

acara

AUSTRALIAN CURRICULUM,
ASSESSMENT AND
REPORTING AUTHORITY



Corporate **PLAN**

2021–22



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 recognises their continuing connection to land, waters and community. We pay our respects to their 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, enhance 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.

Foreword

On behalf of the Board of the Australian Curriculum, Assessment and Reporting Authority (ACARA), I am pleased to present ACARA's corporate plan for 2021-22 to 2024-25.

As an organisation, ACARA has adapted well to delivering our work priorities within the context of the COVID-impacted work environment. As a key authority within the national education architecture, we have continued, without pause, our important work of inspiring improvement in the learning of all young Australians through world-class curriculum, assessment and reporting.

Our work over the coming years is very much future-focused as we roll out the revised Australian Curriculum version 9, complete the transition from pen and paper to NAPLAN being delivered online, and explore further improvements to the National Assessment Program.

Consultation sits at the heart of ACARA's approach to its work. This has been particularly evident in the extensive program of research done in preparation for the Australian Curriculum Review, and in the consultation period where the public, for the first time, had the opportunity to provide feedback on draft proposals for changes to the national curriculum.

The terms of reference for the Review were to improve the curriculum by refining, realigning and decluttering the content of the curriculum within its existing structure. The Review also provided the opportunity to address the education goals of the Alice Springs (Mparntwe) Education Declaration, agreed to by all education ministers in December 2019.

The public consultation period attracted thousands of responses, which were considered carefully in shaping the national curriculum changes to be considered by Australia's education ministers in ensuring that the Foundation to Year 10 Australian Curriculum (the national curriculum) continues to be of a world-class standard and meets the needs and expectations of students, teachers, and the Australian community more broadly.

Our revised national curriculum will be available, following endorsement by ministers, through a new look and feel website with resources to support teachers with implementation. The website, due to go live at the beginning of 2022, reflects a modern approach to education; it has been carefully designed with the needs of teachers in mind, with a user-centric approach that will allow teachers to find relevant information quickly and intuitively. The website will allow for increased personalisation, so that teachers can construct, save and share views of the curriculum that reflect their particular school needs and circumstances.

As the national curriculum is revised, we are also working, at the request of education ministers, with the Commonwealth and all States and Territories, to evolve and continually enhance the National Assessment Program and better inform teacher practice.

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. To achieve these objectives, it is important that the NAP continues to adapt and develop so that critical data and information can continue to ensure that students and schools can be properly supported.

We will complete the transition of all schools to NAPLAN Online from 2022. Further improvements to the National Assessment Program will be implemented following agreement by ministers on, for example, improved writing assessment, and the ability for schools to opt in to sample assessments of Science Literacy, Civics and Citizenship, and Digital Literacy. Of course, we will also continue to report on school performance progress over time.

As always, ACARA could not progress our workplan without close collaboration with both the government and non-government education sectors, and other stakeholders.

It is more important than ever, as we look to the future and complete our work across the 4-year timeframe, that we continue to keep students, teachers, principals and parents at the centre of what we do.

I would like to thank my colleagues on the ACARA Board, and ACARA's leadership team and staff for their ongoing commitment to ACARA's purposes and the continuous improvement in the education all young Australians through world-class school curriculum, assessment and reporting.

Mr Norm Hart
Acting Chair, ACARA Board



Statement of Preparation

ACARA's corporate plan 2021-22 covers the reporting periods of 2021-22 to 2024-25. 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 as required under paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

ACARA's corporate plan is informed by the *Australian Curriculum, Assessment and Reporting Authority Act 2008* (ACARA Act), which sets out ACARA's functions; ACARA's current Charter, endorsed by all ministers for education in November 2016, which provides ACARA's strategic directions; and ACARA's quadrennial work plan, endorsed by education ministers out of session in July 2021.

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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

What we do

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 ministers
- 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 education ministers and continue to provide support for the Foundation – 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 education ministers 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 education ministers, 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 education ministers 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 education ministers 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 education ministers and in line with the [Alice Springs \(Mparntwe\) Education Declaration](#).

The ACARA Board agrees to ACARA's key priorities and reviews these annually. These priorities, in addition to directions made by education ministers, inform workplans and related budgets for endorsement by education ministers.

ACARA reports its progress against its annual work plan at meetings of the ACARA Board, the Australian Education Senior Officials Committee (AESOC) and submits its progress report against its work plan to Education Ministers Meeting (EMM) at least once a year.

