



Corporate PLAN 2020–21



Acknowledgement of Country and Place

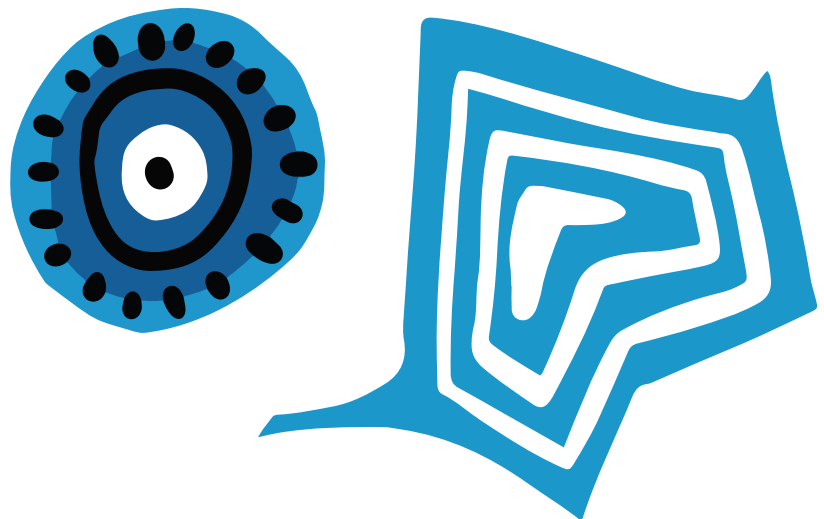
The Australian Curriculum, Assessment and Reporting Authority (ACARA) acknowledges the Traditional Owners and Custodians of Country and Place throughout Australia and their continuing connection to land, waters, sky and community. We pay our respects to all Aboriginal and Torres Strait Islander Peoples, histories and cultures, and to Elders past, present and emerging.

Our reconciliation action plan

[Our Reconciliation Action Plan \(RAP\)](#) is about ACARA turning good intentions into real actions and rising to the challenge of reconciling Australia.

ACARA's RAP is our plan to create meaningful relationships, enhanced respect and promote sustainable opportunities for Aboriginal and Torres Strait Islander Australians.

ACARA's Aboriginal and Torres Strait Islander Education Advisory Group supports the development and progress of the RAP.



From the Chair

On behalf of the Board of the Australian Curriculum, Assessment and Reporting Authority (ACARA), I am pleased to present ACARA's corporate plan for 2020-21 to 2023-24.

This four-year period has begun under the cloud of the COVID global pandemic – with teachers, students, parents and carers all across the country pulling out all stops to make 'remote learning' work. The efforts of our teaching profession have been nothing short of remarkable. And never has the call on parents and carers in supporting their children's learning been so great. As we learn to live with a new normal, ACARA remains focussed on its critical work: enhancing the national curriculum, the program of national assessment, and the reporting of national data; in continuing to meet the needs of students and teachers across the country.

Importantly, I welcome the opportunity for ACARA to undertake a number of key activities, agreed by all education ministers, over the coming years. These include the review of the Foundation to Year 10 Australian Curriculum and the transition of NAPLAN to an online assessment platform for all schools.

Drawing from an extensive program of research and monitoring, it is clear that many schools and teachers are seeking a less crowded curriculum – one that provides flexibility and scope for greater depth of learning and, a more helpful curriculum – one that provides more meaningful connections within and across its three dimensions. In response, ACARA begins this period with a review of the F-10 Australian Curriculum. The overarching aim being to improve the curriculum by refining, realigning and decluttering the content of the curriculum within its existing structure. It also provides the opportunity to address the education goals of the Alice Springs (Mparntwe) Education Declaration, agreed to by all education ministers in December 2019. The review will bring together experts and practicing teachers from across Australia to assist ACARA in ensuring a world class curriculum for all school students.

The National Assessment Program (NAP) is the means by which governments, education authorities and schools can determine whether or not young Australians are reaching important educational goals. It gives educators, teachers and parents the ability to consider student and school performance against previous years' performance and national benchmarks. ACARA will focus on the completing the transition of the delivery of NAPLAN to an online assessment by 2022 as agreed by ministers.

ACARA's work relating to national data and reporting will focus on continuous improvement to ensure that useful, valuable and reliable information is accessible to all school sectors, parents, educators and the broader community. The My School website has recently been made more parent-friendly and ACARA will ensure that it remains a tool that meets the needs of the community, making any changes as directed by ministers.

In undertaking its key activities and working towards its targets, ACARA works closely with both the government and non-government education sectors and other stakeholders to ensure a truly national collaborative approach in all that we do. Integral to our work across the four-year timeframe will be the support we provide to principals, teachers and parents while helping prepare school students for the diverse and rapidly changing workforce of the future.

I would like to thank the Board, ACARA's executive and staff for their ongoing commitment to ACARA's purposes as we pursue our vision of inspiring improvement in the learning of all young Australians through world-class school curriculum, assessment and reporting.

Ms Belinda Robinson FAICD
Chair, ACARA Board



Statement of Preparation

ACARA's corporate plan 2020-21 covers the reporting periods of 2020-21 to 2023-24. It outlines how ACARA will work towards its vision to inspire improvement in the learning of all young Australians through world-class curriculum, assessment and reporting.

