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**Government
of South Australia**

DEPARTMENT FOR EDUCATION
2021 Annual Report

DEPARTMENT FOR EDUCATION

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2021 ANNUAL REPORT for the Department for Education

To: Hon Blair Boyer MP
Minister for Education, Training and Skills

This annual report will be presented to Parliament to meet the statutory reporting requirements of the *Public Sector Act 2009*, the *Public and Finance and Audit Act 1987*, and the *Education and Children's Services Act 2019* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the Department for Education by:

Rick Persse
Chief Executive

Date 31 / 3 / 2022

Signature

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From the Chief Executive



In 2021 we continued to produce steady growth in student outcomes, taking us closer to our goal of becoming a world-class public education system.

We've seen measurable improvement across all areas. The phonics checks for year 1 students have shown continuous growth since the test was introduced.

NAPLAN scores improved with our highest mean scores in 5 test domains and the highest ever percentage of students in the top bands in 6 test areas.

SACE results and completion rates were higher again in 2021, continuing an upward trajectory that looks promising for our future.

These results are testament to the collective efforts of our educators, support staff and staff in central office.

In 2021 we forged ahead with our work on school improvement by embedding a whole of system approach to accelerating improved learning outcomes for all students.

To support this and ensure every single child and young person is supported in their learning, we worked with teams right across the state to develop 3 important new strategies and target our focus even further.

South Australia's first Country Education Strategy was created to strengthen the voice of regional schools and preschools and provide the best learning outcomes for every child and student, regardless of where they live.

Our commitment to engaging parents, carers and communities in the education of young people was set out in the new Parent Engagement in Learning Strategy.

We sharpened our focus on helping our littlest learners thrive with the new 10-year Early Learning Strategy and the establishment of a new Office for the Early Years.

In addition, we continued the development of our Workforce Strategy with the launch of our Aboriginal Workforce Plan, and we made changes to our recruitment processes for teachers to facilitate the statewide transition of year 7 into high school.

Our secondary schools are now well placed to accommodate year 7 students thanks to the largest capital works program in the department's history, which saw new schools unveiled in Whyalla, Aldinga, Goolwa and Angle Vale.

Despite the challenges presented by COVID-19, our staff, students and parents remained flexible and focused on growth.

I thank our principals, educators, support staff and staff based in central office for their fantastic work in supporting our amazing students and young people.

Rick Persse

Chief Executive

Department for Education

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Overview: about the agency

Our strategic focus

<p>Our Purpose</p>	<p>The Department for Education provides integrated, high-quality services to South Australian children and young people across early childhood, education and training.</p> <p>We support young South Australians through their education and transition to adulthood, in all communities.</p> <p>We also provide prudential oversight of TAFE SA and higher education policy support to the Minister for Education.</p>
<p>Our Vision</p>	<p>To build a stronger future for our children by making South Australia’s public education system world-class.</p>
<p>Our Values</p>	<p>We embrace the values of the South Australian public sector:</p> <ul style="list-style-type: none"> • Service • Professionalism • Trust • Respect • Collaboration and engagement • Honesty and integrity • Courage and tenacity • Sustainability
<p>Our functions, objectives and deliverables</p>	<p>To ensure our public education system is truly world-class we are focusing on 6 key levers that will help us achieve growth for every child and student, preschool and school. These levers are evidence-based and are common across all of the best performing education systems globally. They are:</p> <ul style="list-style-type: none"> • expert teaching • quality leadership • engaged parents and communities • stronger services • resourcing and investment • accountability and support.

Further information about our strategic plan can be found on [our website](#).

Our organisational structure

As at 31 December 2021, the department was comprised of the following divisions:

- Office of the Chief Executive
- Curriculum and Learning
- Finance and Funding
- Information and Communications Technology Services
- Infrastructure
- Office for the Early Years
- Partnerships, Schools and Preschools
- People and Culture
- Strategic Policy and External Relations
- Student Pathways and Careers
- Support and Inclusion
- System Performance

Further information about our organisational structure is available on [our website](#).

Changes to the agency

During the 2021 calendar year there were the following changes to the agency's structure and objectives as a result of internal reviews or machinery of government changes.

