

**Non-Government Reform Support Fund**

**2022 Workplan**

**Independent Schools Tasmania**

**Non – Government Reform Support Fund**  
**Independent Schools Tasmania – Workplan 2022**

**Summary of Workplan for 2022**

IST provides state-wide support to 32 Tasmanian independent schools. This 2022 NGRSF funding will provide an education support service as outlined in the Summary of Work Plan. In developing this plan, the importance contextual, school based professional learning (PL) and whole-school commitments to change, and growth have been prioritised. The work plan that we have presented will essentially follow the same format as in past years, continuing the work established thus far and as articulated in our strategic plan (2019-2022). As a result, most details will reflect current ongoing initiatives already in place, and updates have been provided, where applicable.

Continuing projects commenced under the NGRSF priorities in 2018-2021 and as part of the Bilateral reform agreements, will be ongoing in 2022. All of these projects extend beyond the normal service provision for schools, as summarised below:

**1. Quality assurance, moderation and support for the continued improvement of the Nationally Consistent Collection of Data (NCCD) on School Students with Disability and to improve the efficiency and integrity of the data collection**

Project description and activities:

- Develop teacher skills and judgement in discerning NCCD Levels of Adjustment through focussed PL and moderation opportunities.
- Build teacher capacity to differentiate for quality teaching and learning for students at risk of educational disadvantage as a result of disability.

Share of NGRSF = \$79,000

**2. Transition and Implementation of online delivery of the National Assessment Program incorporating NAPLAN online**

Project description and activities:

- Support school readiness for their annual NAPLAN online
- Assist schools to interrogate, interpret and utilise NAPLAN data to inform planning for learning to improve student outcomes.

Share of NGRSF = \$35,000

**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**

Project description and activities:

- Provide an ongoing series of professional development opportunities for school board members in general organisation and NFP governance and specific professional development and support in managing risk and safety

Share of NGRSF = \$ 35,000

Additional ongoing projects commenced in previous plans that are to continue in 2022 include:

State based initiatives as agreed in the relevant bilateral agreement

#### **4. Quality Teaching**

Project description and activities:

- Provide all schools with updates and support to understand and implement any changes to the current Australian Curriculum, as advised by ACARA.
- Implement ongoing PL on the learning progressions for literacy and numeracy to support teacher planning for learning and curriculum delivery.
- Provide opportunities for teachers to effectively engage in and benefit from Professional learning (PL) on the use of the Australian Curriculum and provide opportunities for teachers to develop skills to tailor teaching practices to maximise students learning growth.
- Contribute to the national effort and discussions regarding the roll-out of the revised Australian curriculum.
- Contribute to the national effort and discussion on the review of senior secondary education.
- Progress and assist to roll-out in schools the recommendations from the Years 9-12 Review in the areas of curriculum and assessment, accreditation and certification, workforce development and data usage through ongoing discussions and provision of PL opportunities.
- Support work being currently undertaken in relation to Vocational Education and Training (VET) and Vocational Learning (VL) to assist as we build an inclusive Years 9-12 curriculum.
- Promote and disseminate evidence-based tools, resources and information to individual schools to assist schools to implement best practice approaches to supporting parents to engage in their children's learning throughout their education.

Share of NGRSF = \$114,000

#### **5. Supporting teaching, school leadership and school improvement**

Project description and activities:

- Inform and encourage school leaders to access a variety of PL opportunities and provide opportunities for high performing principals and middle leaders to share their expertise through focused forums and professional learning opportunities.
- Contribute to the national discussion and effort regarding initial teacher education and induction, alongside transition of teachers from graduate to proficient standard.
- Contribute to the local and national discussion regarding HALT certification and the continuing HALT pilot in Tasmania.
- Contribute to the national discussion and effort regarding educational leadership.
- Inform, encourage and provide opportunities for school leaders to access a variety of PL opportunities appropriate to their career stage and development needs and recognise and harness the skills and experience of high performing principals by enabling them to share their expertise across and throughout the sector.

Share of NGRSF = 70,000

Local priorities aligned broadly with the Quality Schools agenda:

#### **6. Enhancing the National Evidence Base**

Project description and activities:

- Enhance schools' internal self-review and external quality assurance processes for the purpose of monitoring and reviewing student learning gain.

Share of NGRSF = \$35,000

## **Other**

Some of the continuing projects commenced under the SFSF priorities in previous years now form part of the bilateral reform agreements. These projects are integral to the Australian Government's 2022 school reform priorities for NCCD and Governance.

