

# **Non-Government Reform Support Fund Annual Report**

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**2023**

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**Association of Independent Schools of New South Wales  
(AISNSW)**

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## **Executive Summary**

The 2023 projects funded under the Non-Government Reform Support Fund enabled NSW Independent schools to implement the national school reform priorities, including the continuation of the three national priorities from 2019, and state-based initiatives as agreed in the bilateral agreement. The 2023 projects leveraged the learnings from previous years and align with the strategic priorities identified in the AISNSW 2019-2023 Non-Government Reform Support Fund Strategic Plan. The 2023 projects focused on:

1. Quality assurance, moderation and support for the continued improvement of the Nationally Consistent Collection of Data on School Students with Disability (National Priority)
2. Implementation of online delivery of the National Assessment Program (National Priority)
3. Improving governance and financial management practices in non-government schools to strengthen financial viability, improve business decision making and build resilience to mitigate unforeseen circumstances (National Priority);
  - I. worked with the Australian Institute of Company Directors (AICD) to offer specific training for Board Chairs of Independent schools
  - II. professional learning for boards on governance issues, to improve business decision making and financial management practices
  - III. supporting schools in the area of cybersecurity.
4. The AISNSW Aboriginal and Torres Strait Islander Education program, providing support, advice and professional learning to NSW independent schools to meet the needs of Aboriginal and Torres Strait Islander students at risk of educational disadvantage.
5. Implementation of the revised NSW Curriculum.

Project activities supplement and compliment AISNSW core services, though the projects are clearly demarcated. Project activities supporting the implementation of the national school reform priorities go well beyond the normal provision of AISNSW services. Project costs required for these additional activities mean that they would not have been possible, if not funded by the Non-Government Reform Support Fund.

## **Progress against strategic plan**

In line with the AISNSW 2019-2023 Non Government Reform Support Fund (NGRSF) Strategic Plan, AISNSW worked to address the three key national reform areas (NGRSF priorities);

- ***quality assurance, moderation and support for the continued improvement of the Nationally Consistent Collection of Data on School Students with Disability*** – AISNSW supported schools to strengthen professional judgement and make consistent and reliable decisions about students' level of adjustment and category of disability (Through explicit professional learning, schools were supported and engagement in moderation).
- ***implementation of online delivery of the National Assessment program*** – AISNSW continued support for all NSW Independent schools to transition to NAPLAN Online, in line with the NSW Education Minister's transition timeline. AISNSW also provided professional learning to assist schools leverage the benefits from NAP assessments and reporting to inform teaching and learning and school improvement.
- ***improving governance and financial management practices in Non-Government schools*** – AISNSW continued to support school boards to understand their legal obligations and improve governance and financial management.

In 2023, AISNSW continued providing professional learning support for schools and teachers to enable their implementation of the revised NSW Curriculum.

AISNSW continued with the Aboriginal and Torres Strait Islander Education program (Wingara), supporting schools to develop and implement school-wide and individual learning strategies for Aboriginal and Torres Strait Islander students, and improve cultural competence of school leaders and staff.

#### **Relationship with state and territory government**

AISNSW continued to work collaboratively with the NSW Government to support the implementation of the agreed national policy initiatives, and key reforms from the NSW bilateral agreement.

AISNSW consulted the NSW Department of Education (DoE) in developing the activities for the 2023 workplan. AISNSW worked collaboratively with agencies from the NSW Government and Australian Government, including NSW DoE and the NSW Education Standards Authority (NESA) to support NSW Independent schools with the implementation of the national reform priorities. AISNSW is committed to the ongoing relationship with the NSW Government to enhance school education in NSW. The collegial relationship between AISNSW and NSW Government agencies has strengthened the projects and assisted in achieving the outcomes of implementing the national reform priorities.

## **Project Report**

### **Include here a general statement that provides a response to the following:**

In line with the AISNSW 2019-2023 Non Government Reform Support Fund (NGRSF) Strategic Plan, AISNSW worked to support the implementation of the agreed national policy initiatives, and key reforms from the NSW bilateral agreement, including addressing the three key national reform areas (NGRSF priorities);

- Quality assurance, moderation and support for the continued improvement of the Nationally Consistent Collection of Data on School Students with Disability.
- Implementation of online delivery of the National Assessment program
- improving governance and financial management practices in Non-Government schools.

The Nationally Consistent Collection of Data on School Students with Disability (NCCD) continued to be a priority for the work undertaken by Student Services in 2023. Activities consisted of professional learning sessions, networking opportunities, and bespoke school-based support. The associated activities were designed to assist schools to embed NCCD practices into whole-school approaches to supporting students with disability. This included a focus on collating reliable data to inform decision-making and whole school processes, as well as supporting schools to plan and deliver targeted and appropriate supports for students with disability. Enhancing the capacity of school staff in the moderation process to determine consistent levels of adjustments was also a priority area.

Continuing the success of online learning experience in previous years, flexible options were again provided to access support services, providing schools with the option of face-to-face and online modes. Schools in regional areas particularly appreciated the opportunity to access services and support through different modes.

Schools were supported to make the transition to NAPLAN Online in 2022, in line with the national timeline. In 2023, AISNSW supported NSW Independent schools to access and analyse their NAPLAN data through Scout, a NSW educational platform that transforms data to easy to read reports. AISNSW also supported NSW independent schools that elected to opt-in to new annual assessments in Science, Digital Literacy and Civics and Citizenship.

AISNSW continued to provide tailored professional learning workshops to school leaders and the Boards of Independent schools, strengthening their understanding of the legislated obligations that apply in their school context and supporting continued improvement of governance practices and decision making.