- Restructure and rename of the Curriculum and Learning Division (formerly Learning Improvement Division).
- New Office for the Early Years was created.
- Early Childhood Services and Strategy directorate transferred to the new Office for the Early Years from the former Early Years and Child Development Division.
- The Support and Inclusion Division now incorporates the directorates of the former Early Years and Child Development Division and Family Day Care programs.
- New Student Pathways and Careers Division was created.

Our Minister as at 31 December 2021

The Hon John Gardner is the Minister for Education.

Minister Gardner is responsible for Education and Child Development, Higher Education and Skills - TAFE functions.

Our Executive team as at 31 December 2021

Rick Persse	Chief Executive
Amanda Trainor	Director, Communications
Anne Millard	Executive Director, Partnerships, Schools and Preschools
Ben Temperly	Executive Director, System Performance
Bill Glasgow	Executive Director, Infrastructure
Bronwyn Milera	Director, Aboriginal Education
Caroline Croser-Barlow	Executive Director, Support and Inclusion
Chris Bernardi	Executive Director / Chief Financial Officer, Finance and Funding
Clare Feszczak	Executive Director, Student Pathways and Careers
Deonne Smith	A/Executive Director, Curriculum and Learning
Jackie Bray	Head of the Office for the Early Years
Laura Schonfeldt	Executive Director, People and Culture
Peta Smith	Executive Director, Strategic Policy and External Relations
Scott Bayliss	Executive Director / Chief Information Officer, Information and Communication Technology Services
Tammie Pribanic	Chief Operating Officer

Legislation administered by the agency

Education and Children's Services Act 2019

Education and Children's Services Regulations 2020

Other related agencies (within the Minister's area/s of responsibility)

Australian Children's Performing Arts Company (Windmill Theatre Co)

Carclew Incorporated

Child Death and Serious Injury Review Committee

Child Development Council

Commissioner for Aboriginal Children and Young People

Commissioner for Children and Young People

Education Standards Board

Flinders University

History Trust of South Australia

SACE Board of South Australia

TAFE SA

Teachers Registration Board of South Australia

Torrens University

University of Adelaide

University of South Australia

The agency's performance

Performance at a glance

The department is committed to implementing a range of strategies, programs and initiatives to achieve our objectives in line with our purpose, vision and strategic goals.

Highlights from the 2021 year include:

- A record-breaking 15,644 South Australian students completed their South Australian Certificate of Education (SACE) in 2021.
- 3,512 students completed a VET Certificate III as part of their SACE, compared to 2,961 in 2020. 45.3% of SACE completers included VET in their studies.
- A record 428 Aboriginal students completed their SACE in 2021.
- A record numbers of students with an intellectual disability completed their SACE (with 1 or more modified subjects) - 353 in 2021 compared with 323 in 2020.
- 3,897 students in country South Australia completed their SACE in 2021.
- South Australia recorded its highest ever NAPLAN mean scores in years 3 and 5 reading and spelling. The results show dramatic gains for South Australia since 2018, with the state recording improvements in every year level compared with the national average.
- Phonics screening check results in 2021 climbed for the third consecutive year in a row, delivering a 24 percentage point improvement since its inception in 2018.
- Construction of 4 new public schools in Aldinga, Angle Vale, Goolwa, and Whyalla were completed in 2021, with the schools set to open to students in 2022, as part of the record-breaking investment in education capital works program totalling over \$1.5 billion.
- Recognised and celebrated employee achievements at the 2021 Public Education Awards. The 13 award winners each received \$10,000 and the 24 runners-up received \$2,000 to go towards professional development.