The corporate plan has been prepared in accordance with Section 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

ACARA's corporate plan is informed by the *ACARA Act 2008*, which sets out ACARA's functions; ACARA's current Charter, endorsed by all ministers for education (the Ministerial Council) in November 2016, which provides ACARA's strategic directions; and, ACARA's quadrennial workplan and related budgets for 2020-21 to 2023-24, endorsed by the Ministerial Council in June 2020.

Overview





Our vision

*ACARA's vision is to inspire improvement
in the learning of all young Australians through
world-class curriculum, assessment and reporting.*



Our purpose

ACARA's purpose is to be the authoritative source of advice on, and delivery of, national curriculum, assessment and reporting for all Australian education ministers, with international recognition of our work.

As agreed by the Ministerial Council, ACARA's role is to:

National curriculum

- provide a world-class curriculum from Foundation to Year 12 in specified learning areas agreed to by the Education Council
- assemble the evidence-base required to review, develop and refine curriculum

National assessment

- provide a quality, comprehensive and cohesive suite of national assessments

National data and reporting

- provide and apply a comprehensive and reliable national measurement framework
- facilitate use and dissemination of data for research and policy development in accordance with agreed protocols
- present detailed, accessible, timely and meaningful school education performance information

National collaboration and leadership

- provide effective national leadership in curriculum development, educational assessment and national reporting
- closely collaborate with jurisdictions, the non-government education sector and relevant stakeholders in pursuing the national education agenda.



OUR KEY PRIORITIES

- Continue to deliver and improve the quality of the National Assessment Program including successful transition to NAPLAN Online.
- Refine the Australian Curriculum in accordance with directions set by the Ministerial Council and continue to provide support for the Foundation to Year 10 Australian Curriculum.
- Increase the use and value of our data and reporting on schooling including through the My School website and all national reports.
- Conduct, commission and disseminate research on curriculum, assessment and reporting.
- Strengthen our collaboration and engagement with all jurisdictions and stakeholders
- Progress the national policy initiative for learning progressions and online formative assessment

How we work

The Australian Curriculum, Assessment and Reporting Authority (ACARA) is an independent statutory authority.

ACARA was established under section 5 of the Australian Curriculum, Assessment and Reporting Authority Act (ACARA Act) on 8 December 2008 and has operated since 28 May 2009.

ACARA executes policy directions, determined by the Ministerial Council regarding curriculum, assessment, data and reporting at a national level, and operates in accordance with the following principles as referred to within its Charter.

- **National interest:** ACARA's priorities are based on initiatives that are collectively agreed by the Ministerial Council, focusing on matters that are most effectively undertaken at a national level.
- **Alignment:** Work streams undertaken by ACARA align internally and complement the national education agenda.
- **Quality and innovation:** Delivering superior, creative and effective products and services that are fit for purpose and actively assist jurisdictions in the implementation of the national education agenda.
- **Efficiency:** Ensuring products and services are developed and delivered in a timely manner within agreed budgets.
- **Transparency and accountability:** ACARA's planning and reporting are undertaken in a manner that provides assurance to the Ministerial Council that ACARA's work is in the national interest.
- **Engagement:** Working collaboratively with all jurisdictions, the non-government education sector, ministerial companies and authorities, and relevant stakeholders, to ensure ACARA's outputs are aligned with the national education agenda and ACARA communicates effectively with the general public.

Our environment

Directions

ACARA performs its purposes in accordance with directions given to it by the Ministerial Council in writing, and in accordance with [ACARA's Charter](#). The Charter affirms ACARA's role as an independent statutory authority and provides guidance about the nature of activities ACARA is expected to undertake in fulfilling its functions and executing the policy directions set by the Ministerial Council and in line with the [Alice Springs \(Mparntwe\) Education Declaration](#).

The ACARA Board considers and sets ACARA's key priorities and reviews these annually. These priorities, in addition to directions made by the Ministerial Council, inform workplans and related budgets for endorsement by the Ministerial Council.

ACARA reports its progress against its annual work plan at meetings of the ACARA Board, the Australian Education Senior Officials Committee (AESOC) and the Ministerial Council.

ACARA's plans for work to be undertaken during 2020-21 to 2023-24 and related budgets were approved by the Ministerial Council at its meeting of 12 June 2020.

Context

ACARA works in a transparent and collaborative manner with Commonwealth, state and territory departments of education, as well as government and non-government school authorities. ACARA is accountable to the Ministerial Council and actively engages with Ministers to understand their priorities. ACARA shares its proposals and activities with a range of advisory groups enabling all stakeholders to provide input and delivering consistent and structured opportunities for engagement.

Our work relating to curriculum, assessment and reporting is enhanced by advice provided by advisory groups and through other stakeholder channels.

- The Australian Curriculum is at the heart of improving the quality, equity and transparency of Australia's education system. A national curriculum ensures that every child in Australia, regardless of where they live or the school they attend, benefits from a world-class curriculum.

- National assessment allows school education leaders, teachers and parents to assess students against previous performance, national benchmarks and their peers, using an objective measure. The National Assessment Program (NAP), National Assessment Program – Literacy and Numeracy (NAPLAN) and NAP Sample are used in combination with other forms of assessment to assess learning and inform priorities for students and schools. New digital technologies are transforming assessment.
- Public reporting promotes accountability and engagement in school education. Provision of quality information on schooling is important for schools and their students, for parents and their families, and for communities and governments.