The AISNSW Aboriginal and Torres Strait Islander Education Program links to the National Aboriginal and Torres Strait Islander Education Strategy 2015 and the Australian Government's ongoing commitment to closing the achievement and attendance gap between Aboriginal and Torres Strait Islander students and non-Indigenous students. AISNSW supported NSW Independent schools elevate the engagement and academic achievement of Aboriginal and Torres Strait Islander students and improve retention in education.

## Summary of 2023 achievements

### Nationally Consistent Collection of Data on School Students with Disability (NCCD) *(National Priority)*

#### 1. Project title: Nationally Consistent Collection of Data on School Students with Disability (NCCD)

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
<p>In 2023, this project will continue to centre on strengthening whole-school approaches to supporting students with disability as part of the NCCD.</p> <p>The project activities are designed to focus on increasing the professional knowledge, practice and judgements of teachers and school staff to make evidence-based decisions about students who are receiving support and the level of support being provided for students with disability.</p> <p>The scope of the activities will be expanded in 2023 and tailored for different school staff, helping schools embed understanding of NCCD across the organisation. Content will be specifically designed for principals and school leaders, school teams (including classroom teachers) and school counsellors. Support will also be available for those new to the NCCD processes and for those who are more experienced and seeking opportunities to refine and enhance their knowledge.</p>	<p>Project activities are designed to enable and strengthen schools' capacity and confidence to:</p> <ul style="list-style-type: none"> <li>• Apply updates to align with the 2023 NCCD Guidelines.</li> <li>• Review and monitor whole-school NCCD practices.</li> <li>• Streamline processes for the collection of evidence</li> <li>• Conduct moderation and evaluate the evidence available to support each student's inclusion in the NCCD.</li> </ul> <p>Achieved</p>	<p>Development and delivery of:</p> <ul style="list-style-type: none"> <li>• 5 x two-day NCCD symposiums in metropolitan and regional locations, consisting of: <ul style="list-style-type: none"> <li>○ one full day session for school teams focused on whole-school NCCD processes and practices</li> <li>○ one half day session focused on moderation</li> <li>○ one half day session for principals and school leaders.</li> </ul> </li> </ul> <p>Achieved 100%</p> <ul style="list-style-type: none"> <li>✓ 201 participants from 47 schools attended the full day session focused on whole-school NCCD processes and practices.</li> <li>✓ 194 participants from 40 schools attended the half-day session focused on moderation.</li> <li>✓ 212 participants from 71 schools attended the half-day session for principals and school leaders.</li> <li>✓ 94% of participants rated the professional learning as high quality, current and relevant to their roles.</li> </ul>	

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<p>The delivery mode for the professional learning offerings delivered by AISNSW staff has been informed by feedback from participating schools in 2022. 2023 delivery will include offering a combination of face-to-face engagements, as well as virtual learning experiences. Providing both face-to-face and online modes ensures the support remains flexible and accessible for school staff across NSW.</p> <p>Building on existing communities of practice established between schools as part of prior years' activities, schools will be provided with ongoing opportunities to share NCCD practices and processes through networking sessions facilitated by AISNSW staff.</p> <p>In addition, schools will continue to have access to tailored support provided by AISNSW consultants with expertise in supporting students with disability, as well as specialist mental health professionals. Consultants work with leaders, teachers and support staff. This support may focus on individual student needs, targeted groups of students, or whole of school approaches to better respond to academic, behaviour and/or mental health needs. They collaborate, inform and coach key school personnel to implement policies and practices that align with the NCCD and are systematic, rigorous and responsive to the schools' contexts.</p>	<p>The project will also;</p> <ul style="list-style-type: none"> <li>Enhance the professional knowledge, practice and judgements of school staff to make evidence-based decisions about students receiving support (and the level of support being provided).</li> <li>Strengthen school teams' confidence in the moderation process to ensure quality evidence is accessed to determine levels of support being provided.</li> <li>Foster connections and networks between schools to strengthen schools' NCCD processes and moderation practices.</li> </ul> <p>Achieved</p>	<ul style="list-style-type: none"> <li>Three professional learning sessions for school counsellors focused on the NCCD model and evidence requirements. Two face-to-face sessions offered, as well as one virtual (online) learning experience.</li> </ul> <p>Achieved 100%</p> <ul style="list-style-type: none"> <li>✓ 73 participants from 28 schools attended either the face-to-face session or virtual (online) learning experience.</li> <li>✓ 97% of participants rated the professional learning as high quality, current and relevant to their roles.</li> </ul> <ul style="list-style-type: none"> <li>Two virtual (online) networking workshops to strengthen existing communities of practice, providing a forum for school teams to share NCCD processes and practices.</li> </ul> <p>Achieved 100%</p> <ul style="list-style-type: none"> <li>✓ 88 participants from schools across NSW joined virtual (online) networking workshops.</li> <li>✓ 94% of participants rated the professional learning as high quality, current and relevant to their roles.</li> </ul> <ul style="list-style-type: none"> <li>At least 75% of NSW independent schools access AISNSW support focused on planning for students with disability, the collection of evidence and refinement of moderation processes as part of the NCCD.</li> </ul> <p>Achieved (100%)</p>	

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<p>AISNSW developed support materials, designed to complement the resources available on the NCCD portal, will be reviewed and additional resources to align with the focus on supporting school leadership teams will be developed.</p>		<p>✓ In 2023, 86% of NSW Independent schools accessed expertise and support from the AISNSW Student Services team in relation to planning for students requiring additional support and adjustments, evidentiary requirements and refinement of moderation processes as part of the NCCD.</p> <ul style="list-style-type: none"> <li>• At least 4,000 webpage downloads of resources from dedicated NCCD webpages on the AISNSW website.</li> </ul> <p>Achieved (100%)</p> <p>✓ 8677 webpage downloads of resources from dedicated AISNSW NCCD webpages, including information in relation to the collaborative planning process including the development of an Individual Plan and case studies for use as part of moderation.</p>	