Agency response to COVID-19

The Department for Education has developed infrastructure to oversee and respond to challenges arising from the COVID-19 pandemic in South Australia. In 2021, the department's management of the pandemic has included:

- Prioritising face-to-face delivery of education and care, which is the most effective way to meet learning and wellbeing needs, while maintaining capability for remote work and learning to adapt as conditions change.
- Acting on expert health advice of the Chief Public Health Officer, SA Health and the Australian Health Protection Principal Committee in responding to the pandemic.
- An overarching Pandemic (COVID-19) System Response Plan, which guides the work of the department in responding to COVID-19.
- A clear and consistent protocol for managing cases of COVID-19 in the school and preschool community.
- Developed and implemented dedicated protocols, communications, hotline, virtual sector workshops and information booklets for early childhood services across the state.
- Working closely with key external stakeholders, including Association of Independent Schools of South Australia (AISSA), Catholic Education South Australia (CESA), SACE Board, Education Standards Board and our primary and secondary principals' associations (SAPPA, SASPA).
- Engaged with other states, health authorities, and regulatory bodies such as ACECQA and the Education Standards Board to support government and non-government early years services providers.
- Communication to staff, leaders and care givers to provide up-to-date and timely information, including through the department's website, intranet, live interactive webinars, email updates, social media, and other targeted approaches.
- Implementation of the Emergency Management (Education and Early Childhood Settings Vaccination) (COVID-19) Direction 2021 for all persons working in a South Australian Education or Early Childhood setting.
- A supply and distribution team to source and deliver hygiene products to public schools across the state and increased cleaning services at all department sites.
- Our Learning SA website to support students, teachers and families through online access to curated curriculum resources across all learning areas taught in schools and preschools.
- ICT Infrastructure, including video conferencing capability to all schools and teaching staff and the Cisco Webex platform to facilitate online and distance learning.

- Sourced and stockpiled technology devices and internet solutions for urgent deployment when needed. As at 31 December 2021, 324 devices and 2,334 home internet solutions were provided to students across a range of sites and year levels who needed to learn from home and who didn't have access to devices.
- Improved business continuity through the roll out of EdRemote and EdWorkspace to allow for remote access to the corporate network to support flexible working arrangements.
- Forward planning for 2022 school year, including ventilation audits, air purifier trial, and collaboration and consultation with health experts and other jurisdictions.

Agency contribution to whole of Government objectives

Key objective	Agency's contribution
More jobs	<p>Statewide recruitment drive for permanent secondary teaching positions in public schools for 2022.</p> <p>Construction of new schools and major capital works provided employment opportunities in the construction industry.</p> <p>VET for School Students reforms better prepared students for future in employment.</p>
Lower costs	<p>Parents in Education (PIE) grants totalling \$83,000 were shared between 26 schools and preschools to help parents play a greater role in boosting educational outcomes for their children.</p> <p>Sanitary products were made available for female students who need them in all South Australian public schools from 2021.</p>
Better Services	<p>Aboriginal Education Strategy</p> <p>Country Education Strategy</p> <p>Improved internet services for schools (SWiFT)</p> <p>Languages Strategy</p> <p>Music Education Strategy</p> <p>Our Learning SA website</p> <p>Parent Engagement in Learning Strategy</p> <p>Student Pathways website</p> <p>Workforce Strategy</p> <p>Year 7 to high school</p>

Agency specific objectives and performance

Agency objectives	Indicators	Performance
<p>Aboriginal Education Strategy 2019-2029</p>	<p>Aboriginal students are supported to be proud and confident learners achieving at their highest potential.</p>	<p>2021 has seen the expansion of the Clontarf Foundation and Shooting Stars Academy programs in South Australia. Commencing 2021, 3 additional sites were added to the Clontarf pilot program:</p> <ul style="list-style-type: none"> • Coober Pedy Area School • Salisbury High School • Paralowie R-12 School. <p>In November 2021, the Minister for Education approved extending the Clontarf program for a further 3 years in the existing sites and expanding into an additional 8 sites by 2024.</p> <p>In 2021 the department commenced trialling the Shooting Stars program targeted to girl’s years 3-11 within the Whyalla Partnership.</p> <p>The department continues to partner with the Narungga Nation to implement the education components of the Buthera Agreement.</p> <p>The department has continued to partner with the South Australian Aboriginal Education and Training Consultative Council (SAAETCC) to ensure the voice of Aboriginal students, families and community are reflected within new and ongoing service delivery.</p>
	<p>Strengthen the delivery of the Aboriginal histories and cultures across the curriculum, starting with science elaborations.</p>	<p>In 2021 the SA Aboriginal Contexts in Science initiative worked closely with nominated Elders and Cultural Consultants from Kurna, Narungga, and Ngarrindjeri Nations to develop teaching and learning resources to be embedded in the Australian Curriculum: Science Units 7-10.</p> <p>South Australian Aboriginal Contexts have been written for 12 Australian Curriculum 7-10 Science Units,</p>