Outside of this, IST will continue to provide consultation and contribute through ongoing participation in the following exemplars of working groups and committees:

- Teacher Registration Board IST nominee
- School Registrations Board IST nominee
- UTAS Schools & Community Engagement Advisory Committee
- TASC Framework Advisory Council
- CCYP Ambassadors Working Group
- Stop Bullying Stakeholders Group
- Youth Engagement in Education & Training Working Group
- Global Education Advisory Group
- Study Tasmania Working Group
- Learning Environments Association Tasmanian Chapter
- National Copyright Advisory Group (Schools)
- Be You Committee – Suicide Support
- Safe Homes, Safe Families
- ACARA Digital Learning Committee
- ACARA Curriculum Directors Meeting
- AEDC steering committee
- AEDC Nominations Committee
- AITSL professional Growth network committee
- AITSL and ISCA HALT network groups
- Years 9-12 Project committee Curriculum Assessment and Teaching WG
- Years 9-12 Project Packages of Learning Steering Committee
- Years 9-12 Project Team Working group
- Years 9-12 Project Steering Committee
- Years 9-12 Workforce support working group Committee
- Years 9-12 project VET/VL sub-committee
- Years 9-12 Data Working Group
- Years 9-12 Assessment Working Group and subgroup
- Early Entry to School Cross Sectoral Committee
- ECU Stakeholder reference group

- NQF Stakeholders reference group
- Inclusion advisory panel
- Reconciliation TAS committee -The NARRAGUNNAWALI Program of Reconciliation Australia
- LGBTI working group committee
- AIS NAPLAN committee
- NAPLAN OASC committee
- NAPLAN PMWG committee
- Positive Partnerships committee member
- Smoke Free Young People Committee member
- TASC Exam Centre Working Reference committee
- Move Well Eat Well committee

### **Beyond Normal Service Provision**

IST's normal services are representation, advocacy and communication of information and advice to member schools. IST represents independent schools on over 50 cross sectoral working, Steering, advisory and reference groups at State and National levels (including ACARA and AITSL), as noted above.

IST is the voice of Tasmanian independent schools in advocacy to government and communicating with the media and the community.

### **Summary of budget**

<b>Project</b>	<b>Activities</b>	<b>Reform support funding</b>	<b>Funding from other sources</b>	<b>Total project funding</b>
Project 1 - NCCD	IST staff contributions at national and local committees and forums	6,000		
Project 1 - NCCD	Attendance at regional NCCD Network Meetings	6,000		
Project 1 - NCCD	NCCD training sessions	28,500		
Project 1 - NCCD	Moderation meetings (in school and/or cross schools)	28,500		
Project 1 - NCCD	IST staff to support individual staff within schools	10,000		
Project 1 Breakdown	Program Delivery <sup>1</sup>	57,000		
Project 1 Breakdown	Program Resources	22,000		
	<b>PROJECT 1 SUBTOTAL</b>	<b>79,000</b>		<b>79,000</b>
Project 2 - NAPLAN	IST staff contributions at national and local committees and forums	6,500		

<sup>1</sup> Program Delivery includes costs associated with room hire & catering, accommodation and speaker fees, motor vehicle & travel, meetings etc. Program Resources are costs associated with supporting Program Delivery i.e., apportionment of wages and salaries, secretariat, purchase of resources etc.

Project	Activities	Reform support funding	Funding from other sources	Total project funding
Project 2 - NAPLAN	Using NAPLAN and Standardised data to improve student outcomes – PL delivered to schools: Context specific and needs-based	8,500		
Project 2 - NAPLAN	School visits to review School's planning which includes strategies to improve student outcomes in Literacy and Numeracy.	10,000		
Project 2 - NAPLAN	School specific assessment data visits reviewing NAPLAN, standardised assessments, teachers' assessments and anecdotal data measuring progress against goals for school and learning area outcomes.	10,000		
Project 2 Breakdown	Program Delivery	28,500		
Project 2 Breakdown	Program Resources	6,500		
	<b>PROJECT 2 SUBTOTAL</b>	<b>35,000</b>		<b>35,000</b>
Project 3 Improving Governance	IST staff contributions at national and local committees and forums	5,000		
Project 3 Improving Governance	Workshops - Foundations for Organisational Success	10,000		
Project 3 Improving Governance	Workshops – Good Governance Principles for NFP Organisations including Introduction and overview of On-line training modules	10,000		
Project 3 Improving Governance	Workshops – Managing Risk and Safety	10,000		
Project 3 Breakdown	Program Delivery	30,000		
Project 3 Breakdown	Program Resources	5,000		
	<b>PROJECT 3 SUBTOTAL</b>	<b>35,000</b>		<b>35,000</b>
Project 4 Quality Teaching	IST staff contributions at national and local committees and forums	5,000		
Project 4 Quality Teaching	Provision of ongoing PL sessions focusing on quality teaching by IST staff	39,500		
Project 4 Quality Teaching	Individual school support visits for teachers of students requiring additional assistance	39,500		
Project 4 Quality Teaching	School visits by IST staff in schools to target continually monitoring and making recommendations for individual students	30,000		
Project 4 Quality Teaching	Support work being currently undertaken in relation to Vocational Education and Training (VET) and Vocational Learning (VL) and provide feedback on current practice to assist as we build an inclusive Years 9-12 curriculum			
Project 4 Breakdown	Program Delivery	109,000		
Project 4 Breakdown	Program Resources	5,000		
	<b>PROJECT 4 SUBTOTAL</b>	<b>114,000</b>	<b>80,000</b>	<b>194,000</b>