Collaboration

ACARA's partners are the Commonwealth, state and territory departments of education in addition to national non-government school sectors' peak bodies. ACARA also works in collaboration with the [Australian Institute of Teaching and School Leadership](#) (AITSL) and [Education Services Australia](#) (ESA).

Stakeholders

ACARA's key stakeholders include teachers, principals, parents and students, as well as the broader community. ACARA has a range of advisory and expert groups that provide advice to support ACARA's work and ensure the authority takes account of input from partners, stakeholders and relevant experts. The advisory structure is reviewed regularly to ensure advice provided is fit for purpose. ACARA also engages broadly through a variety of forums and meetings with interested stakeholders.

National education landscape and ACARA's impact

The Australian education landscape has been re-shaped by ACARA's work with the introduction of the national curriculum, the continuation and enhancement of national testing and the improvement in public reporting of related data.

During the four years ahead, ACARA will further enhance agreed national policy initiatives in collaboration with government and non-government school authorities and other key stakeholders and all Australian governments to ensure:

- work is undertaken in collaboration with partners to progress the online formative assessment national initiative as agreed by Ministerial Council and progress any further work as directed by Council
- a successful transition to online national assessment
- the curriculum is monitored and research referred to so as to inform future refinements of the Australian Curriculum and undertake development of any refinements as agreed by the Ministerial Council
- improvements to school reporting information.

Funding

Funding for ACARA is allocated by states and territories and the Australian Government under the Ministerial Council's funding formula – with a half of ACARA's funding provided by the Australian Government, and the other half provided by states and territories.

IMPLICATIONS OF OUR ENVIRONMENT

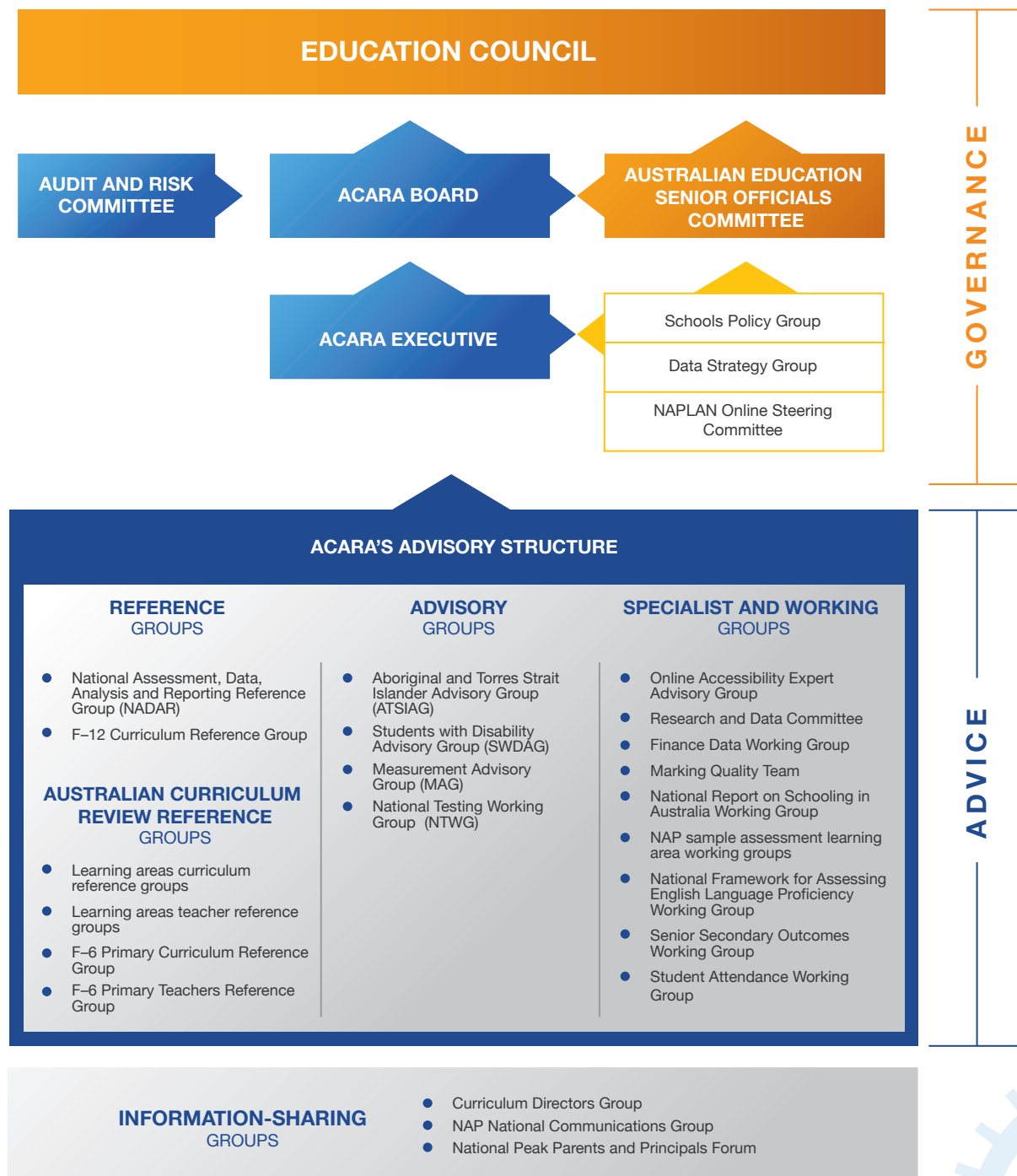
In summary, the Australian education environment is complex and challenging, however, ACARA is continually focussed on supporting the delivery of high-quality education for all students.