## Transition of NAPLAN to online delivery (National Priority)

### 1. Project title: AISNSW National Assessment Program project

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/Achieved outcomes
<p>Schools will be supported to implement early NAPLAN through a model of responsive and proactive communications, support and training including:</p> <ul style="list-style-type: none"> <li>Supporting NSW independent schools to plan and successfully participate in Term One NAPLAN from 2023.</li> <li>Professional learning to ensure all school stakeholders, including Principals, NAPLAN Coordinators, Test Administrators and Technical Support Officers can successfully perform their roles to ensure NAPLAN tests are effectively administered.</li> <li>Supporting independent schools to understand the range of disability adjustments available in the online platform and subsequent updates to the Locked Down Browser (LDB) to enable all students to participate in NAPLAN.</li> </ul>	<p>The project will deliver the following outcomes:</p> <ul style="list-style-type: none"> <li>All NSW independent schools will be prepared so they can participate in Term One NAPLAN from 2023. <b>Achieved</b></li> <li>Enhanced understanding by Principals, NAPLAN Coordinators, Test Administrators and Technical Support Officers to successfully implement NAPLAN in their own context. <b>Achieved</b></li> <li>Appropriate consideration and selection of Disability Adjustment Codes to support individual students' participation. <b>Achieved</b></li> </ul>	<p>The project will deliver the following indicators of success:</p> <ul style="list-style-type: none"> <li>All independent schools will have access to professional learning to upskill Principals, NAPLAN Coordinators, Test Administrators and Technical Support Officers in delivering NAPLAN in 2023. Professional learning will include live online training, webinars and eLearning modules. <b>Achieved 100%</b> ✓ In 2023, all independent schools had access to professional learning to upskill Principals, NAPLAN Coordinators, Test Administrators and Technical Support Officers. More than 920 NSW Independent school staff from 187 schools attended NAPLAN training.</li> <li>All independent schools will have access to professional learning to upskill school leaders in analysing their school NAPLAN data in Scout. Professional learning will be include face-to-face training, tailored Zoom sessions and access to eLearning modules. <b>Achieved 100%</b></li> </ul>	



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<ul style="list-style-type: none"> <li>Strengthening the analysis of NAPLAN data by supporting NSW independent schools to access and analyse their NAPLAN data through the NSW analysis package, 'Scout', including: <ul style="list-style-type: none"> <li>Tailored professional learning to support school leaders in analysing and interpreting school aggregated and individual student NAPLAN data to support teaching and learning Providing helpdesk support for all independent schools in managing staff accounts and access to Scout through the DoE extranet</li> <li>Troubleshooting Scout account and platform issues and escalating issues to DoE Scout support when required</li> </ul> </li> </ul> <p>Schools that elect to opt-in to new annual assessments in Science, Digital Literacy and Civics and Citizenship will be supported to prepare by completing required preparation activities. Supporting independent schools in completing required preparation activities to allow participation in selected assessments.</p>	<ul style="list-style-type: none"> <li>Schools access AISNSW Helpdesk support for NAPLAN Online and Scout. No schools report inability to access AISNSW Helpdesk support for NAPLAN Online and Scout. <b>Achieved</b></li> <li>Communications and activities are aligned with other education sectors in NSW, providing clarity and consistency of information for independent schools. <b>Achieved</b></li> <li>All independent schools will be able to access AISNSW support to analyse and interpret their NAPLAN data through Scout on a longitudinal basis and with new data from 2022. <b>Achieved</b></li> <li>School leaders are better equipped to interpret NAPLAN data to inform teaching practice and lead data analysis within their school context. <b>Achieved</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ In 2023, all independent schools had access to professional learning to upskill school leaders in analysing their school NAPLAN data in Scout. Tailored professional learning was delivered to 26 schools.</li> <li>All independent schools will be offered the opportunity to opt-in to additional national assessments to assess students' ability in Science, Digital Literacy and Civics and Citizenship. Participating schools will be supported in preparing for the opt-in tests through proactive and responsive communications that are aligned with other education sectors in NSW.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ All independent were offered the opportunity to opt-in to additional national assessments to assess students' ability in Science, Digital Literacy and Civics and Citizenship. Participating schools were offered support in preparing for the opt-in tests.</li> </ul>	

**Improving governance and financial management practices in non-government schools to strengthen financial viability, improve business decision making and build resilience to mitigate unforeseen circumstances** (National Priority)

**1. Project title: Professional learning to enhance effective operational, educational, and financial governance in independent schools**

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken /Achieved outcomes
<p><b><i>School governance professional learning</i></b></p> <p>AISNSW will deliver school governance professional learning to independent school Boards and school leaders about:</p> <ul style="list-style-type: none"> <li>• Induction and introduction to governance of an independent school.</li> <li>• Critical priorities of an independent school board and strategic governance</li> <li>• Legal compliance framework for an independent school, including Section 83C – Not for Profit compliance.</li> <li>• Financial compliance and financial governance</li> <li>• Executive supervision – the Board/Principal relationship.</li> <li>• Risk Management and reputational risk.</li> <li>• Child protection and Child Safe Standards.</li> <li>• The impact of governance on school performance and student outcomes.</li> </ul> <p>In addition, schools will be able to continue to access the AISNSW 13 online governance training modules for board members.</p>	<ul style="list-style-type: none"> <li>• Enhanced skills and knowledge of board members in relation to the roles and responsibilities of the Not-for-Profit Director, risk, strategy, financial governance, and the importance of strategic thinking.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Increased awareness of board members about Section 83C of the Education Act NSW, Fiduciary duties and conflict of interest.</li> </ul> <p><b>Achieved</b></p>	<p>The project will deliver;</p> <ul style="list-style-type: none"> <li>• At least 40 School Governance professional learning sessions to school Boards and/or School Leaders.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, AISNSW delivered 97 School Governance professional learning sessions to school Boards and/or School Leaders.</li> <li>• 4 x 1 day School Governance Masterclass with total attendance of at least 50 independent school board directors. <ul style="list-style-type: none"> <li>○ At least 75% of participants report that completion of the learning increased their awareness of the relevant learning topic.</li> <li>○ At least 75% of participants report that their practice as a governor has improved as a result of the learning.</li> </ul> </li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, 600 independent school board directors and school leaders attended a 1-day School Governance Masterclass.</li> </ul>	