Project	Activities	Reform support funding	Funding from other sources	Total project funding
Project 5 Leadership	IST staff contributions at national and local committees and forums	5,000		
Project 5 Leadership	Circulars created by IST staff sent to school leaders with a range of PL opportunities listed for each term	5,000		
Project 5 Leadership	Annual PL format circulated and updated by IST staff in January 2021 and termly.	5,000		
Project 5 Leadership	IST staff contributions at all committees focusing on teacher development	5,000		
Project 5 Leadership	Ongoing PL leadership courses recommended and offered for Educational leaders	50,000		
Project 5 Breakdown	Program Delivery	50,000		
Project 5 Breakdown	Program Resources	20,000		
	<b>PROJECT 5 SUBTOTAL</b>	<b>70,000</b>		<b>70,000</b>
Project 6 National Evidence	IST staff contributions at national and local committees and forums	5,000		
Project 6 National Evidence	School visits to review standardised data and create responsive action plans.	30,000		
Project 6 Breakdown	Program Delivery	30,000		
Project 6 Breakdown	Program Resources	5,000		
	<b>PROJECT 6 SUBTOTAL</b>	<b>35,000</b>		<b>35,000</b>
	<b>Total funding for 2022</b>	<b>368,000</b>	<b>80,000</b>	<b>448,000</b>

**Table 1.0 Key aspects of the National School Reform Agreement and the Tasmanian bilateral system and school improvement plan that we will address:**

Improvement Activity / Actions	Timing
<p>National Policy Initiative A – Supporting students, student learning and student achievement</p> <ul style="list-style-type: none"> <li>Enhancing the Australian Curriculum to support teacher assessment of student attainment and growth against clear descriptors</li> <li>Assisting teachers monitor individual student progress and identify student learning needs through opt-in online and on demand student learning assessment tools with links to student learning resources, prioritising early years foundation skills</li> <li>Reviewing senior secondary pathways into work, further education and training</li> </ul>	
Tasmanian Improvement Direction A – Quality Teaching – curriculum, pedagogy, assessment and differentiation	
Contribute to national effort and discussions and effort regarding learning progressions, formative assessment and the review of senior secondary education.	Ongoing

Improvement Activity / Actions	Timing
<p><b>Key Projects</b></p> <p>To do this, in 2022 we will:</p> <ol style="list-style-type: none"> <li>1. Provide opportunities for teachers to effectively engage in and benefit from Professional learning (PL) on use of the Australian Curriculum to tailor teaching practices to maximise students learning growth.</li> <li>2. Contribute to the national effort and discussions regarding any changes to the Australian Curriculum and the implementation of the learning progressions.</li> <li>3. Assist schools to provide Quality assurance and support roll-out of the Nationally Consistent Collection of Data (NCCD) on School Students with Disability within individual schools</li> <li>4. Implement ongoing PL focusing on the learning progressions for literacy and numeracy to support teacher planning for learning and curriculum delivery</li> </ol>	
<p>Meet the needs of students at risk of educational disadvantage (including students with disability, Aboriginal students, students with low English proficiency and students in rural and regional areas) through evidence-based pedagogy, quality teaching and leadership and innovation.</p>	Ongoing
<p>Implement recommendations from Tasmania's Years 9-12 Review</p> <ul style="list-style-type: none"> <li>• Development of a curriculum framework</li> <li>• Revise accreditation and certification standards for completion of Year 12</li> <li>• Develop a strategic response to gaps in workforce</li> <li>• Review of the use of senior secondary data.</li> </ul> <p><b>Key Projects</b></p> <p>To do this in 2022 we will:</p> <ol style="list-style-type: none"> <li>1. Contribute to the national effort and discussions on the review of senior secondary education.</li> <li>2. Progress and roll-out recommendations from the Years 9-12 Review in the areas of curriculum and assessment, accreditation and certification, workforce development and data usage.</li> <li>3. Support work being currently undertaken in relation to Vocational Education and Training (VET) and Vocational Learning (VL) and provide feedback on current practice to assist as we build an inclusive Years 9-12 curriculum.</li> </ol>	Ongoing
<p>Implement learning progressions for literacy and numeracy to support curriculum delivery, including in the early years of schooling.</p> <p><b>Key Projects</b></p> <p>To do this in 2022 we will:</p> <ol style="list-style-type: none"> <li>1. Promote and disseminate within schools' evidence-based tools, resources and information to assist schools to implement best practice approaches</li> <li>2. Prioritise the implementation and PL around the use of the Australian Curriculum, including use of the learning progressions for literacy and numeracy</li> </ol>	Ongoing
<p>Provide opportunities and encourage access to professional learning (PL) and networking for school leaders to improve performance and capabilities in alignment with AITSL standards.</p>	Ongoing
<p>National Policy Initiative B - Supporting teaching, school leadership and school improvement</p>	
<p>Reviewing teacher workforce needs of the future to attract and retain the best and brightest to the teaching profession and attract teachers to areas of need.</p> <p>Strengthening the initial teacher education accreditation system.</p>	