In delivering on its directions and navigating complex challenges, ACARA will:

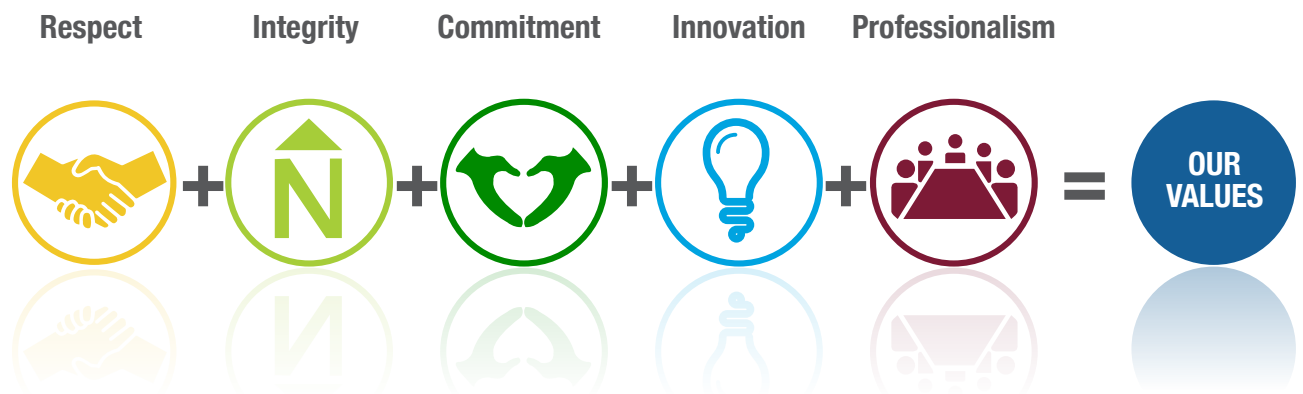
- ensure it effectively collaborates with government and non-government school sector authorities on all aspects of its work to deliver improved learning outcomes for students
- meet agreed timelines relating to national policy initiatives and present quality reports and papers to assist in related decision making
- continually improve the accessibility of information connected to its work and associated support materials for stakeholders.

Our governance and advisory structure

ACARA's work is set by the Ministerial Council. Advice on key activities is provided through an advisory structure that incorporates government and non-government school sector representation and expertise in specific related fields. ACARA's advisory structure is regularly revised to ensure it is fit-for-purpose.



Our values and capability



People

- ACARA recruits, develops and retains high-performing staff and will foster positive and agile work culture. Its people will reflect the diversity and dynamism of the education community and will have the skills and values needed to support ACARA's ongoing responsibilities as well as advance the Authority's strategic objectives.
- Our People Strategy sets clear strategic people priorities and targets and will be revised during 2020-21 to ensure relevance and alignment to our workplans.
- The strategy is designed to foster a positive employee experience and support employees in their development, career and wellbeing and contribute to high organisational performance.
- Over the next four years, ACARA staff will participate in an engagement survey, run every 18 months. This survey will allow employees to provide feedback on the organisation, with staff encouraged to collaborate on the design of interventions aimed at improving ongoing engagement at ACARA.

Communications and engagement

- ACARA's roadmap to support enhanced communications and stakeholder engagement includes the optimisation and implementation of a customer relationship management software for stakeholder management and engagement, correspondence and knowledge base as well as development of engagement "toolkits" for staff and availability of resources (research, databases, procedures and FAQs) to build the stakeholder engagement capability of staff.
- A communications and engagement strategy will be developed each year to guide support for achievement of ACARA's work plan with development of project specific supporting plans

Management of finances

- ACARA is committed to financial sustainability and sound financial governance. Effective budget management will ensure ACARA achieves its workplan and purpose, as well as fulfilling the expectations of our stakeholders. To maximise the use of scarce resources, funding must be allocated effectively and be based on corporate priorities and pre-determined deliverables.
- We have a commitment to continuous improvement and efficiency of our internal business support practices, and project undertakings.
- An adopted collaborative methodology across the enabling functions, as well as with external agencies allows ACARA's management of Finances to remain robust and evolve with technological and regulatory changes.
- The use of data and analytics to inform evidence-based decision-making and increased internal stakeholder engagement enhances this capability.

Technology

- ACARA will continue to strive to deliver public value through contemporary technologies aligned to global trends, driving efficiency and consistency through fit for purpose technology investments, whilst reducing risk and improving compliance.

- ACARA will focus its efforts in 5 main areas of technology support:
 - Enhancing and maintaining robust data governance and digital environment security
 - Driving contemporary design in digital channel strategies
 - Adoption of best practice digital productivity practices
 - Providing a consistent organisation wide view of stakeholders
 - Supporting key technologies required to deliver NAPLAN online
- ACARA will apply best practice in global technology trends to support business outcomes through a (where appropriate) cloud-first technology approach, implementing digital productivity tools, and audience-led digital content design

Management of change

- ACARA will continue to build and sustain change management as a core capability to anticipate, plan and adapt to change, to support the delivery of its organisational outcomes.
- ACARA's change management maturity roadmap will continue to focus on various strategies, including:
 - - Develop and implement change management plans to support multiple projects, as prioritised by the Executive Leadership Team.
 - Guide and support executives and managers to take an active role in leading change.
 - Coach and support employees experiencing change with practical tools and resources.
 - Continuous development of change management tools and resources.
 - Integrate change management with other processes, including project management and risk management.
- ACARA will also continue to maintain an organisation-wide visibility of change initiatives to proactively manage change impacts on employees and increase the likelihood of successful change outcomes.