ACARA's plans for work to be undertaken during 2021-22 to 2024-25 and related budgets were approved by education ministers out of session in July 2021.

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 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), [Australian Education Research Organisation](#) (AERO) 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 4 years ahead, ACARA will further enhance agreed national policy initiatives in collaboration with government and non-government school authorities, other key stakeholders, the Australian Government, and all state and territory governments to ensure:

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- work is undertaken in collaboration with partners to progress the online formative assessment national initiative as agreed by education ministers and progress any further work as directed by ministers
 - 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 education ministers
 - improvements to school reporting information.

Funding

Funding for ACARA is allocated by states and territories and the Australian Government under the education ministers' funding formula – with 50% of ACARA's funding provided by the Australian Government, and the other 50% provided by states and territories.

Implications of our environment

In summary, the Australian education environment that ACARA operates within is a complex and challenging one; however, ACARA is continually focused on the delivery of high-quality education for all students.

In meeting its directions and 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 education ministers. 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



Our values

People

- ACARA will recruit, develop and retain high-performing staff and will foster a 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 proposals.
- Our People Strategy sets clear, strategic people priorities and targets and is regularly revised to ensure relevance and alignment to our work plans.
- The strategy is designed to foster a positive employee experience; support employees in their development, career and wellbeing; and contribute to high organisational performance.
- ACARA continues to participate in a climate (engagement) survey, run every 2 years. This survey allows employees to provide feedback on the organisation, with staff encouraged to collaborate on the design of interventions aimed at improving ongoing engagement and the employee experience at ACARA.

Communications and engagement

- ACARA's roadmap to support enhanced communications and stakeholder engagement includes the optimisation of customer relationship management software for stakeholder management and engagement, as well as activities to support and extend the stakeholder capability of staff. Staff upskilling includes availability of engagement "toolkits" and resources (research, databases and procedures), mentoring and training opportunities.
- Communications and engagement strategies will be developed each year to guide support for achievement of ACARA's work plan with development of project-specific supporting plans.

Finances

- ACARA is committed to financial sustainability and sound financial governance. Effective budget management will ensure ACARA achieves its work plan 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, while reducing risk and improving compliance.

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- 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 (where appropriate) a cloud-first technology approach, implementing digital productivity tools, and audience-led digital content design.

Change management

- 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. A specific focus will be given to managing changes associated with ACARA's digital portfolio and supporting its digital transformation agenda.
 - guide and support executives and managers to take an active role in leading change.
 - continue to establish multi-disciplinary project teams to facilitate integration of change management with other project activities.
 - coach and support employees experiencing change with practical tools and resources.
 - continuously develop change management tools and resources, available to all employees.
 - integrate change management with ACARA's project management and risk management frameworks.
- 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 maintains a risk management framework, consistent with ISO 31000 that is compliant with the *Public Governance, Performance and Accountability Act 2013*. ACARA's risk management framework is 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, Risk and Finance 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, discussions at Executive Leadership meetings of emerging risk, through to regular review of ACARA's risk register and ensuring the risk management toolkit is fit for purpose.

The ACARA Board will:

- 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 strategic and corporate risk registers to ensure they capture the key risks faced by ACARA
- ensure appropriate management strategies are in place to manage risks.

The Audit, Risk and Finance 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

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- 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 framework approved 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, legislative compliance and assess ACARA's approach to risk management.
- embed risk management processes into business as usual.

ACARA's operating environment, key programs and service delivery were immediately impacted by COVID-19. ACARA adapted rapidly to the changing environment by ensuring that systems and governance were in place to support employees and manage risks associated with work plan deliverables. ACARA will continue to incorporate the pandemic as a key risk management focus as Australia recovers. In collaboration with our stakeholders, ACARA will continue working with agility, flexibility and innovation to implement measures that will support the recovery from the COVID-19 pandemic.