Improvement Activity / Actions	Timing
Tasmanian Improvement Direction B – Effective Leadership – school culture, educational leadership, building teacher capacity, building leadership capacity	
<p>Contribute to national discussion and effort with regard to initial teacher education and national teacher workforce strategy and review of teacher registration, including consideration of legislative amendments.</p> <p><b>Key Projects</b></p> <p>To do this in 2022 we will:</p> <ol style="list-style-type: none"> <li>1. Contribute to the national discussion and effort regarding initial teacher education and induction, alongside the transition of teachers from graduate to proficient standard.</li> <li>2. Contribute to national discussion and effort regarding educational leadership.</li> <li>3. Contribute to the local and national discussion regarding HALT certification and the HALT pilot in Tasmania.</li> <li>4. Inform and encourage school leaders and middle leaders to access a variety of professional learning (PL) opportunities and provide opportunities for high performing principals to share their expertise.</li> <li>5. Inform and encourage school leaders to access a variety of professional learning (PL) opportunities appropriate to their career stage and development needs and recognise and harness the skills and experience of high performing principals by enabling them to share their expertise across and throughout the sector.</li> </ol>	Ongoing
National Policy Initiative C: Enhancing the national evidence base	
<p>Implementing a national unique student identifier (USI) that meets national privacy requirements in order to support better understanding of student progression and improve the national evidence base</p> <p>Establishing an independent national evidence institute to inform teacher practice, system improvement and policy development</p> <p>Improving national data quality, consistency and collection to improve the national evidence base and inform policy development.</p>	
Tasmanian Improvement Direction C – School Improvement and support – review, data, planning and resourcing, monitoring and evaluation	
<p><b>Key Projects</b></p> <p>To do this in 2022 we will:</p> <ol style="list-style-type: none"> <li>1. Work with school leaders to enhance schools' internal self-review and external quality assurance processes for the purpose of monitoring and reviewing student learning gain.</li> <li>2. Assist schools with the implementation of online delivery of the National Assessment Program NAPLAN online</li> </ol>	Ongoing
Tasmanian Improvement Direction D – School community partnerships – local and community partnerships	
Consult with the Aboriginal Education Reference Group on relevant initiatives.	Ongoing
Recognise, acknowledge and further utilise the existing high levels of parent engagement in our schools.	Ongoing
<p>To do this in 2022 we will:</p> <ol style="list-style-type: none"> <li>1. Improve governance and financial management practices in the non-government school sector</li> </ol>	Ongoing