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<p><b>Enhancing the Role of the Chair on School Boards</b></p> <p>The Role of the Chair is a co-branded professional learning experience developed by the Australian Institute of Company Directors (AICD) and the AISNSW. The course will lift and develop the skills of school board chairs so they are equipped to lead their boards into a new era of governance and oversight. The course covers the:</p> <ul style="list-style-type: none"> <li>• Chair's position in the school.</li> <li>• role of the board.</li> <li>• role of the chair in the boardroom.</li> <li>• role of the chair outside of the boardroom.</li> </ul> <p>AISNSW will partially subsidise the cost of this training, making it more accessible to board members who would otherwise be unable to access this type of professional governance training with an externally recognised credential.</p>		<ul style="list-style-type: none"> <li>✓ 75% of participants reported that completion of the learning increased their awareness of the relevant learning topic and that governance practice has improved as a result of the learning.</li> <li>• At least 80 participants complete online modules for independent school board members. <ul style="list-style-type: none"> <li>○ At least 75% of participants report that completion of the learning increased their awareness of the relevant learning topic.</li> <li>○ At least 75% of participants report that their practice as a governor has improved as a result of the learning.</li> </ul> </li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, 3874 participants completed online modules for independent school board members.</li> </ul> <p>75% of participants reported that completion of the learning increased their awareness of the relevant learning topic and that governance practice has improved as a result of the learning.</p> <ul style="list-style-type: none"> <li>• AISNSW will work with the AICD to develop the course <i>Enhancing the Role of the Chair</i>.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ AISNSW worked with the AICD to develop the course <i>Enhancing the Role of the Chair</i>.</li> </ul>	

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		<ul style="list-style-type: none"> <li>The AICD will deliver the course <i>Enhancing the Role of the Chair</i> for up to 50 Independent School Board Chairs.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ The AICD delivered the course <i>Enhancing the Role of the Chair</i> (developed with AISNSW) to 54 participants from NSW Independent schools.</li> </ul>	
<p><b>Cyber Security Advisory Program</b></p> <p>In response to feedback from schools in 2022, AISNSW will expand education for board members and school leaders in cyber security and establish a dedicated Cyber Security Advisory Program. This dedicated education program will include a targeted campaign to raise awareness among boards and school leaders of the specific cybersecurity threats facing schools today and the actions schools can take to mitigate these risks.</p> <p>An important action schools can take is to engage an external cyber security expert to undertake an ethical hack of the school's IT systems. Ethical hacking involves an authorised attempt to gain unauthorised access to a computer system, application, or data. Carrying out an ethical hack involves duplicating strategies and actions of</p>	<ul style="list-style-type: none"> <li>Increased awareness of board members and school leaders about cybersecurity, fraud and financial risk for schools.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Increased capacity of independent schools evaluate the strength of their own cybersecurity measures, identify threats, prepare for and protect against cyber attacks.</li> </ul> <p><b>Achieved</b></p>	<ul style="list-style-type: none"> <li>At least 50 schools will receive support from the AISNSW Cyber Security Advisory Program in 2023. Support may include: <ul style="list-style-type: none"> <li>an audit of the school's IT systems by AISNSW or by an expert cybersecurity vendor or both.</li> <li>participation in AISNSW professional learning on topics including; cyber security threat assessment, Selecting and adopting a cybersecurity benchmarking framework, cybersecurity and the Australian Privacy Principles, Developing a Data Breach Response Plan, Developing a school cybersecurity policy, Educating school staff about their role in maintaining cybersecurity.</li> <li>Dedicated support for schools that experience a data breach or near miss.</li> </ul> </li> </ul> <p><b>Achieved 100%</b></p>	

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<p>malicious attackers and helps identify security vulnerabilities which can then be resolved before a malicious attacker has the opportunity to exploit them. The cost of this action can be a deterrent for some schools, so AISNSW will provide grants to schools to subsidise up to 50% of the cost, thereby encouraging more schools to increase their cyber security.</p> <p>Since their offering in 2021 and 2022 there has been continued high demand for AISNSW live webinars in identifying cybersecurity risks. These will be offered again in 2023 and expanded by the offering of a one day cybersecurity symposium and the development of additional professional learning resources.</p>	<ul style="list-style-type: none"> <li>Increased protection for independent schools that undertake an ethical hack and take action to remedy any identified areas of weakness.</li> </ul> <p><b>Achieved</b></p>	<ul style="list-style-type: none"> <li>✓ 182 schools received support from the AISNSW Cyber Security Advisory Program in 2023</li> <li>At least 100 participants from independent schools attend a one day AISNSW Cybersecurity Symposium. <ul style="list-style-type: none"> <li>At least 75% of participants report that completion of this learning has increased their awareness of cybersecurity issues for schools and increased their capacity to understand and prepare for potential cyber security threats.</li> </ul> </li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ 133 participants from independent schools attended a one day AISNSW Cybersecurity Symposium. 100% of participants reported that completion of this learning increased their awareness of cybersecurity issues for schools and increased their capacity to understand and prepare for potential cyber security threats.</li> <li>AISNSW will develop and distribute cybersecurity information resources for schools to use with staff on topics including; How to spot phishing emails, Password hygiene, cybersecurity online learning module for school leaders.</li> </ul> <p><b>Achieved 100%</b></p>	