Our oversight of risk

ACARA will maintain a risk management policy framework, consistent with ISO 31000 that is compliant with the Public Governance, Performance and Accountability Act 2013. ACARA's risk management policy framework will be supported by a risk-based internal audit plan that is focused on providing assurance over key controls and assists ACARA to achieve its objectives by aligning internal audit activity to the areas of highest risk.

ACARA's Board, Audit and Risk Committee, executive and staff all play a role in the management of risk. This role may range from staff identifying and reporting risks associated with their own jobs and implementing and monitoring controls to manage risk, through to periodic review of ACARA's risk register and providing strategic direction and advice on ACARA's risk management policy framework.

The ACARA Board will:

- work with management in developing the risk management framework
- define ACARA's approach to risk management including how this approach supports the achievement of strategic objectives
- set ACARA's risk appetite and tolerance
- regularly review ACARA's corporate risk register to ensure it captures the key risks faced by ACARA
- ensure appropriate management strategies are in place to manage risks.

The Audit and Risk Committee will review and provide advice on:

- the appropriateness of ACARA's risk management policy framework and compensating controls to effectively identify and manage risks
- ACARA's approach to managing key risks, including those associated with program implementation and individual projects
- ACARA's fraud control policy framework
- whether a sound and effective approach has been followed in establishing ACARA's business continuity planning arrangements

- key roles and responsibilities relating to risk management and adherence to them by officials of ACARA.

ACARA's Executive Leadership Team will:

- implement the risk management policy framework endorsed by the Board
- develop and maintain a positive risk culture that promotes an open and proactive approach to managing risk through shared attitudes, values and behaviours
- maintain an appropriate level of capability to manage risk
- assume day-to-day responsibility for managing risk, including:
 - maintaining a register that accurately captures and assesses risks and compensating controls
 - the identification and implementation of appropriate internal controls to ensure the integrity of financial and accounting information, prevent fraud and maintain compliance with the PGPA Act.
- Implement an annual internal audit plan to evaluate internal controls, compliance with laws and assess ACARA's approach to risk management.
- embed risk management processes into business as usual.

Our performance

OVERVIEW

This section of the corporate plan summarises how we plan to address our purposes over the quadrennium (2020-21 to 2023-24). The performance information is presented under each purpose – referring to what will be delivered and our key actions during 2020-21 to 2023-24. How our achievement will be measured is set out in terms of performance criteria for each purpose, the method for measuring achievement for each criterion and related targets.

Note:

- An asterisk (*) indicates where a criterion and/or target has been substantively revised subsequent to the publication of the 2019-20 to 2022-23 Corporate Plan - consistent with ACARA's 2020-21 to 2023-24 workplan endorsed by Ministerial Council in June 2020.

NATIONAL CURRICULUM

Delivery and summary of key actions – 2020-21 to 2023-24

- **provide a world-class curriculum from Foundation to Year 12 in specified learning areas as agreed to by the Ministerial Council**
- **assemble the evidence base required to review, develop and refine curriculum.**

<ul style="list-style-type: none"> • Delivering the Foundation to Year 10 and Senior Secondary Australian Curriculum • Supporting implementation of the Foundation to Year 10 Australian Curriculum • Providing authoritative Australian Curriculum advice to stakeholders and facilitating information sharing, collaboration and support for the Australian Curriculum. • Monitoring the effectiveness of the Australian Curriculum and undertaking research to inform national policy and practice 	<ul style="list-style-type: none"> • In accordance with the Terms of Reference agreed by Ministerial Council, review and revise the Foundation to Year 10 Australian Curriculum • Develop and publish work samples, illustrations of practice, exemplars and other information to support teachers implementing the Australian Curriculum • Enhance and maintain the online functionality of, and quality of information and resources provided on, the Australian Curriculum website • In collaboration with ESA and AITSL and as agreed by the Ministerial Council, complete work relating to the online formative assessment national initiative • Undertake annual monitoring processes and research emerging curriculum trends to inform advice to the Ministerial Council on future improvements to the Australian Curriculum • Facilitate information sharing with, and provide expertise and advice to, stakeholders and Commonwealth/state/territory departments of education and non-government school authorities to support the implementation of the Australian Curriculum
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Performance criteria	Reporting period	How criteria will be measured	Performance Target
Activities related to maintaining and enhancing the curriculum support resources available on, and the online functionality of, the Australian Curriculum website completed each year	Annually	Feedback on teachers' needs for implementation support resources and the online functionality of the Australian Curriculum website	Implementation support activities that have been endorsed by the Ministerial Council as part of ACARA's workplan are delivered and accessible through the Australian Curriculum website. *
Agreed refinements to the F-10 Australian Curriculum undertaken	2020-21 and 2021-22	Agreed refinement of the F-10 Australian Curriculum undertaken in consultation with jurisdictions and stakeholders	Actions for refinements to the F-10 Australian Curriculum as agreed by the Ministerial Council under-taken and completed in 2021-22.*
Refinements to the F-10 Australian Curriculum undertaken in collaboration with jurisdictions and stakeholders	2021-22	In line with agreed scope, refinement of the F-10 Australian Curriculum completed in consultation with jurisdictions and stakeholders	F-10 Australian Curriculum reviewed, and revised version published on updated Australian Curriculum website as agreed by the Ministerial Council. *