Key risks to ACARA's capability

Risk	Risk mitigations
<p>Australian Curriculum Delivery ACARA's key curriculum programs, projects and services do not meet education ministers' policy intent or are not delivered on time, or on budget.</p>	<p>ACARA's forward work plan, budget and terms of reference for the Australian Curriculum Review are approved by education ministers. ACARA has a framework of policies, procedures and guidance in place to support operational activities and progress against the work plan is reported to the Board and education ministers.</p>
<p>Assessment and Reporting Delivery ACARA's key assessment and reporting programs, projects and services do not meet education ministers' policy intent or are not delivered on time, or on budget.</p>	<p>ACARA's forward work plan and budget are approved by education ministers. ACARA's CEO is the Senior Responsible Officer for NAPLAN Online. ACARA has a framework of policies, procedures and guidance in place to support operational activities and progress against the workplan is reported to the Board and education ministers.</p>
<p>People ACARA does not have the right people with the right skills and capabilities to deliver on education ministers' key priorities.</p>	<p>ACARA's People Strategy sets clear strategic people priorities and is a key enabler of our strategic plan 2019-2022. The priorities to attract and retain talent, develop talent, foster diversity and wellbeing and enable our future workforce are aligned to ACARA's values of respect, integrity, commitment, innovation and professionalism and reflect commitment to the Work Health and Safety.</p>
<p>Information Technology Architecture ACARA's Information Communication Technology (ICT) services including capability and processes do not adequately support the effective delivery of programs, projects and services.</p>	<p>ICT is embedded in ACARA's business activities and risks that could compromise the delivery of programs, projects and services are managed. ACARA's ICT Strategy 2020-2022 intends to drive efficiencies and increase consistency through fit-for-purpose technology investment, robust enterprise security and platform consolidation, reduction of risk and compliance improvement.</p>
<p>Information Management ACARA's governance and management of information does not effectively protect data, assets and key payments.</p>	<p>Information management is embedded in ACARA's business activities and risks that could compromise the security of classified and sensitive data and information are managed. ACARA adheres to guidelines issued by the Australian Signals Directorate (ASD)'s Australian Cyber Security Centre and complies with the Commonwealth resource management framework including compliance with the <i>Public Governance, Performance and Accountability Act 2013</i>.</p>
<p>Authorising Environment ACARA's strategic model is challenged through a changing external environment including changing regulatory and funding architecture, multiple reform agendas, community expectations, technological change and global advancements.</p>	<p>ACARA proactively monitors the external environments and strategically positions itself as an independent (inter-governmental) agency through effective stakeholder engagement. ACARA maintains a sound governance structure through the Board, Audit, Risk and Finance Committee and Executive Leadership Team.</p>
<p>Work Health and Safety An at fault / avoidable incident occurs at an ACARA workplace that threatens the health and/or safety of staff or visitors.</p>	<p>ACARA is committed compliance with the <i>Work Health and Safety Act 2011</i> and to providing a workplace that enables all work activities to be carried out in a healthy and safe environment. ACARA maintains a Workplace Health and Safety Policy, WHS Management Plan and a Workplace Health and Safety Committee. ACARA's COVID-19 response has focussed on staff health, safety and wellbeing, led by the Executive Leadership Team.</p>



Our performance

Overview

This section of the corporate plan summarises how we plan to address our purposes over the quadrennium (2021–22 to 2024–25). The performance information is presented under each purpose – referring to what will be delivered and our key actions during 2021–22 to 2024–25. 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 after the publication of the 2020–21 to 2023–24 Corporate Plan. Revisions reflect ACARA’s 4-year plan, endorsed by education ministers out of session in July 2021.

NATIONAL CURRICULUM

Delivery and summary of key actions – 2021-22 to 2024-25

- Provide a world-class curriculum from Foundation to Year 12 in specified learning areas as agreed to by education ministers.
- Assemble the evidence base required to review, develop and refine curriculum.

Overarching work	Key actions
<ul style="list-style-type: none"> • Delivering the Foundation – Year 10 and Senior Secondary Australian Curriculum • Supporting implementation of the Foundation – 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 to by education ministers, review and revise the Foundation – Year 10 Australian Curriculum. • Develop and publish work samples, illustrations of practice, resource materials and other information to support teachers implementing the Australian Curriculum. • Maintain the online functionality of the current Australian Curriculum website (housing version 8.4 of the AC). • Develop and enhance the online functionality and quality of information and resources on the new Australian Curriculum website available from January 2022 (housing version 9 of the AC). * • Undertake annual monitoring processes and research emerging curriculum trends to inform advice to education ministers on future improvements to the Australian Curriculum. • Facilitate information sharing with, and provide expertise and advice to, stakeholders, Commonwealth/state/territory departments of education and non-government school authorities to support the implementation of the Australian Curriculum.