## Non-Government Reform Support Fund

### Independent Schools Tasmania – Workplan 2022

Project title	Project description and activities	Indicative budget	Expected outcomes/ Overall achievements	Indicators of success
<p><b>Project 1.</b></p> <p><b>Quality assurance, moderation and support for the continued improvement of the Nationally Consistent Collection of Data (NCCD) on School Students with Disability</b></p> <p><b>The Effective and Efficient use of NCCD Funds to Enhance Support and Enhance Learning Outcomes for SWD</b></p> <p>2020 Minister for Education's priority</p>	<p>The Australian Curriculum, the Disability Discrimination Act and the Disability Standards for Schools emphasise the importance of personalised learning to meet the diverse needs of and capabilities of every young Australian. Through this project we will:</p> <ul style="list-style-type: none"> <li>Continue to develop teacher skills and judgement in discerning NCCD Levels of adjustment through the provision of focussed PL and moderation opportunities</li> <li>build teacher capacity for quality teaching and learning for students at risk of educational disadvantage as a result of disability through tailored support in individual schools.</li> </ul>	<p>Reform support funding: \$79,000</p> <p>Other funding: \$NIL</p>	<p>This project aims to continue to enhance teacher knowledge, understanding and practice in regard to all aspects of the NCCD.</p> <p>Schools will be guided to:</p> <ol style="list-style-type: none"> <li>Demonstrate support to students with disabilities by incorporating quality teaching and learning approaches that are: <ul style="list-style-type: none"> <li>Intensive</li> <li>Frequent</li> <li>Supportive and</li> <li>Individualised</li> </ul> </li> <li>IST Consultants will guide schools to demonstrate the four elements of personalised learning through: <ul style="list-style-type: none"> <li>collaboration and negotiation.</li> <li>assessment of individual needs.</li> <li>adjustments to curriculum, instruction and environment (as required)</li> <li>ongoing demonstration and evaluation of personalised learning.</li> </ul> </li> <li>Guide and support schools to:</li> </ol>	<p>In 2022, as observed and recorded by the IST Team, 80% of representative schools will:</p> <ul style="list-style-type: none"> <li>Participate in meetings, webinars or individualised sessions addressing aspects of the NCCD.</li> </ul> <p>Timeline: February – December 2022</p> <p>50% of schools will:</p> <ul style="list-style-type: none"> <li>Participate in moderation (either in-school or cross-schools) by bringing de-identified examples that will justify their decision making.</li> </ul> <p>Timeline: sessions in Terms 1-3, 2022</p> <p>In addition:</p> <ul style="list-style-type: none"> <li>IST Consultants will work with 10 teachers or school leaders from participating schools to examine in their planning: evidence of integration of curriculum content, goals for student learning, varied and authentic assessment, differentiation and</li> </ul>

Project title	Project description and activities	Indicative budget	Expected outcomes/ Overall achievements	Indicators of success
Tasmanian bilateral agreement Improvement Direction A			<ul style="list-style-type: none"> <li>• Develop detailed student IEP's.</li> </ul> <p>4. Provide intensive instructional support to assist schools to demonstrate quality differentiated classroom incorporating;</p> <ul style="list-style-type: none"> <li>• Planning and providing opportunities for guided practice and positive, corrective feedback.</li> <li>• Monitoring students' progress.</li> <li>• Making evidence based instructional decisions.</li> </ul> <p>IST staff will seek evidence of the above outcomes from documentation reviewed in school visits and/or PL/discussions with schools throughout the year.</p>	<p>a purposeful sequence of teaching and learning aligned to the Australian Curriculum (as noted by visiting IST staff).</p> <p>Timeline: February – December 2022</p> <p>*Attendance registers for any PL sessions will be maintained.</p>

Project title	Project description and activities	Indicative budget	Expected outcomes/ Overall achievements	Indicators of success
<b>Project 2.</b> <b>Implementation of online delivery of the National Assessment program</b>  Tasmanian bilateral agreement Improvement Direction C	<p>Working in collaboration with the Tasmanian Department of Education, Education Performance Review (EPR), we will deliver support to all independent schools. This support will cover:</p> <ul style="list-style-type: none"> <li>Provision of leadership, including high level strategic and practical advice and associated professional learning (PL) for all IST schools.</li> <li>Circulars to ensure readiness to participate in NAPLAN 2022.</li> <li>Regular liaison with State and National colleagues - PMWG, ESA, and ERP through online communication and representation on all state-based Committees.</li> <li>Advice and support regarding privacy legislation, review and analysis regarding NAPLAN data. This assistance will be delivered through circulars and individual school visits, as received.</li> </ul>	<p>Reform support funding: \$35,000</p> <p>Other funding: \$NIL</p>	<p>IST staff will:</p> <ul style="list-style-type: none"> <li>Accurately articulate and respond to any queries to assist schools to meet the requirements for participation in 2022 NAPLAN testing.</li> </ul> <p>Enhance principal's, leadership teams, and individual teacher's capacity to:</p> <ul style="list-style-type: none"> <li>Track school progress over time and identify areas of need.</li> <li>Use data for objective, constructive feedback.</li> <li>Set evidence informed goals for student, school and learning area outcomes, as requested.</li> </ul>	<p>In 2022, 100% of schools will:</p> <ul style="list-style-type: none"> <li>Have access to support from IST's Consultancy team to address any queries regarding NAPLAN online.</li> </ul> <p>Timeline: February – December 2022 with EPR and IST led briefing meetings set as required in 2022 across the state.</p> <p>By November 2022 indicators of success will be evidenced in 10 of IST schools receiving assistance through IST staff visiting schools to provide assistance with:</p> <ul style="list-style-type: none"> <li>School's strategic planning which includes strategies to improve student outcomes in Literacy and Numeracy.</li> </ul> <p>AND/OR</p> <ul style="list-style-type: none"> <li>Individual teacher's planning that focuses on needs identified by NAPLAN data.</li> </ul> <p>AND/OR</p> <ul style="list-style-type: none"> <li>School specific assessment data e.g. standardised assessments, teachers' assessments and anecdotal data measuring progress against goals for school and learning area outcomes.</li> </ul> <p>*During any school visits IST staff will look for evidence of teachers in schools continually monitoring and diagnostically assessing individual student progress.</p> <p>Timeline: June 2022 - December 2022</p> <p>*Attendance registers for schools visited and PL sessions will be maintained.</p>