NATIONAL ASSESSMENT

Delivery and summary of key actions – 2020-21 to 2023-24

- **provide a quality, comprehensive and cohesive suite of national assessments**

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| <ul style="list-style-type: none"> • Researching, developing and supporting activities required for assessment, especially the transition to online • Managing the planning and development and oversee the delivery and reporting for the National Assessment Program (NAP) – Literacy and Numeracy (NAPLAN), including the transition from pencil and paper to online delivery • Managing the development and overseeing the delivery of assessments and reporting for the National Assessment Program (NAP) sample assessments | <ul style="list-style-type: none"> • Deliver the National Assessment Program (NAP) – Literacy and Numeracy (NAPLAN) assessments and reporting, annually • Transition, in collaboration with Education Services Australia and all Australian governments, NAPLAN from pen and paper to an online assessment as agreed by Ministerial Council • Undertake work to inform advice and discussion around the national online assessment, such as writing assessment models and proficiency standards · Undertake research and develop advice on enhancements such as innovative assessment items and accessibility for students with disability • Deliver the NAP sample assessments and reports as per the approved NAP sample cycle and continue to identify improvements. |
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Performance criteria	Reporting period	How criteria will be measured	Performance Target
National Assessment Program (NAP) – NAPLAN and NAP sample assessments delivered as agreed by Ministerial Council	Annually	National reports are prepared and published	National Reports endorsed by Ministerial Council following successful delivery of the National Assessment Program.
Advice on NAP enhancements developed	2020-21*	Advice on NAP on agendas for the ACARA Board, AESOC and the Ministerial Council	Advice on NAP enhancements considered by AESOC and the Ministerial Council.
Transition to NAPLAN online, as agreed by Ministerial Council *	2021–22	NAPLAN completed online by all schools as determined by states and territories	Transition to NAPLAN online successful. *
An enhanced writing assessment model for NAPLAN implemented on timeframe determined by Ministerial Council *	2021-22	Enhanced writing assessment model introduced to NAPLAN	An enhanced NAPLAN writing model implemented.*
Proficiency standards as agreed by Ministerial Council introduced for NAPLAN 2022 reports	2022-23	Proficiency standards reported on reset NAPLAN scale	NAPLAN scale reset and new proficiency standards introduced for NAPLAN 2022 reports. *
Implementation of approved enhancements to NAP, as agreed by Ministerial Council	2023-24	Advice on implementation of enhancements to NAP on agendas for the ACARA Board, AESOC and the Ministerial Council	Enhancements approved and agreed by Ministerial Council implemented for NAP from 2024.

NATIONAL DATA AND REPORTING

Delivery and summary of key actions – 2020-21 to 2023-24

- **provide and apply a comprehensive and reliable national measurement framework**
- **facilitate the use and dissemination of data for research and policy development in accordance with agreed protocols**
- **present detailed, accessible, timely and meaningful school education performance information**

- Monitoring and where necessary reviewing the existing national key performance measures for schools and produce a comprehensive and authoritative national report on schooling in Australia related to national key performance measures
- Managing the collection and quality assurance of data and providing national school information including through the *My School* website
- Managing the sharing and dissemination of data
- Enhance the My School website in accordance with any actions agreed to by the Ministerial Council
- Review, update and modify the Measurement Framework for Schooling in Australia, where appropriate, for the Ministerial Council's endorsement
- Prepare content of the National Report on Schooling in Australia, and refresh and update the National Data Portal
- Provide data to jurisdictions, ACARA's reporting advisory groups and systems, and approved research applicants in accordance with agreed protocols
- Review content and processes for all reports to ensure comprehensiveness and enhanced user access, and implement agreed enhancements

Performance criteria	Reporting period	How criteria will be measured	Performance Target
The National Report on Schooling in Australia is published	Annually	The National Report on Schooling agreed to and updated data portal published as agreed	Publication of The National Report on Schooling and updated National Report on Schooling data portal
The Measurement Framework for Schooling in Australia revised to reflect the Alice Springs (Mparntwe) Education Declaration	2020-21*	The Measurement Framework for Schooling in Australia 2020 for the reporting years 2020 to 2023 approved by Ministerial Council	The approved Measurement Framework for Schooling in Australia 2020 for the reporting years 2020 to 2023 is published. *
Advice concerning improvements to the national reports developed	2020-21	Advice on improvements to national reports on agendas for the ACARA Board, AESOC and the Ministerial Council	Advice on improvements to national reports considered by ACARA Board, AESOC and the Ministerial Council.
Level of stakeholder satisfaction with the <i>My School</i> website	2022-23 *	Survey of stakeholders	Strong level of satisfaction with the <i>My School</i> website.
The Measurement Framework for Schooling in Australia reviewed and updated, in consultation with stakeholders and advisory groups	2023-24	Revisions to the Measurement Framework for Schooling in Australia is on the agendas for the ACARA Board, AESOC and the Ministerial Council	Revised Measurement Framework for Schooling in Australia endorsed by Ministerial Council.