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 new Australian Curriculum website (released in January 2022) completed each year.	Annually	Feedback on teachers' needs for implementation support resources and the online functionality of the Australian Curriculum website received.	Implementation support activities that have been endorsed by education ministers as part of ACARA's work plan are delivered and accessible through the Australian Curriculum website (released in January 2022).
Agreed refinements to the F-10 Australian Curriculum undertaken.	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 education ministers undertaken and completed.
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 education ministers.

Performance criteria	Reporting period	How criteria will be measured	Performance Target
Refinements to the F–10 Australian Curriculum in all Languages subjects undertaken in collaboration with jurisdictions and stakeholders. *	2022–23	In line with agreed scope, refinement of the F–10 Australian Curriculum in the remaining 12 Languages subjects completed in consultation with jurisdictions and stakeholders.	F–10 Australian Curriculum in the remaining 12 Languages subjects reviewed, and revised version published on Australian Curriculum website as agreed by education ministers.
Maintain research into international and national curriculum trends and developments and conduct annual monitoring processes to inform future refinements to the Australian Curriculum. *	2023–24	In line with agreed scope and process for curriculum research and monitoring activities, future refinements to the Australian Curriculum are identified.	Research and monitoring activities that have been endorsed by education ministers as part of ACARA’s work plan are completed.
Maintain research into international and national curriculum trends and developments, and conduct annual monitoring processes to inform future refinements to the Australian Curriculum.	2024–25	In line with agreed scope and process for curriculum research and monitoring activities, future refinements to the Australian Curriculum are identified.	Research and monitoring activities that have been endorsed by education ministers as part of ACARA’s work plan are completed.

NATIONAL ASSESSMENT

Delivery and summary of key actions – 2021-22 to 2024-25

- Provide a quality, comprehensive and cohesive suite of national assessments.

Overarching work	Key actions
<ul style="list-style-type: none"> • Researching, developing and supporting activities required for assessment, especially online testing • Managing the planning and development and overseeing 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 education ministers. • 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 performance of tailored tests, technically enhanced items, accessibility for students with disability and robustness of trend data. • Deliver the NAP sample assessments and reports as per the approved NAP sample cycle and continue to identify improvements.

Performance criteria	Reporting period	How criteria will be measured	Performance Target
National Assessment Program (NAP) – NAPLAN and NAP sample assessments delivered as agreed by education ministers.	Annually	National reports are prepared and published.	National reports on results of NAPLAN and NAP sample assessments are reviewed by jurisdictions and published.
Transition to NAPLAN Online completed, as agreed by education ministers.	2021–22	Transition to NAPLAN Online completed. *	NAPLAN online undertaken by all schools. *
An enhanced writing assessment model for NAPLAN implemented on timeframe determined by education ministers.	2022–23	Enhanced writing assessment model introduced to NAPLAN.	An enhanced NAPLAN writing model implemented.
Proficiency standards as agreed by education ministers introduced for NAPLAN 2023 reports.	2023–24	Proficiency standards reported on reset NAPLAN scale.	NAPLAN scale reset and results reported against proficiency standards in NAPLAN reports.
Approved enhancements to NAP, as agreed by education ministers, are implemented.	2023–24	Advice on implementation of enhancements to NAP on agendas for the ACARA Board, AESOC and EMM.	Enhancements approved and agreed by education ministers implemented for NAP.
Continued implementation of approved enhancements to NAP, as agreed by education ministers, takes place.	2024–25	Advice on implementation of enhancements to NAP on agendas for the ACARA Board, AESOC and EMM.	Enhancements approved and agreed by education ministers implemented for NAP.

NATIONAL DATA AND REPORTING

Delivery and summary of key actions – 2021-22 to 2024-25

- 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.

Overarching work

- Monitoring and, where necessary, reviewing the existing national key performance measures for schools, and producing 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

Key actions

- Enhance the *My School* website in accordance with any actions agreed to by education ministers. Review, update and modify the Measurement Framework for Schooling in Australia, where appropriate, for education ministers' 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 and updated data portal is on the agenda for AESOC.	Publication of the National Report on Schooling and updated National Report on Schooling data portal.
The redesign of ACARA's suite of websites includes a reporting channel. *	2021–22	A redesign of the reporting channel is approved.	Re-build of the reporting channel has commenced.
Level of stakeholder satisfaction with the <i>My School</i> website	2022–23	Report from focus group meetings conducted in jurisdictions. *	Level of satisfaction with the <i>My School</i> website is at 60% or above.
The Measurement Framework for Schooling in Australia is reviewed and updated, in consultation with stakeholders and advisory groups.	2023–24	Revisions to the Measurement Framework for Schooling in Australia is on the agenda for AESOC.	Publication of Revised Measurement Framework for Schooling in Australia
Review reporting website and mechanisms	2024–25	Report on the adequacy of ACARA's school performance reporting provided to ACARA Board.	Revision of ACARA reporting mechanisms commenced.

