



Australian Institute for Teaching and School Leadership Corporate Plan

2018 - 19

Introduction

The Australian Institute for Teaching and School Leadership (AITSL) has prepared its 2018-19 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 2017 to 30 June 2020.¹

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

Purpose

AITSL was established by the Commonwealth to provide national leadership in promoting excellence so that teachers and school leaders have the maximum impact on student learning in all Australian schools.

AITSL plays a key role in leading significant national educational reform for the Commonwealth, state and territory governments and its work program is set in accordance with directions received from the Minister for Education and Training. AITSL's key areas of focus 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
- *Supporting the professional education community to make evidence-based decisions*
- Affirming the status of *the profession*

AITSL's priorities and goals are described in its Strategic Plan 'Increasing our impact: AITSL Strategic Plan 2017-2020', which can be found on the AITSL website. The Strategic Plan is designed to be a 'rolling plan' which is reviewed by the Board on an annual basis, ensuring the company is continually alert and responsive to its operating environment.

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 PGPA Act.

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

From time to time AITSL receives letters of Instruction from the Minister regarding priorities, expectations and deliverables. These are reflected in AITSL's Grant Agreement with the Department of Education and Training and the company's work program is adapted accordingly.

AITSL is part of, 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 education systems, sectors and the profession in all jurisdictions to:

- Build, enhance and sustain effective teaching and leadership at every level of the education system to support strong career paths for teachers and leaders.
- Support the professional education community to make evidence-based decisions at all levels to improve the use of evidence.
- Seek opportunities to celebrate professionals' expertise and impact to affirm the status of the profession.

AITSL is responsible for delivering on the priorities set and the 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 role of providing leadership in the profession of teaching and school leadership, including:



Performance Measures

In line with AITSL's Strategic Plan, AITSL has developed measures of success which help to ensure delivery on of priorities and maximum impact. These measures are as follows:

AITSL plays a key role in successfully delivering the Government's response to Teacher Education Ministerial Advisory Group, measured through progress against the agreed work plan.

Increased awareness, positive attitudes toward, knowledge and use of the Australian Professional Standards for Teachers, the Australian Professional Standard for Principals and AITSL tools, measured through a biannual survey.

Use of AITSL resources, as measured by traffic to and within the AITSL website.

AITSL delivers its agreed work plan within the available budget.

A report of AITSL's performance against these measures is provided to the Board every six months as part of AITSL's organisational performance measures.

AITSL's Grant agreement requires AITSL to develop an annual work plan, including milestones and performance expectations in agreement with the Minister. Progress against the work plan is reported to the Minister through the Department of Education on a fortnightly, quarterly and annual basis. A report on progress against the work plan is provided to the AITSL Board at each meeting, as well as to the Education Council every six months.

Capability

AITSL five values continue to underpin and guide our work as individuals and as an organisation. They reflect the principles that guide both internal conduct, and the relationship the company strives to maintain with its stakeholders. The values reflect the company's awareness of the environment in which we work, our position within the sector, the broader strategic context of AITSL and what is unique and uniquely valuable about what we offer.

1	2	3	4	5
Excellence We aim to be outstanding and consistently hold ourselves to high standards – a reputation for quality work, thinking and relationships	Ethical Behaviour We act with integrity – a reputation for honesty, consistency, reliability, transparency, respect and equity.	Engagement We work with others to achieve the best outcome – a reputation for embracing diversity, partnerships, collaboration and consultation, teamwork and dialogue	Expertise We grow our knowledge base and harness that of others – a reputation for internal expertise and drawing on an evidence base and the expertise of others, scholarship and thought leadership.	Effectiveness We focus our efforts on areas that will have an impact – a reputation for credibility, making a valuable contribution and making a positive difference

As the company matures, AITSL has focused on capacity building; recruiting staff with expertise in a range of areas that reflects the diverse work we engage in, the complexity of the education sector and increasing expectations around the delivery of products that are relevant, modern and engage the profession in meaningful ways.

AITSL is focusing significant resources on developing its stakeholder, media and online presence in order to better support the pillars of its work plan; initial teacher education, school leadership and quality teaching.

Risk oversight and management

The AITSL Board is responsible for AITSL's 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.

AITSL's key strategic, operational and IT risks are monitored and controlled through its Risk Management Strategy and Plan. The Strategic Risk Management Plan is reviewed every two years and Business Continuity testing is also undertaken on a regular basis.

In addition, AITSL has engaged an Enterprise Risk Manager to manage enterprise risk, and established a dedicated Portfolio Management Office which monitors and manages project related risk in accordance with AITSL's Project Management Framework.

In compliance with Section 98 of the PGPA Act, AITSL is independently audited each financial year. The Audit & Risk Committee also engages an independent internal auditor to provide objective assurance and consulting activities designed to add value and improve AITSL's operations.

AITSL's Audit and Risk Committee has a key role in assisting the Board in reviewing and monitoring AITSL Internal Control Framework and ensuring recommendations from audits are implemented. The Committee receives risk management reports at each of its meetings. The Audit and Risk Committee reports its deliberations and findings directly to the AITSL Board.

AITSL Strategic Plan 2017–2020

Overview AITSL's strategic plan is based on its **Guiding Principles** and structured around clear **Focus Areas, Actions and Goals**.

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.

Guiding principles

- Our Guiding Principles describe how we go about our work and what values we serve 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.

Focus Areas

- 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
- Supporting the professional education community to make evidence-based decisions
- Affirming the status of the profession

Actions

1. Promote and support implementation of the Australian Professional Standards for Teachers and the Australian Professional Standard for Principals 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 more clearly their impact and support individual learner progress
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)
8. 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. 1 Consolidate and strengthen our resource base and use resources efficiently to maximise our impact.

Goals

1

Strengthened capability and a shared commitment to professional growth

2

Use of evidence to inform practice and improve learner outcomes

3

A valued profession



AITSL is responsible for delivering on the priorities set and the quality of the work produced.