NATIONAL COLLABORATION AND LEADERSHIP

Delivery and summary of key actions – 2020-21 to 2023-24

- **provide effective national leadership in curriculum development, educational assessment and national reporting**
- **closely collaborate with jurisdictions, the non-government education sectors and relevant stakeholders in pursuing the national education agenda**

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| <ul style="list-style-type: none"> • Communicating information about ACARA's work and achievements to partners, stakeholders and the broader community • Providing national leadership in curriculum, assessment, data collection and reporting directly and in collaboration with the Commonwealth, states, territories, non-government sector, AITSL, Education Services Australia and other stakeholder groups and ensure liaison with key stakeholders across all matters relating to curriculum, assessment and reporting | <ul style="list-style-type: none"> • Lead national communications initiatives relating to NAPLAN Online • Lead national communications and support engagement around the review of the F-10 Australian Curriculum • Respond to agreed national curriculum, assessment, data and reporting policy, and provide timely, quality advice to AESOC and the Ministerial Council • Ensure all Ministerial Council directives are undertaken in a timely manner • Work in partnership with jurisdictions around the Ministerial Council directions and provide quality advice that facilitates effective decision-making • Maintain a system of review of ACARA's advisory structure to ensure it is fit for purpose • Inform, strengthen and promote general community understanding of the significance of national curriculum, assessment and reporting processes • Build on ACARA's reputation for world-class curriculum, assessment and reporting programs by supporting learning opportunities requested by international delegations |
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Performance criteria	Reporting period	How criteria will be measured	Performance Target
An advisory structure that is fit for purpose is in place	Annually (and survey every two years)	Internal review of advisory structure undertaken each reporting period. Survey of members conducted in 2021 and 2023 with results reported to the ACARA Board	Strong level of satisfaction received as measured through surveys in 2021 and 2023.
A transparent reporting process and structure are maintained and timely provision of advice to jurisdictions	Annually	Traffic light reporting system against all ACARA's key activities submitted to the ACARA Board and the Ministerial Council	Progress reports against the annual work plan submitted to the Ministerial Council and/or AESOC each year and at each meeting of the ACARA Board and all advice provided when requested.
Collaboration with partners (government and non-government school sectors), national stakeholders and international education bodies is clearly maintained	Annually	An internal evaluation of the scheduling of advisory groups and representation of ACARA at meetings of key working groups/peak body opportunities and exchanges with international bodies	Increased frequency of engagement through scheduled meetings of ACARA's key advisory groups, ACARA's attendance at key working groups and peak body opportunities, and evidence of communication with international education bodies.
Research relating to either curriculum, assessment or reporting to advance ACARA's work in these areas commissioned and published	Annually	Publication of research	Two pieces of research available through ACARA's website(s) and availability communicated to stakeholders. *

CAPABILITY: PERFORMANCE

Performance criteria	Reporting period	How criteria will be measured	Performance Target
Aboriginal and Torres Strait Islander employment strategy implemented (2020-21) resulting in an increase in the number of Aboriginal and Torres Strait Islander employees (2022-23).	2020-21 and 2022-23	Internal analysis of related data	Aboriginal and Torres Strait Islander employment strategy implemented (2020-21) with an increase in the number of Aboriginal and Torres Strait Islander employees as measured in (2022-23). *
Links established with the education sector and other feeder organisations, from which employees are sourced	2020-21	Improved candidate sourcing process in place	Formal arrangements developed for secondments or lateral transfers. *
Improvements in employee perceptions in the climate surveys by 2023	2021-22 and 2023-24	Survey of staff held during the reporting periods of 2021-22 and 2023-24	Strong level of staff satisfaction and/or engagement with the overall engagement score increasing to at least 80%; and the wellbeing score increasing to at least 75%. *

RISK OVERSIGHT: PERFORMANCE

Performance criteria	Reporting period	How criteria will be measured	Performance Target
ACARA's executive leadership team trained in the updated risk management framework and new risk management system	2020-21	Internal analysis of related data	100% of ACARA's executive staff trained
Risk management maturity lifted	2023-24	Risk management framework review internal audit	Risk management maturity rating 'Mature-Advanced'