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		<p>✓ In 2023, AISNSW developed and distributed cybersecurity information resources for schools to use with staff on the following topics; Cyber Security Strategy and Governance Approaches, Tighten your school's cyber security with conditional access.</p> <ul style="list-style-type: none"> <li>• AISNSW will provide at least 15 schools with a grant to be used to conduct an ethical hack of their school IT system. AISNSW will work with schools to understand the results and help them take action to remedy any identified weaknesses in their system/s.</li> </ul> <p><b>Achieved 100%</b></p> <p>✓ AISNSW provided grants to 57 schools to conduct an ethical hack of their school IT system. AISNSW worked with these schools to understand the results and help them take action to remedy identified weaknesses in their system/s.</p>	

**AISNSW Aboriginal and Torres Strait Islander Education (Wingara)** *(Bilateral Agreement - Support students, student learning & achievement)*

**1. Project title: Wingara - AISNSW Aboriginal and Torres Strait Islander Education**

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
<p>AISNSW will support NSW independent schools elevate the engagement and academic achievement of Aboriginal and Torres Strait Islander students and improve retention in education. This support will develop the capacity of school staff to enable cultural responsiveness at a whole school level, authentically engaging parents and communities in students' education. This proven model of responsive, proactive and customised professional learning and advice includes:</p> <p>Delivery of tailored professional learning, designed to extend teachers' understanding of the Aboriginal and Torres Strait Islander cross-curriculum priority in all KLAS K-12 and to strengthen the cultural responsiveness of the NSW independent schools and broader teacher workforce.</p> <p>In partnership with Western Sydney University, deliver a NSW independent schools Aboriginal and Torres Strait Islander Student Leadership Event to provide Year 8-11 Aboriginal and Torres Strait Islander students from across the state with opportunities to engage with cultural workshops, leadership capability building and post-school planning.</p>	<ul style="list-style-type: none"> <li>Strengthened post school aspirations for Aboriginal and Torres Strait Islander students. <b>Achieved</b></li> <li>School leaders will implement effective strategies to enable cultural responsiveness at a whole school level. <b>Achieved</b></li> <li>School staff will be better equipped to authentically engage parents and community in Aboriginal and Torres Strait Islander students' education. <b>Achieved</b></li> </ul>	<p>The project will deliver the following measures of success:</p> <ul style="list-style-type: none"> <li>At least 400 school staff engage in AISNSW Aboriginal and Torres Strait Islander education professional learning. Evaluations will show that: <ul style="list-style-type: none"> <li>85% of participants report an increased understanding of how best to support Aboriginal and Torres Strait Islander students through evidence-based practice.</li> <li>at least 75% of participants report an increased understanding of the Aboriginal and Torres Strait Islander cross-curriculum priority in KLAS K-12.</li> <li>at least 75% of participants report understanding that improving cultural responsiveness at a whole school level is likely to improve the rates of Year 12 completion among Aboriginal and Torres Strait Islander students, through improved student engagement and academic achievement and increased retention.</li> </ul> </li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, 2577 school executive, teaching and non-teaching staff across 153 schools engaged in AISNSW Aboriginal and Torres Strait Islander education professional learning.</li> </ul>	

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
<p>Delivery of online learning webinars designed to promote best practice strategies for supporting Aboriginal and Torres Strait Islander students and their families in the boarding school context.</p>	<ul style="list-style-type: none"> <li>Teachers will demonstrate a greater awareness of culturally inclusive approaches to inform the development of quality learning for and engagement of Aboriginal and Torres Strait Islander students through evidence-based pedagogy. <b>Achieved</b></li> <li>Teachers better understand the Aboriginal and Torres Strait Islander cross-curriculum priority in all KLAS K-12. <b>Achieved</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ As a result of attending AISNSW Aboriginal and Torres Strait Islander education professional learning: <ul style="list-style-type: none"> <li>- 92% of participants reported increased understanding of how best to support Aboriginal and Torres Strait Islander students.</li> <li>- 82% of participants reported increased understanding of the Aboriginal and Torres Strait Islander cross-curriculum priority in KLAS K-12.</li> <li>- 89% of participants reported increased understanding of the Aboriginal and Torres Strait Islander cross-curriculum priority in KLAS K-12.</li> </ul> </li> <li>• Increase completion by boarding school staff in the online course for boarding schools by 30% compared to 2022 completions. <b>Partially Achieved</b></li> <li>✓ In 2023, 22 participants across 15 schools completed an AISNSW online course for boarding schools – representing only a slight increase on 2022 completions. Feedback suggests that schools are increasingly drawing on the support of the recently introduced termly Boarding Network meetings and annual Boarding Symposium for their professional learning needs rather than the self-paced online module which was in place prior to the introduction of these new forums for Boarding schools.</li> </ul>	



2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
		<ul style="list-style-type: none"> <li>At least 120 Aboriginal and Torres Strait Islander students in Years 8-11 engage with the 2023 Aboriginal and Torres Strait Islander Student Leadership Event, delivered by AISNSW in partnership with Western Sydney University.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ 125 Aboriginal and Torres Strait Islander students engaged with the 2023 Student Leadership event, reaching event maximum capacity.</li> </ul>	

**School-Industry Partnerships** (Local priority aligned broadly with the Quality Schools agenda – progressing the following recommendations from the Looking To The Future; Report of the review of senior secondary pathways into work, further education and training:

**Recommendation 11:** Education authorities and industry bodies should formalise their working relationship in order to facilitate the engagement of industry in senior secondary schooling in a systematic and comprehensive manner.

