





Introduction

The Australian Institute for Teaching and School Leadership (AITSL) has prepared its 2019–2022 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 2019 to 30 June 2022.¹

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

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

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

AITSL's priorities and goals are described in the Strategic Plan 2019–2022, which can be found online at www.aitsl.edu.au/about-aitsl. An overview of the Strategic Plan can be found at Appendix 1.

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).

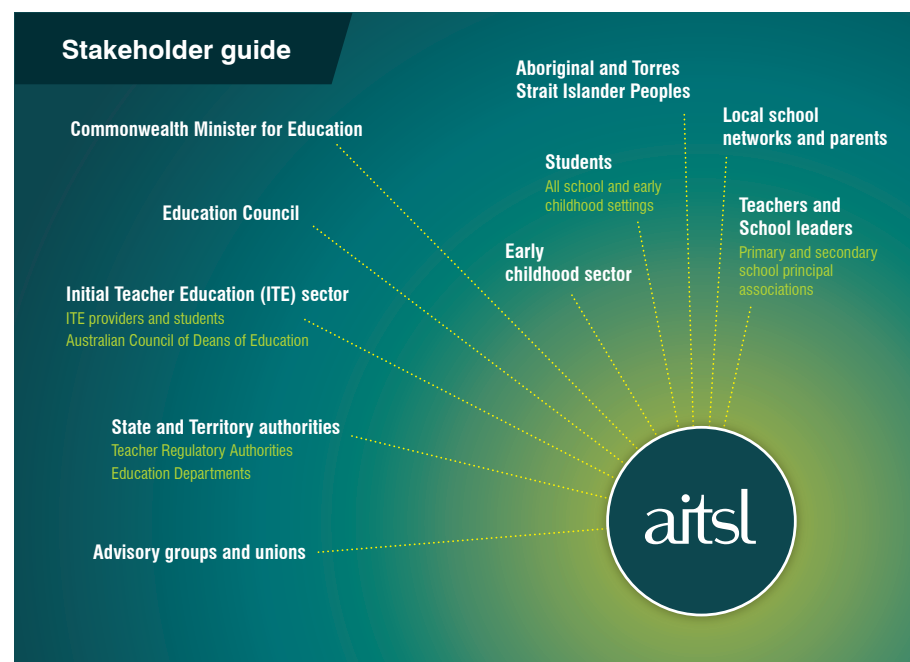
AITSL plays a key role in leading significant national educational reform for the Commonwealth, state, and territory governments. Its work program is set in accordance with directions received from the Minister.

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, including those set by the Department of Education, 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 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.

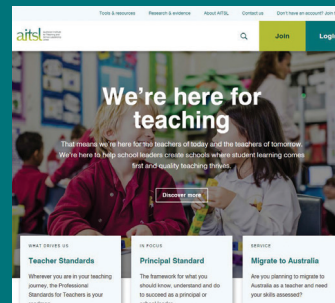
Performance Measures

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

AITSL will continue to implement the National School Reform Agreement, with a focus on supporting consistency and rigour of Initial Teacher Education accreditation judgements and ensuring accreditation decisions are made based on evidence of impact.

Increased awareness and knowledge of, positive attitudes towards, and use of the Australian Professional Standards for Teachers, the Australian Professional Standard for Principals and AITSL tools, measured through a 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 of Directors (AITSL Board) every six months as part of the company's organisational performance measures.

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 Minister through the Department of Education on a quarterly basis. AITSL also provides a report on progress against the work plan to the AITSL Board at each meeting, as well as to Education Council every six months.

Capability

2019–2022 will see AITSL leading an education transformation agenda across the nation in collaboration with Australia’s states and territories. Central to AITSL’s success will be how the business can better support the educational reform agenda for the benefit of student outcomes. In order to best achieve this, AITSL is transforming and strengthening its internal capabilities and enablers.

