top.

This work is complemented by an independent internal auditor who will provide objective assurance and consulting activities designed to add value and improve operations. Following a competitive procurement process, a new internal auditor was appointed for the 2019–20 financial year.

Fraud Control

As part of its risk management framework, AITSL has been focused on improving its ability to prevent, identify, investigate, and respond to fraud and corrupt conduct. In the 2019–20 financial year, AITSL undertook a review of its fraud controls and developed a new Fraud and Risk Control Plan setting out policies and procedural frameworks that identify the potential for fraud and corruption and provide clear guidelines on how to prevent, detect, and respond.

Detection controls include internal audit and reporting, which will be further implemented in the coming financial years as well as improving the way AITSL does business, auditing, and performance reporting. As part of this process, AITSL has also nominated a Fraud Control Officer, who will ensure ongoing training and awareness, organisational advice, and maintaining processes.

Procurement

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

The review of AITSL's procurement function was undertaken to improve processes, reduce material prices, resource impact, and identify quality suppliers. The benefits include improving the financial impact of procurement on the company, ensuring rigour in the selection process, reducing opportunities for fraud and corruption, and ultimately protecting the AITSL brand. With new processes being finalised, in the coming financial years AITSL will focus on developing the capability of teams in this area through training, ongoing improvement and reporting. The AITSL Board has recently approved a new procurement policy and procurement thresholds. Roll-out of these policies across the company is supported by a dedicated Senior Procurement Officer, who delivers training for all staff and ensures that policies are followed.

AITSL Strategic Plan 2019–2023 : Overview

Vision

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

Mission

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

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

Guiding Principles

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

Every child experiences a quality education.

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

Improving professional practice is central to maximising impact on learners.

Leadership is a team effort at all levels.

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

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

AITSL Strategic Plan 2020–2023: Overview

Focus Areas	Actions	Goals
<p>Placing impact of initial teacher education, teaching, and leadership at the centre of our work</p> <p>Building, enhancing, and sustaining effective teaching and leadership at every level</p> <p>Advocating for quality and rigour in the design and implementation of national policies, tools, and resources</p> <p>Supporting the professional education community to make evidence-based decisions</p> <p>Affirming the status of the profession</p> <p>Building cultural competency</p> <p>Conducting assessments for skilled migration to Australia</p>	<ol style="list-style-type: none"> 1. Promote and support implementation of the <i>Australian Professional Standards for Teachers</i> and the <i>Australian Professional Standard for Principals</i> in partnership with jurisdictions to increase their impact 2. Strengthen leadership engagement, broaden participation in leadership and enhance the capability of aspiring and emerging leaders 3. Consult with the Indigenous community and stakeholders to identify services to benefit Indigenous teachers and teachers of Indigenous students and studies 4. Play a key role in national initiatives to support quality teaching and leadership 5. Promote Australian Curriculum-mapped formative and diagnostic tools to better enable teachers and leaders to understand their impact and support individual learner progress more clearly 6. Strengthen the evidence base about the teaching profession, sponsor research and support the use of evidence in decision making and professional practice 7. Drive and support improvement of excellent Initial Teacher Education (TEMAG reforms) 8. Develop and implement a strategy to affirm the status of the teaching profession and seek to enhance teacher professionalism through all projects and initiatives 9. Provide accurate and efficient skills assessments for teacher migration to Australia 10. Strengthen collaboration and cooperation with stakeholders and all educators 11. Use new technologies to enhance and strengthen AITSL's capacity and capabilities 12. Consolidate and strengthen our resource base and use resources efficiently to maximise our impact 	<p>Strengthened capability and a shared commitment to professional growth</p> <p>Use of evidence to inform practice and improve learner outcomes</p> <p>A valued profession</p>