**Recommendation 12:** Education authorities facilitate and encourage partnerships between schools and employers at the local level in order to help students to make choices and gain experience in the diverse career pathways that different industries can offer.)

## 1. Project title: School-Industry Partnerships

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
<p><b><i>Developing and Implementing school-industry partnership frameworks and strategies</i></b></p> <p>AISNSW will support individual schools to develop and implement their own School-Industry Partnerships Framework and Strategy. The purpose of school-industry partnerships is to help teachers design innovative learning experiences for students that are engaging and reflective of contemporary practices and provide students with learning experiences that develop their skills, knowledge and preparedness for life beyond school.</p> <p>Each participating school will receive the equivalent of eight full days of professional learning support from a dedicated AISNSW education specialist. Each participating school will receive a \$3000 grant to support their participation, to be used to cover the costs of teacher release.</p>	<ul style="list-style-type: none"> <li>Schools will be supported to formalise working relationships with industry partners to facilitate industry involvement in a systematic way. This will result in schools developing and formalising partnerships that enable real world learning for their teachers and students.</li> </ul> <p><b>Achieved</b></p>	<p>At least 14 participating schools will develop and implement their own School-Industry Partnerships Framework and Strategy. This will include the development of:</p> <ul style="list-style-type: none"> <li>Goals and objectives</li> <li>Partner engagement strategy</li> <li>Implementation plan</li> <li>Policies and procedures</li> <li>Evaluation plan.</li> </ul> <p><b>Achieved 100%</b></p> <p>✓ In 2023, AISNSW worked with 26 schools to develop and implement their own School-Industry Partnerships Framework and Strategy.</p>	

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
<p><b><i>Supporting schools develop partnerships with industry and business</i></b></p> <p>AISNSW will work on behalf of individual schools to broker targeted, high profile industry partnerships based on the needs of the school and its students. AISNSW engages with high profile companies and government agencies to raise awareness of the benefits of school-industry partnerships for the school and partner. AISNSW leverages its influence as an advocate for independent education to broker partnerships with entities like Health NSW, Accenture, Parkroyal Hotel and Spark Renewables.</p> <p>The purpose of these partnerships is to help teachers design innovative learning experiences for students that are engaging and reflective of contemporary practices and provide students with learning experiences that develop their skills, knowledge and preparedness for life beyond school. These experiences may include, but are not limited to: Immersive learning, internships, mentoring and/or coaching, project-based learning.</p> <p>Partnering schools will receive a \$3,000 grant to support their participation, to be used for costs associated with events, travel, and/or teacher release.</p> <p>AISNSW will bring these participating schools together in a Learning Lab designed to share their</p>	<ul style="list-style-type: none"> <li>• Industry partnerships will be brokered so teachers can build capability in designing innovative, real-world learning experiences and appreciate contemporary practices in industry; For students, the partnerships will help them develop skills, knowledge and preparedness for life beyond school.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Schools will be supported to develop partnerships with industry and business at the local level to help broaden students' understanding of real-world learning opportunities and gain knowledge and/or experience in the diverse career pathways that different industries can offer.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 30 schools from across NSW will be involved in an industry partnership initiative brokered by AISNSW.</li> <li>• At least 75% of participating schools report that involvement in a brokered partnership initiative helped their students and/or teachers to have real-world experiential learning that developed their skills and knowledge.</li> <li>• Participating schools will attend a Learning Lab to share their partnership experiences.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, 36 schools participated in an industry partnership initiative brokered by AISNSW, with 100% reporting that this helped their students and/or teachers to have real-world experiential learning that developed their skills and knowledge. <ul style="list-style-type: none"> <li>○ Partnerships were successfully brokered with: <ul style="list-style-type: none"> <li>○ eHealth NSW</li> <li>○ Collins Aerospace</li> <li>○ Celestino – Sydney Science Park</li> <li>○ Amazon Web Services</li> <li>○ Maas</li> <li>○ Coverite Projects</li> </ul> </li> </ul> </li> <li>✓ Industry partnership initiatives included: <ul style="list-style-type: none"> <li>○ Curriculum enrichment projects</li> <li>○ Experiential learning experiences</li> </ul> </li> </ul>	

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
<p>experiences and explore ways to take the learning further and enable sustainability.</p> <p><u>Local partnerships development</u></p> <p>AISNSW will also support schools create their own partnerships, working through a system of targeted regional schools hubs. AISNSW will work with regional hubs of schools (2-3 schools per hub) to broker partnerships with local businesses, industries, tertiary institutions and government bodies that can benefit students in the local group of schools. The partnerships will be used to create real life learning experiences for students and teachers. Each hub will develop their own workplan to address the needs, challenges, and priorities of the local area.</p> <p>AISNSW will organise and facilitate meetings/network events of each regional school hub (6-8 per year). Network events will target local business, employers, universities, TAFE and other education providers to connect with schools, exposing students to unique learning opportunities. Students and staff from other local schools, including independent, government and Catholic schools, may be invited to participate in relevant events and professional learning to strengthen the benefits for students and local business partners in the regions.</p>	<p><b>Achieved</b></p>	<ul style="list-style-type: none"> <li>○ Design sprints</li> <li>○ Educator workshops/learning labs</li> <li>○ Student leadership workshops</li> </ul> <ul style="list-style-type: none"> <li>● Career exploration experiences At least 8 schools from regions across NSW will be involved in a local hub school and participate in regular meetings/hub activities.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, 8 schools from regions across NSW were involved in a local school hub and participated in regular meetings/hub activities.</li> <li>● Each regional hub will meet 6-8 times in 2023 to develop, implement and review its work and engage in activities that connect schools and students with local businesses.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, each regional hub met 8 times to develop, implement and review its work and engage in activities that connect schools and students with local businesses.</li> <li>● At least 75% of school hub participants report that involvement with the hubs and hub activities helped them develop partnerships with industry and business at the local level, broadening students' understanding of real-world learning opportunities experience of the diverse career pathways that different industries can offer.</li> </ul>	