Project title	Project description and activities	Indicative budget	Expected outcomes/ Overall achievements	Indicators of success
<p><b>Project 3.</b></p> <p><b>Improving governance and financial management in the non-government school sector</b></p> <p>Tasmanian bilateral agreement Improvement Direction D</p>	<p><b>Sub-goal 1: Workshops Foundations for Organisational Success:</b></p> <p>Regional workshops will be provided for new and continuing school board members.</p> <p>School based workshops will also be offered to whole school boards.</p> <p>Focus will be on strong cultures, risk management, reputation management and financial sustainability</p> <p>These areas have been identified by the Australian Institute of Company Directors 2017 NFP Governance and Performance Study as essential to NFP organisational success.</p> <p><b>Sub-goal 2: Workshops- Good Governance Principles for NFP Organisations, Including Introduction and overview of online training modules:</b></p> <p>Regional workshops will be provided for new and continuing school board members.</p> <p>School based workshops will also be offered to whole school boards.</p>	<p>Reform support funding: \$35,000</p> <p>Other funding: \$NIL</p>	<p><b>Workshops Foundations for Organisational Success:</b></p> <p>Supported by the IST Consultant, participants will:</p> <ul style="list-style-type: none"> <li>Understand that the board and its individual members should take an active role in developing, promoting and managing a healthy culture for the school.</li> <li>Understand why and how school boards identify and mitigate risk.</li> <li>Understand the importance of a school making sufficient surplus to support its short, medium and long-term needs.</li> <li>Recognise the value of a school's reputation, understand and monitor the key influences on it.</li> <li>Understand the importance of media and social media policies and crisis management and communication plans.</li> </ul> <p><b>Workshops- Good Governance Principles for NFP Organisations, Including Introduction and</b></p>	<p>Within two weeks following the workshops, 100% of participants will have answered a set of questions for each of the four areas of focus that evaluate their board's current performance.</p> <p>6 months after the workshops, participants will repeat the questionnaire indicating improvements in their school board's performance.</p> <p>Attendance registers and event feedback responses will be required.</p> <p>Timeline: Terms 2 and 3, 2021</p>

Project title	Project description and activities	Indicative budget	Expected outcomes/ Overall achievements	Indicators of success
	<p>Focus will be on ten principles that promote good governance for Not-for-Profit organisations.</p> <p>Participants will be given an overview of on-line School Governance training modules available through IST / AISNSW for individual school board members.</p> <p><b>Sub-goal 3: Workshops – Managing Risk and Safety</b></p> <p>This project is intended to assist all member schools. However, the particular focus will be directed toward enterprise risk management strategies in the 21 smaller to medium sized member schools (under 650 students) who don't have access to personnel or other resources to independently develop effective internal processes and procedures.</p> <p>Workshops will be offered to Boards and key personnel within these member schools.</p> <p>Support will be made available during the year to help facilitate the intended outcomes.</p>		<p><b>overview of online training modules:</b></p> <p>Supported by the IST Consultant, participants will understand:</p> <ul style="list-style-type: none"> <li>• Roles and responsibilities of board members and the board.</li> <li>• Appropriate board composition.</li> <li>• Organisational vision, purpose and strategies.</li> <li>• Risk recognition and management.</li> <li>• Organisational performance categories and indicators.</li> <li>• Board effectiveness strategies.</li> <li>• Integrity of information and accountability to stakeholders.</li> <li>• Board role in organisation building.</li> <li>• Organisation culture and ethics.</li> <li>• Effective engagement with stakeholders</li> </ul> <p><b>Workshops – Managing Risk and Safety</b></p> <p>1. Supported by the IST Consultant, participants will understand the effective management of risk:</p> <ul style="list-style-type: none"> <li>• Creates and protects value.</li> </ul>	