Snapshot of key performance indicators

2020-21 to 2023-24

Targets	2020-21	2021-22	2022-23	2023-24
Implementation support activities that have been endorsed by the Ministerial Council as part of ACARA's workplan are delivered and accessible through the Australian Curriculum website.	○	○	○	○
Actions for refinements to the F-10 Australian Curriculum as agreed by the Ministerial Council undertaken and completed in 2021-22.	○	○		
F-10 Australian Curriculum reviewed, and revised version published on updated Australian Curriculum website as agreed by the Ministerial Council.		○		
National Reports endorsed by Ministerial Council following successful delivery of the National Assessment Program.	○	○	○	○
Advice on NAP enhancements considered by AESOC and the Ministerial Council.	○			
Transition to NAPLAN online successful.		○		
An enhanced writing model implemented.		○		
NAPLAN scale reset and new proficiency standards introduced for NAPLAN 2022 reports.			○	
Enhancements approved and agreed by Ministerial Council implemented for NAP from 2024.				○
Publication of The National Report on Schooling and updated National Report on Schooling data portal.	○	○	○	○
The approved Measurement Framework for Schooling in Australia 2020 for the reporting years 2020 to 2023 is published.	○			
Advice on improvements to national reports considered by ACARA Board, AESOC and the Ministerial Council.	○			
Strong level of satisfaction with the My School website.			○	
Revised Measurement Framework for Schooling in Australia endorsed by Ministerial Council.				○
Strong level of satisfaction received by advisory groups as measured through surveys in 2021 and 2023.	○		○	
Progress reports against the annual work plan submitted to the Ministerial Council and/or AESOC each year and at each meeting of the ACARA Board and all advice provided when requested.	○	○	○	○
Increased frequency of engagement through scheduled meetings of ACARA's key advisory groups, ACARA's attendance at key working groups and peak body opportunities, and evidence of communication with international education bodies.	○	○	○	○
Two pieces of research available through ACARA's website(s) and availability communicated to stakeholders.	○	○	○	○
Aboriginal and Torres Strait Islander employment strategy implemented (2020-21) with an increase in the number of Aboriginal and Torres Strait Islander employees as measured in (2022-23).	○		○	
Formal arrangements developed for secondments or lateral transfers.	○			
Strong level of staff satisfaction and/or engagement with the overall engagement score increasing to at least 80%; and the wellbeing score increasing to at least 75%.		○		○
100% of ACARA's executive staff trained in the updated risk management framework and new risk management system	○	○	○	○
Risk management maturity rating 'Mature-Advanced'				○

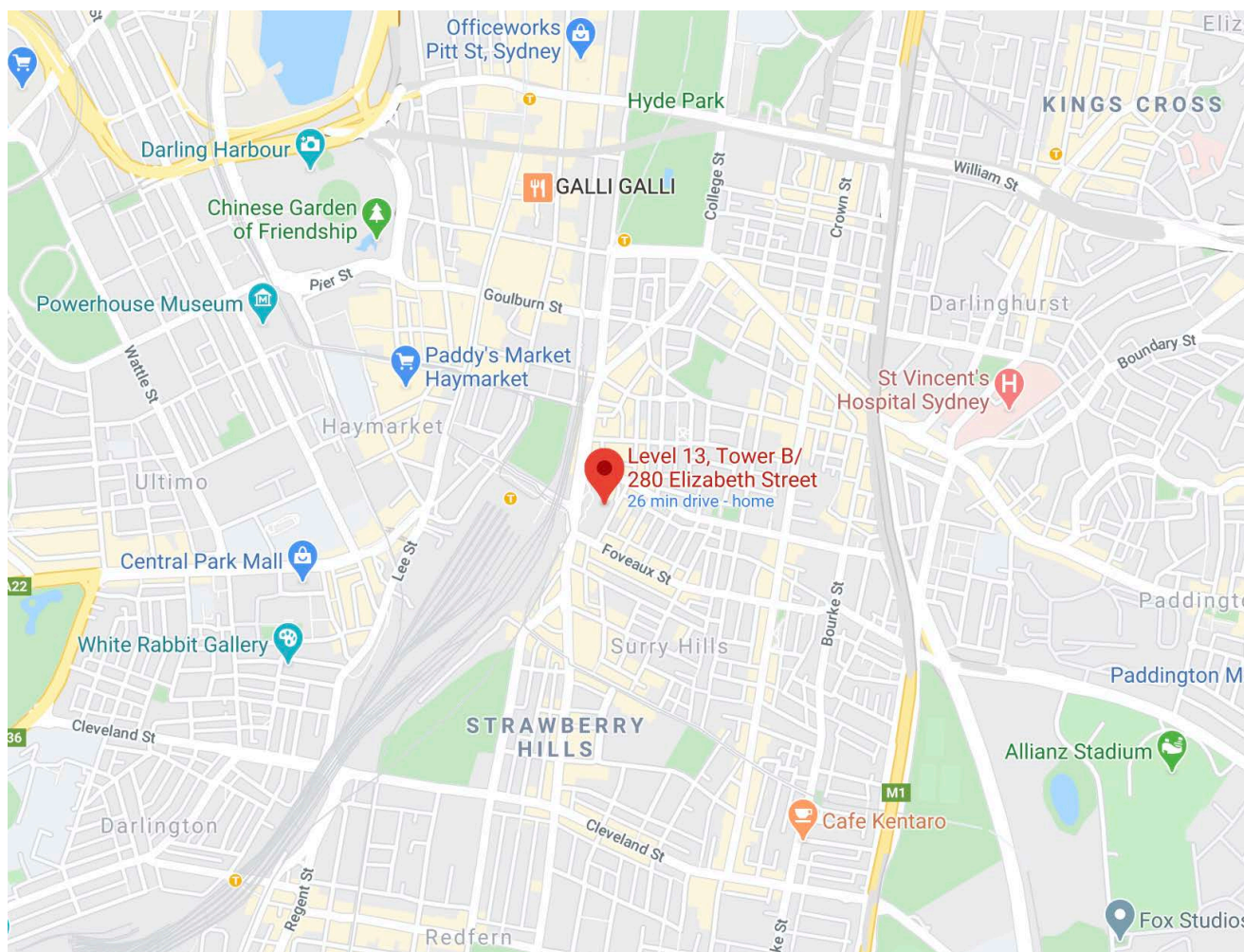
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