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
<p>Each participating hub school will receive the equivalent of four full days of professional learning support from a dedicated AISNSW education specialist. Each participating school will receive a \$5000 grant to support their participation, to be used to cover the costs of teacher release and travel to meetings and hub network events.</p>		<p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ 100% of participating schools reported that involvement with the hubs and hub activities helped them develop partnerships with industry and business at the local level, broadening students' understanding of real-world learning opportunities experience of the diverse career pathways that different industries can offer</li> </ul>	

**Implementing six new NSW Syllabuses** (*Bilateral Agreement - Support students, student learning & achievement; implementing the refreshed NSW curriculum*)

**1. Project title: Implementing six new NSW Syllabuses**

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
<p>This program aims to support teachers and schools to implement the refreshed NSW Curriculum. With new syllabuses due for implementation from 2023, AISNSW will offer a range of full day, part day, face to face, online and self-paced professional learning options to help teachers and schools understand the changes and the new expectations.</p>	<ul style="list-style-type: none"> <li>Teachers will feel more confident and prepared to implement the revised NSW curriculum using the new <b>English 3-10 Syllabus</b>.</li> </ul> <p><b>Partially Achieved</b></p>	<ul style="list-style-type: none"> <li>Delivery of at least <u>20 full-day professional learning sessions</u> for teachers on areas of the New English 3-10 Syllabus with at least 400 participants from metropolitan and regional NSW.</li> </ul> <p><b>Achieved 75%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, AISNSW delivered 23 full-day professional learning sessions for teachers on areas of the New English 3-10 Syllabus. Sessions were attended by 301 participants from metropolitan and regional NSW.</li> </ul> <p>Production and publication of at least <u>1 self-paced online module</u> for teachers, addressing areas of the <i>New English 3-6 Syllabus</i>, available for completion by school staff at any time.</p> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, AISNSW produced 2 self-paced online module for teachers, addressing areas of the New English 3-6 Syllabus, available for completion by school staff at any time.</li> </ul>	<p>Though courses were fully subscribed, not all registered participants attended. This was due largely to the ongoing teacher shortages, preventing schools from being able to reliably backfill teacher release time to cover teacher attendance at full day professional learning sessions.</p>

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
<p>This program aims to support teachers and schools to implement the refreshed NSW Curriculum.</p> <p>With new syllabuses due for implementation from 2023, AISNSW will offer a range of full day, part day, face to face, online and self-paced professional learning options to help teachers and schools understand the changes and the new expectations.</p>	<ul style="list-style-type: none"> <li>Teachers will feel more confident and prepared to implement the revised NSW curriculum using the new <b>Mathematics 3-10 Syllabus</b>.</li> </ul> <p><b>Achieved</b></p>	<ul style="list-style-type: none"> <li>Delivery of at least <u>17 full-day professional learning sessions</u> for teachers on areas of the new <i>Maths 3-10 Syllabus</i>, with at least 300 participants coming from metropolitan and regional NSW.</li> </ul> <p><b>Achieved 100%</b></p> <p>✓ In 2023, AISNSW delivered 19 full-day professional learning sessions for teachers on areas of the New Maths 3-10 Syllabus. Sessions were attended by 670 participants from metropolitan and regional NSW.</p> <ul style="list-style-type: none"> <li>Production and publication of at <u>least 1 self-paced online module</u> for teachers, addressing areas of the <i>New Maths 3-6 Syllabus</i>, available for completion by school staff at any time.</li> </ul> <p><b>Achieved 100%</b></p> <p>In 2023, AISNSW produced 4 self-paced online module for teachers, addressing areas of the New Maths 3-6 Syllabus, available for completion by school staff at any time.</p>	

2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
<p>This program aims to support teachers and schools to implement the refreshed NSW Curriculum.</p> <p>With new syllabuses due for implementation from 2023, AISNSW will offer a range of full day, part day, face to face, online and self-paced professional learning options to help teachers and schools understand the changes and the new expectations.</p>	<ul style="list-style-type: none"> <li>Teachers will feel more confident and prepared to implement the revised NSW curriculum using the new <b>Geography 11-12 Syllabus</b>.</li> </ul> <p><b>Achieved</b></p>	<ul style="list-style-type: none"> <li>Delivery of at least <u>4 half-day professional learning sessions</u> for teachers on areas of the new <i>Geography 11-12 Syllabus</i>, with at least 40 participants from metropolitan and regional NSW.</li> </ul> <p><b>Achieved 100%</b> In 2023, AISNSW delivered 5 half-day professional learning sessions for teachers on areas of the New Geography 11-12 Syllabus. Sessions were attended by 200 participants from metropolitan and regional NSW.</p>	