Agency objectives	Indicators	Performance
		<p>including 16 bespoke resources and 24 short videos.</p> <p>Narungga Nation approved the publication of resources for term 1 2022 including:</p> <ul style="list-style-type: none"> • Year 7 Fish Traps: The cycle of the sun, moon and earth system (investigations, slides, graphics, videos featuring Elder) • Year 7 Classification: Classification of living things (classification cards, students tasks, assessment) • Year 8 Stone Tools: Rocks (practical investigation, videos featuring Elder) • Year 9 Gayinbara (Butterfish): Interdependence and Ecosystems (slides, inquiry questions, student readings, summative assessment, videos featuring Elder). <p>Kaurna and Ngarrindjeri resources developed in 2021 are on track to be published in term 1 2022.</p>
	<p>Ensure all Aboriginal students are considered in schools' improvement planning processes.</p>	<p>The Aboriginal Learner Achievement Leaders' resources provides clear advice to leaders on how to ensure that literacy and numeracy achievement for Aboriginal students is at the forefront of improvement planning.</p>
	<p>Develop detailed individual learning plans for Aboriginal children and young people.</p>	<p>As at 5 October 2021, 71.5% of Aboriginal learners have a One Plan (10,206 plans). This includes:</p> <ul style="list-style-type: none"> • School: 9,195 plans developed for Aboriginal school students (or 75%) • Preschool: 1,011 plans developed for Aboriginal children attending preschool (or 48%).
	<p>Expand opportunities for children and young people to engage with Aboriginal languages</p>	<p>Continued implementation of the Aboriginal Community Language and Culture Partnerships (ACLCP), providing annual grants to Aboriginal</p>

Agency objectives	Indicators	Performance
	<p>and culture through observation and experience.</p>	<p>language groups to support them to build capacity and leadership in language work, with an emphasis on revival languages.</p> <p>This includes Adnyamathanha, Bunganditj, Kurna, Nharangga, Ngarrindjeri and Pitjantjatjara / Yankunytjatjara languages.</p> <p>30 schools received Aboriginal Languages Programs Initiatives grants to teach 7 Aboriginal languages.</p> <p>A projected 4,818 students benefited from the grants which is an increase of 2,298 students when compared to 2020.</p>
	<p>Increase the resources, professional learning, support and pathways for Pitjantjatjara and Yankunytjatjara language and culture.</p>	<p>Pitjantjatjara and Yankunytjatjara resources were developed and provided to Anangu and other schools with Pitjantjatjara and Yankunytjatjara speakers. The resources included Papa Mawal-mawalpa Tjuṯa 'Too Many Cheeky Dogs' Pitjantjatjara edition and alphabet resources.</p> <p>Pitjantjatjara Yankunytjatjara phonics resources were developed.</p> <p>Online Pitjantjatjara Yankunytjatjara language and culture awareness course launched.</p> <p>Pitjantjatjara Yankunytjatjara Language and Culture Summer School scholarships launched, with 10 scholarships awarded.</p>
	<p>Implement an online professional development resource and capability framework for teachers of Aboriginal students for whom English is an additional language or dialect.</p>	<p>Since the Teaching Aboriginal and Torres Strait Islander English as an additional language or dialect (EALD) Hub' went live in February 2020, implementation has been ongoing including the following progress in 2021:</p> <ul style="list-style-type: none"> • EALD Hub Coach reflection and professional learning