Project title	Project description and activities	Indicative budget	Expected outcomes/ Overall achievements	Indicators of success
	Focus will be on the Australian Standard for Risk Management - Principles and Guidelines AS/NZS ISO 31000:2009 , and in particular the ten principles that provide a framework and allow the effective management of risk at all levels.		<ul style="list-style-type: none"> <li>Is an integral part of organisational processes.</li> <li>Forms part of organisational decision making.</li> <li>Addresses organisational uncertainty.</li> </ul> <p>2. They will also understand that systems and decisions must be:</p> <ul style="list-style-type: none"> <li>Systematic, structured and timely.</li> <li>Based on the best available information.</li> <li>Aligned with the internal/external context of the school.</li> <li>Considerate of human and cultural factors.</li> <li>Transparent and inclusive.</li> <li>Dynamic, interactive and responsive to change.</li> </ul> <p>They will understand the requirements to build/implement a functioning risk management framework in the context of their school.</p>	
<b>Project 4. Quality Teaching</b>	<p>A range of key initiatives will continue this year to address the bilateral agreement. Specifically, the IST team will:</p> <ul style="list-style-type: none"> <li>Continue to implement ongoing PL to assist teachers develop an</li> </ul>	<p>Reform support funding: \$114,000</p> <p>Other funding: \$80,000</p>	<p>In 2022, through targeted and/or individualised PL, educators in independent schools will continue to be up-skilled and supported to deliver best practice, research-</p>	<ul style="list-style-type: none"> <li>80% of total schools will be represented at ongoing focused PL sessions</li> </ul> <p>Timeline: A new website will be launched and a PL planner completed</p>

Project title	Project description and activities	Indicative budget	Expected outcomes/ Overall achievements	Indicators of success
Tasmanian bilateral agreement Improvement Direction A	<p>understanding of the any changes to the Australian Curriculum, alongside support for the roll-out of the use of learning progressions for literacy and numeracy</p> <ul style="list-style-type: none"> <li>• Contribute to the national effort and discussions regarding changes to the Australian Curriculum and/or the learning progressions.</li> <li>• Contribute to the national effort and discussion on the review of senior secondary education.</li> <li>• Progress and roll-out any recommendations from the Years 9-12 Review in the areas of curriculum and assessment, accreditation and certification, workforce development and data usage.</li> <li>• Support work being currently undertaken in relation to Vocational Education and Training (VET) and Vocational Learning (VL) and provide feedback on current practice to assist as we build an inclusive Years 9-12 curriculum.</li> <li>• Promote and disseminate evidence-based tools, resources and information to schools to assist schools to implement best practice approaches.</li> <li>• Provide targeted PL and support to schools to prioritise the implementation of any revision to the</li> </ul>		<p>based teaching practices to ensure that they accurately monitor student achievement in a timely and responsive way.</p> <p>IST staff will deliver professional learning (PL) at individual schools and continue support with both individual teachers and all relevant staff.</p> <p>School Principal's and staff will develop confidence in their understanding of and use of the Australian Curriculum, the learning progressions, the 9-12 curriculum changes, updates in VET and VC and K-10 progressions (as applicable in the schools they serve).</p> <p>IST staff will coordinate PL focusing on best practice initiatives will enable school leaders and teachers to understand to roll-out planned and explicit teaching.</p> <p>Research based, high leverage teaching practices, resources and assessments will be shared with individual teachers, small groups</p>	<p>and circulated in February 2022 and termly.</p> <p>PL conducted from February – November 2022</p> <ul style="list-style-type: none"> <li>• 60% of participating educators will show evidence of engaging in the Australian Curriculum by engaging in discussions during PL sessions (qualitative data collated at conclusion of session via a participant feedback form).</li> </ul> <p>Timeline: February -December 2022.</p> <ul style="list-style-type: none"> <li>• IST staff will attend 80% of national and local committees and forums focusing on learning progressions, senior secondary education, VET, VC and the 9-12 review.</li> </ul> <p>Timeline: March – November 2022</p> <ul style="list-style-type: none"> <li>• 100% of applicable publicly available information from above will be disseminated in regular circulars to all schools by IST staff.</li> </ul> <p>Timeline: March – November 2022</p> <ul style="list-style-type: none"> <li>• An IST consultant will support 100% of schools currently offering Vocational Education and Training (VET) and Vocational Learning (VL) and provide support on current</li> </ul>



Project title	Project description and activities	Indicative budget	Expected outcomes/ Overall achievements	Indicators of success
	Australian Curriculum and/or the learning progressions.		and schools to improve teacher practice and maximise student growth.	<p>practice to assist as we build an inclusive Years 9-12 curriculum.</p> <p>Timeline: February – November 2022</p> <p>In addition,</p> <ul style="list-style-type: none"> <li>To address the learning needs of all students, intensive, differentiated individual school support will be provided for teachers of students requiring additional assistance, on an as needs basis. IST staff will visit 100% of schools to determine support required by the end of November.</li> </ul> <p>Timeline: March – November 2022</p>