NATIONAL COLLABORATION AND LEADERSHIP

Delivery and summary of key actions – 2021-22 to 2024-25

- 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.

Overarching work	Key actions
<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 and any agreed improvements to the National Assessment Program and to related national reporting. * • Lead national communications and engagement on the revised F-10 Australian Curriculum. • Respond to agreed national curriculum, assessment, data and reporting policy, and provide timely, quality advice to AESOC and education ministers. • Ensure directives made by education ministers are undertaken in a timely manner. • Work in partnership with jurisdictions around directions agreed to by all education ministers 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.

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 2 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.	Advisory structure reviewed and level of satisfaction received is at 60% or above 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 EMM.	Progress reports against the annual work plan submitted to EMM and/or AESOC each year and at each meeting of the ACARA Board, and all advice provided when requested.

Performance criteria	Reporting period	How criteria will be measured	Performance Target
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, resulting in an increase in the number of Aboriginal and Torres Strait Islander employees.	2022–23	Internal analysis of related data	Aboriginal and Torres Strait Islander employment strategy implemented with an increase in the number of Aboriginal and Torres Strait Islander employees.
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%.
Career opportunities are enhanced through talent mobility and development strategies.	2024–25	Survey of staff held during the reporting period of 2021–22 and 2023–24	Strong level of staff satisfaction and/or engagement with the overall career opportunities score increasing to at least 50%.

RISK OVERSIGHT: PERFORMANCE

Performance criteria	Reporting period	How criteria will be measured	Performance Target
Risk management maturity lifted	2022–23	Risk management framework review internal audit	Risk management maturity rating "Mature-Advanced"
Risk culture formally documented and embedded	2024–25	Comcover risk management benchmarking survey 2025	Risk culture maturity rating "Embedded"

Snapshot of key performance

2021-22 to 2024-25

Targets	2021-22	2022-23	2023-24	2024-25
National Curriculum				
Implementation support activities that have been endorsed by education ministers as part of ACARA's work plan are delivered and accessible through the Australian Curriculum website (released in January 2022).	○	○	○	○
Actions for refinements to the F-10 Australian Curriculum as agreed by education ministers undertaken and completed.	○			
F-10 Australian Curriculum reviewed, and revised version published on updated Australian Curriculum website as agreed by education ministers.	○			
F-10 Australian Curriculum in the remaining 12 Languages subjects reviewed, and revised version published on Australian Curriculum website as agreed by education ministers.		○		
Research and monitoring activities that have been endorsed by education ministers as part of ACARA's work plan are completed.			○	
Research and monitoring activities that have been endorsed by education ministers as part of ACARA's work plan are completed.				○
National Assessment				
National reports on results of NAPLAN and NAP sample assessments are reviewed by jurisdictions and published.	○	○	○	○
NAPLAN Online undertaken by all schools	○			
An enhanced NAPLAN writing model implemented.		○		
NAPLAN scale reset and results reported against proficiency standards in NAPLAN 2023 reports.			○	
Enhancements approved and agreed by education ministers implemented for NAP from 2023.			○	
Enhancements approved and agreed by education ministers implemented for NAP in 2024.				○
National Data and Reporting				
Publication of the National Report on Schooling and updated National Report on Schooling data portal.	○	○	○	○
Rebuild of the reporting channel has commenced.	○			
Level of satisfaction with the <i>My School</i> website is at 60% or above.		○		
Publication of Revised Measurement Framework for Schooling in Australia.			○	
Revision of ACARA reporting mechanisms commenced.				○

Targets	2021-22	2022-23	2023-24	2024-25
National Collaboration and Leadership				
Advisory structure reviewed and level of satisfaction received is at 60% or above as measured through surveys in 2021 and 2023.	○	○	○	○
Progress reports against the annual work plan submitted to the Education Ministers Meeting 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.	○	○	○	○
Capability				
Aboriginal and Torres Strait Islander employment strategy implemented with an increase in the number of Aboriginal and Torres Strait Islander employees.		○		
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%.	○		○	
Strong level of staff satisfaction and/or engagement, with the overall career opportunities score increasing to at least 50%.				○
Risk Oversight				
Risk management maturity rating "Mature-Advanced"		○		
Risk culture maturity rating "Embedded"				○