Agency objectives	Indicators	Performance
		<ul style="list-style-type: none"> • Produced and published video profile of Port Augusta Focus Schools • Leading EALD Learning: Aboriginal paper published • EALD Hub online users: 2,562.
	<p>Expand the Workabout program to support Aboriginal young people in Port Lincoln, Murraylands, southern and western metropolitan regions to make a successful transition from study to employment, training or further education.</p>	<p>The Workabout expansion is complete. During 2021, the Workabout program has provided 80 programs to 657 students enrolled in 69 schools.</p> <p>As a result of participation in the Workabout program students achieved the following outcomes in 2021:</p> <ul style="list-style-type: none"> • 909 training outcomes (accredited and non-accredited) • 68 employment outcomes • 10 full-time traineeships/apprenticeships • 44 in casual or part-time employment • 14 school based traineeships/apprenticeships. <p>In addition, 104 students engaged in Workabout in 2021 completed their SACE.</p> <p>117 students (or 31%) who received a service from Workabout Centre in 2020, also received a service in 2021.</p>
	<p>Negotiate job and traineeship pathways for Aboriginal young people with employers, and identify required school based training and preparation.</p>	<p>The Skilling SA Trainees in Schools project has commenced with pathways to employment for Aboriginal and Torres Strait Islander students.</p> <p>34 Aboriginal and Torres Strait Islander year 11 students were successful in securing a Certificate III traineeship with the department. To date 5 students have withdrawn.</p> <p>29 students are hosted with department schools, which include 17 who are undertaking traineeships that</p>

Agency objectives	Indicators	Performance
		are a pathway to an Aboriginal Community Education Officer.
	Expand the South Australian Aboriginal Secondary Training Academy from 16 to 21 academies to support students in the far north, south east, Adelaide hills, eastern metropolitan and Paralowie regions. In addition, create an Aboriginal women’s AFL and a mixed Aboriginal basketball academy.	SAASTA expansion from 16 to 21 school-based academies is complete. During 2021, 724 students were enrolled across the 26 school-based and specialist academies and 117 students completed their SACE.
	Develop an Aboriginal workforce plan that will inform future staff strategies and targets.	<p>The Aboriginal Workforce Plan (also chapter 1 of the Workforce Strategy) was launched at the end of term 1, 2021. The plan will contribute to the department’s vision for every learner to achieve their highest potential through focusing on 4 key themes:</p> <ul style="list-style-type: none"> • Develop cultural awareness, understanding and respect in our workplaces. • Enable Aboriginal employees to build lifelong careers. • Support Aboriginal employees to be leaders in the workplace. • Work together with Aboriginal employees to implement the plan. <p>There are 21 actions in the Aboriginal Workforce Plan for 2021-2023, which continue to be monitored and tracked through a cross-departmental governance group.</p> <p>The department’s Aboriginal Workforce Network (DAWN) continues to grow with 168 members.</p>

Agency objectives	Indicators	Performance
	<p>Develop a culturally responsive framework to establish standards, develop awareness, and develop the cultural responsiveness of educators in improving practice and learning outcomes for Aboriginal students.</p>	<p>The Culturally Responsive Framework was co-designed in 2021 and will be launched in early 2022.</p> <p>Over 450 employees from across the workforce contributed in co-design workshops, 1:1 interviews and an all staff survey.</p> <p>The voices of 153 community members from 8 communities across South Australia also took part in the consultations.</p>
Behaviour and Engagement	<p>Reduce the use of exclusionary discipline, in particular for priority cohorts.</p>	<p>\$15 million in additional funding over the next 4 years has been committed to support the development and implementation of a systemic strategy to drive a significant reduction in exclusionary discipline in South Australia's public schools.</p>
Bullying prevention	<p>Measures are developed which address all types of bullying, including cyber bullying and non-physical forms of harassment.</p>	<p>A new suite of bullying prevention resources were released, including videos and printable guidance, to address peer-to-peer bullying.</p>
Capital projects	<p>Expand capacity for the year 7 transition to high school in 2022 and demographic growth, and deliver new and improved modern learning areas to support student learning.</p>	<p>More than 100 school upgrades were underway to deliver new and improved learning areas and additional special options spaces in secondary schools.</p> <p>Secondary schools were prioritised to ensure their readiness for the year 7 transition to high school in 2022.</p> <p>48 upgrades were completed during 2021.</p> <p>12 special option classes in the form of new modular accommodation or upgrade of existing accommodation were completed in 2021.</p>
	<p>Deliver Aldinga Payinthei College and Riverbanks College, which are 2 new birth to</p>	<p>The construction of both schools was completed in December 2021 under a public private partnership arrangement.</p>