This transformation journey started in 2018, with a focus on improved technology, people, and information management. These projects have modernised AITSL’s tools and systems and improved how the company imagines, prioritises, and resources work.

Enhanced capabilities, including a move from manual to digital processing, remote working, and shared resourcing are making AITSL more agile and effective at delivering the best outcomes for teachers and school leaders. AITSL has recently completed a remote working project, which will allow staff to be more mobile and agile, by promoting flexible work practices supported by relevant technology and collaborative work spaces. This has helped—among other things—to break down silos and encourage whole-of-organisation project management.

With a forward work agenda set, it is clear that the needs of the company will mature over the term of the plan. Failure to deliver the work agenda will impact on AITSL’s ability to achieve its purpose. AITSL is, therefore, already starting to develop strategies and plans around workforce, capital, and ICT capability. AITSL’s transformation will continue over the course of this plan.

Alongside these corporate initiatives, AITSL is also continuing to build its evidence and impact capability as part of this plan. This includes growing AITSL’s analysis and evaluation function, evidence focus, and standard setting capability. Work is already underway to map out the evaluation of AITSL’s policies, projects, and tools to ensure robust impact measurement. On the evidence side, AITSL will continue to ensure its work is underpinned by high-quality evidence and data. AITSL will explore new avenues for ensuring the best evidence reaches teachers and school leaders across the country. AITSL’s work on standard setting also continues to develop. Working in partnership with the newly convened Standards Setting Advisory Group will continue to boost AITSL’s methodological capability in this space. AITSL will also continue to build its data capability, leading initiatives like the Australian Teacher Workforce Data (ATWD) project. ATWD is a pioneering data linkage project that will result in a nationally consistent, longitudinal data set about the teaching workforce.

AITSL continues to invest in professional learning for staff, recognising that people are the company’s strength. AITSL has invested heavily over the last twelve months in project management expertise. It is piloting the delivery of some projects using agile methodology, which enables the company to be nimble and easily accommodate stakeholder requirements. AITSL remains committed to lifting the company’s internal cultural competency capability.

It has recently appointed a Senior Adviser, Aboriginal and Torres Strait Islander Education to support both the internal workforce and external stakeholders in this crucial area. AITSL has recently endorsed a People Plan, which has five focus areas to support the growth of the company's people and organisational culture. These five areas are internal communications, performance reward and recognition, workforce planning, leadership capability, and recruitment and selection.

People are a priority for AITSL's 2019–22 agenda. In the 2019–20 financial year, AITSL will commence organisational workforce planning. This will enable the company to be proactive with identifying organisational capabilities that may be required in the short term, and to fill longer-term resourcing needs. Additionally, AITSL will trial some innovative talent techniques, including Talent Pipelining. This will assist in proactively sourcing, meeting talent in the broader market, and sharing AITSL's story with potential future employees. AITSL will also invest in its leaders to ensure they are equipped with the skills and techniques to lead teams in a changing business environment. AITSL's commitment to flexible working will also support the company in finding and keeping strong talent.

Risk Oversight and Management

AITSL is transforming the way it engages with risk across both its business operations and deliverables. The company is working to embed a positive risk culture throughout the company to help drive productivity, seek out opportunities, identify threats, and encourage effective and efficient use of resources.

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.

As part of this process, AITSL is working with external partners to increase risk capability across the company through education, empowerment, and support from the highest levels of the business.

Through this program of improved capability and awareness of risk appetite, AITSL staff will be better equipped to engage with risk-based decision-making, and reinforce a more efficient, agile, responsive, and opportunity-driven 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.

This work is complemented by an independent internal auditor who will provide objective assurance and consulting activities designed to add value and improve operations. It is also complemented by AITSL's Audit and Risk Committee, which plays a key role in assisting the AITSL Board to identify and manage risk, and review and monitor AITSL's Internal Control Framework.

AITSL Strategic Plan 2019–2022: 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 2019–2022: Overview

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