<p>This program aims to support teachers and schools to implement the refreshed NSW Curriculum.</p> <p>With new syllabuses due for implementation from 2023, AISNSW will offer a range of full day, part day, face to face, online and self-paced professional learning options to help teachers and schools understand the changes and the new expectations.</p>	<ul style="list-style-type: none"> <li>Teachers will feel more confident and prepared to implement the revised NSW curriculum using the new <b>Health and Movement Science 11-12 Syllabus</b>.</li> </ul> <p><b>Achieved</b></p>	<ul style="list-style-type: none"> <li>Delivery of at least 3 <u>full-day professional learning sessions</u> for teachers on areas of the new <i>Health and Movement Science 11-12 Syllabus</i>, with at least 40 participants from metropolitan and regional NSW.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, AISNSW delivered 2 full-day professional learning sessions for teachers on areas of the New Health and Movement Science 11-12 Syllabus. Sessions were attended by 51 participants from metropolitan and regional NSW.</li> <li>Production and publication of at <u>least 3 self-paced</u> online modules for teachers, addressing areas of the <i>New Health and Movement Science 11-12 Syllabus</i>, available for completion by school staff at any time.</li> </ul> <p><b>Achieved 0%</b></p> <p>In 2023, AISNSW produced 0 self-paced online modules for teachers, addressing areas of the New Health and Movement Science 11-12 Syllabus.</p>	<p>Release of the Health and Movement Science 11-12 Syllabus was delayed by NSW Government, and this limited the number of days professional learning on this subject could be offered to teachers. Though only 2 full day sessions were delivered, participation exceed the target.</p> <p>This delay in syllabus release meant there was not enough time to produce the self-paced online modules for teachers.</p>
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<p>This program aims to support teachers and schools to implement the refreshed NSW Curriculum.</p> <p>With new syllabuses due for implementation from 2023, AISNSW will offer a range of full day, part day, face to face, online and self-paced professional learning options to help teachers and schools understand the changes and the new expectations</p>	<ul style="list-style-type: none"> <li>Teachers will feel more confident and prepared to implement the revised NSW curriculum using the new <b>Classical and Modern Languages K-10 Syllabus</b>.</li> </ul> <p><b>Achieved</b></p>	<ul style="list-style-type: none"> <li>Delivery of at least 6 <u>full-day professional learning sessions</u> for teachers on areas of the new Modern and Classical Languages K- 10, with at least 40 participants from metropolitan and regional NSW.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, AISNSW delivered 5 full-day professional learning sessions for teachers on areas of the New Modern and Classical Languages K- 10 Syllabus documents. Sessions were attended by 181 participants from metropolitan and regional NSW.</li> <li>Delivery of at least 6 <u>half-day professional learning sessions</u> for teachers on areas of the new Modern and Classical Languages K- 10, with at least 40 participants from metropolitan and regional NSW.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, AISNSW delivered 6 half-day professional learning sessions for teachers on areas of the New Modern and Classical Languages K- 10 Syllabus documents. Sessions were attended by 173 participants from metropolitan and regional NSW.</li> <li>Production and publication of at least 2 <u>online webinars</u> for teachers, addressing areas of the Classical and Modern K-10 Syllabus, with the participant from metropolitan and regional NSW.</li> </ul> <p><b>Achieved 0%</b></p> <p>In 2023, AISNSW produced and delivered 0 online webinars for teachers, addressing areas of the New Classical and Modern K-10 Syllabus documents.</p>	<p>Due to the demand from schools, two full day sessions were consolidated to ensure minimum attendance numbers to allowed for useful discussion</p> <p>Webinars were originally intended to support participation by teachers from regional schools. However, feedback from regional schools was that language teachers preferred to engage in person, so some sessions were delivered in regional locations. This accounts for the exceeded participation targets in the full day and half day professional learning sessions.</p>
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2. Project description and activities	3. Expected outcomes/ Overall achievements  Achieved or Not achieved	4. Indicators of success	5. List any additional or variations of Activities undertaken/ Achieved outcomes
<p>This program aims to support teachers and schools to implement the refreshed NSW Curriculum.</p> <p>With new syllabuses due for implementation from 2023, AISNSW will offer a range of full day, part day, face to face, online and self-paced professional learning options to help teachers and schools understand the changes and the new expectations</p>	<ul style="list-style-type: none"> <li>Teachers will feel more confident and prepared to implement the revised NSW curriculum using the new <b>Technologies Stage Five and Stage Six Syllabuses</b>.</li> </ul> <p><b>Achieved</b></p>	<ul style="list-style-type: none"> <li>Delivery of at least 3 <u>full-day professional learning sessions</u> for teachers on areas of the new Technologies syllabuses.</li> </ul> <p><b>Achieved 100%</b></p> <ul style="list-style-type: none"> <li>✓ In 2023, AISNSW delivered 3 full-day professional learning sessions for teachers on areas of the new Technologies syllabuses.</li> <li>Production and publication of at <u>least 2 online self-paced modules</u> for teachers, addressing areas of the Technologies 9-12 Syllabus, available for completion by school staff at any time.</li> </ul> <p><b>Achieved 0%</b></p> <p>In 2023, AISNSW produced 0 online self-paced modules for teachers, addressing areas of the New Technologies 9-12 Syllabus, available for completion by school staff at any time.</p>	<p>Webinars were originally intended to support participation but teachers from regional schools. However, feedback from regional schools was that technology teachers preferred to engage live and in person for this subject because of the often practical nature of the content.</p> <p>Two online webinars were developed, and delivered to support teachers in regional and rural schools collaborate with others in real time. This allowed for a greater sharing of ideas and the opportunity to ask questions, which is not possible with self-paced modules.</p>

**2023 Budget Expenditure**

<b>Project Activities</b>	<b>Reform Support Funding</b>
<b>NCCD</b>	
Quality Assurance, moderation and support for the continued improvement of the NCCD	\$2,183,589
<b>NAPLAN Online</b>	
AISNSW National Assessment Program project	\$337,183
<b>Governance</b>	
Professional learning for governance and financial management	\$894,819
<b>Support students, student learning and achievement</b>	
AISNSW Aboriginal and Torres Strait Islander Education project (Wingara)	\$517,166
<b>Local priority aligned broadly with the Quality Schools agenda</b>	
School-Industry Partnerships	\$711,261
<b>Supporting schools and teachers implement the refreshed NSW curriculum</b>	
Professional learning to support implementing six new NSW Syllabuses	\$591,512
<b>Administration of Projects</b>	\$146,960
<b>TOTAL</b>	<b>\$5,382,490</b>