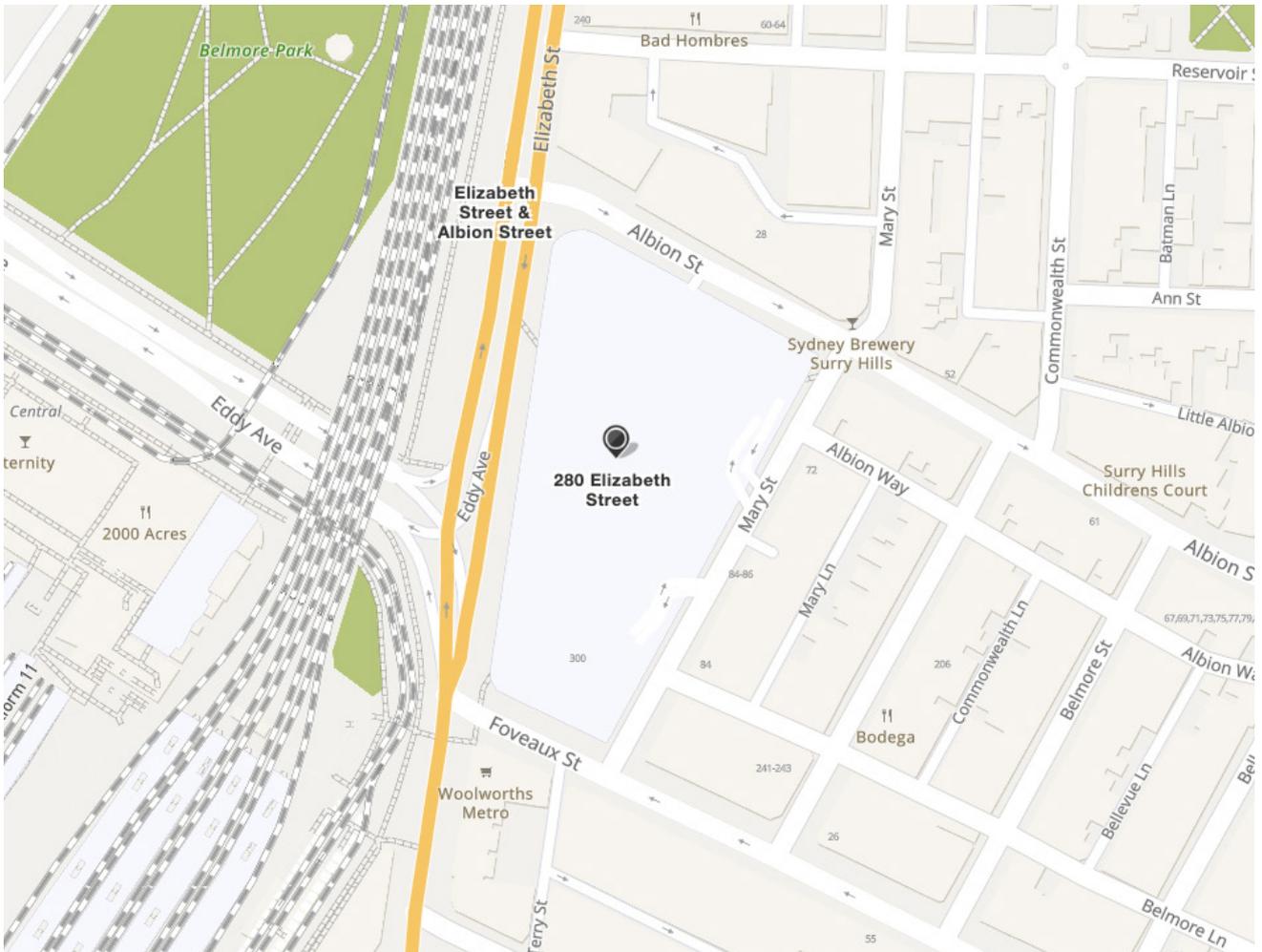
Contact

Level 13, Tower B, 280 Elizabeth Street, Sydney, NSW 2000

www.acara.edu.au

☎ 1300 895 563 or 02 8098 3100

✉ info@acara.edu.au



acara

AUSTRALIAN CURRICULUM,
ASSESSMENT AND
REPORTING AUTHORITY