Project title	Project description and activities	Indicative budget	Expected outcomes/ Overall achievements	Indicators of success
<b>Project 5.</b> <b>Supporting teaching, school leadership and school improvement</b>  Tasmanian bilateral agreement Improvement Direction B	<p>In 2022 a range of initiatives will provide continued focus on school improvement and leadership development. To do this IST staff will:</p> <ul style="list-style-type: none"> <li>• Inform and encourage school leaders to access a variety of professional learning (PL) opportunities and provide opportunities for high performing principals and middle leaders to share their expertise.</li> <li>• Contribute to national discussion and effort regarding initial teacher education and induction and the transition of teachers from graduate to proficient standard.</li> <li>• Contribute to national discussion and effort regarding educational leadership.</li> <li>• Assist with the HALT certification pilot in Tasmania</li> <li>• Inform and encourage school leaders to access a variety of professional learning (PL) opportunities appropriate to their career stage and development needs and recognise and harness the skills and experience of high performing principals by enabling them to share their expertise across and throughout the sector.</li> </ul>	<p>Reform support funding: \$70,000</p> <p>Other funding: \$NIL</p>	<p>In 2022, leaders in independent schools will:</p> <p>Benefit from regular exposure to weekly circulars, highlighting PL and learning opportunities.</p> <p>Receive information through targeted PL pertaining to current issues in educational leadership that will build upon their leadership expertise and potential.</p> <p>Participate in PL that will reflect the AITSL standards and enhance learning outcomes in their schools.</p> <p>Foster skills that will help school leaders to develop an active voice in leadership forums locally and nationally.</p> <p>IST staff will also:</p> <p>Have a clear voice around potential changes to initial teacher education and induction and inform the discussions around transitions of teachers from graduate to proficient and the HALT pilot across Tasmania.</p>	<ul style="list-style-type: none"> <li>• Weekly circulars will be sent to school leaders with a range of opportunities listed. A new website will also be launched to support this indicator.</li> </ul> <p>Timeline: March – November 2022</p> <ul style="list-style-type: none"> <li>• An annual PL format will be developed, circulated and updated in January 2022 and updated termly. This information will also be located on the new IST website.</li> </ul> <p>Timeline: February 2022</p> <ul style="list-style-type: none"> <li>• IST staff will attend 100% of committees focusing on teacher development, as invited.</li> </ul> <p>Timeline: March – December 2022</p> <ul style="list-style-type: none"> <li>• IST will develop collegial links with other Independent school networks to arrange 2 PL courses in Tasmania for Educational leaders prior to December 2022 (online or in-person)</li> </ul> <p>Timeline: February – December 2022</p>

Project title	Project description and activities	Indicative budget	Expected outcomes/ Overall achievements	Indicators of success
<p><b>Project 6.</b> <b>Enhancing the National Evidence base</b></p> <p>Tasmanian bilateral agreement Improvement Direction C</p>	<p>An ongoing goal for the year will be to enhance schools' internal self-review and external quality assurance processes for the purpose of monitoring and reviewing student learning gain in each individual school.</p>	<p>Reform support funding: \$35,000 Other funding: \$NIL</p>	<p>To enhance principal's, leadership teams, and individual teacher's capacity to:</p> <ul style="list-style-type: none"> <li>• Identify areas of 'success' and 'need' as a focus for making gains in student outcomes.</li> <li>• Interpret data from a whole-of-school perspective as well as at individual student level.</li> <li>• Address AITSL Standard 5 - Assess, Provide Feedback and Report on Student Learning.</li> <li>• Track student progress over time.</li> <li>• Use data for objective, constructive feedback to improve student outcomes.</li> <li>• Assist to set evidence informed goals for students, schools and learning area outcomes</li> </ul>	<p>By November 2022, indicators of success will be evidenced by individual support provided to schools by IST consultants, focusing upon analysis of a range of data to inform and improve teaching and learning. Discussions will be conducted with 8 schools by November 2021 across the state. Discussions will focus on the exploration of:</p> <ul style="list-style-type: none"> <li>• School's data and growth trends, alongside School specific assessment data e.g. standardised assessments, teachers' assessments and anecdotal data measuring progress against goals for school and learning area outcomes and student wellbeing and absentee data.</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>• Lead school-based strategic planning processes which incorporate strategies to improve student outcomes.</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>• Individual teacher's planning that focuses on needs identified by data (where applicable).</li> </ul> <p>The reviews will be discussed with each school and recommendations for improvement shared at the time of meetings. Timeline: June – November 2022</p>