Agency objectives	Indicators	Performance
	<p>year 12 schools that support contemporary pedagogy, innovative teaching and address predicted population growth in Angle Vale and Aldinga.</p>	<p>They will commence operation from the beginning of term 1, 2022.</p>
	<p>Deliver Whyalla Secondary College, which is a new contemporary, environmentally sustainable year 7 to 12 school in Whyalla that supports contemporary pedagogy and innovative teaching.</p>	<p>Construction was completed in December 2021, allowing the 3 existing high schools to amalgamate onto the new site.</p> <p>The new school will commence operation from the beginning of term 1, 2022.</p>
	<p>Deliver Goolwa Secondary College, which is a new year 7 to 12 school that supports contemporary pedagogy and innovative teaching.</p>	<p>Construction of the core components of the school was completed in 2021, with only minor remaining works to be completed in early 2022.</p> <p>The new school will commence operation from the beginning of term 1, 2022.</p>
<p>Children in care</p>	<p>Enhance the participation, attendance, retention and education outcomes of children and young people in care who are attending government schools.</p>	<p>The department continued its collaboration with the Department for Child Protection through the joint plan of action to support the education and wellbeing outcomes of children and young people in care.</p>
<p>Country Education Strategy 2021-2028</p>	<p>Develop a country education strategy to support high quality education in regional South Australia.</p>	<p>The Country Education Strategy was launched in September 2021.</p> <p>The Strategy includes 10 funded initiatives to be delivered over the first 3 years.</p> <p>The following were achieved in 2021:</p> <ul style="list-style-type: none"> • Country Education webpage - lists programs and supports available

Agency objectives	Indicators	Performance
		<p>for country students, parents, and employees</p> <ul style="list-style-type: none"> • ICT infrastructure upgrades in country schools (97% of schools ICT health check completed; ICT upgrades complete in 66% of schools) • Country relief and capacity program (additional 1,089 teaching days covered) • Pilots for telepractice in psychology (Far North and Eyre and Western regions).
Curriculum support and resources	Develop curriculum resources to support teachers in all learning areas from Reception to year 10.	<p>Consultation with learning area associations, principal associations, and teacher reference groups to provide input and feedback into the resources.</p> <p>The first round of resources were published in September 2021.</p>
Digital capability	<p>Every public school and preschool, teacher, child and student will have access to high-speed reliable and safe internet.</p> <p>The opportunity for other government agencies and school sectors to leverage of this investment in connectivity across the state.</p>	<p>Improved Internet for Schools</p> <p>The SWiFT connectivity program provides all schools and preschools, regardless of location, quality internet services with the capacity needed to meet modern education requirements.</p> <p>As part of an \$80 million partnership with Telstra, the rollout of high-speed internet services to 99% of our public preschools was completed in July 2021. Preschools now have access to the same high performance that were delivered to schools during 2020.</p> <p>In readiness for the transition of year 7 to high school in 2022, over 130 secondary schools received bandwidth increases during 2021. This represented over 29Gbs in additional bandwidth capacity added to school networks.</p> <p>The department continued the delivery of SWiFT Stage 2, a \$50 million partnership with Telstra, throughout</p>

Agency objectives	Indicators	Performance
		<p>2021. Stage 2 provides targeted ICT equipment, software and services to schools and preschools to maximise their new high-speed internet connections. This program of work was over 80% complete by December 2021 and scheduled for completion by mid-2022.</p>
	<p>Simplified sign on for Department for Education staff and government school students to education systems</p>	<p>EdPass</p> <p>The delivery of the EdPass authentication solution to all schools and preschools was completed in November 2021, delivering a simplified, single user identity for staff and students to access ICT resources.</p> <p>Work will continue throughout 2022 to drive adoption of the EdPass application portal and build the library of applications enabled for single sign-on.</p>
<p>Early Learning Strategy 2021-2031</p>	<p>Develop an early learning strategy to support all young children to thrive and learn.</p>	<p>The Early Learning Strategy was released in June 2021, with key streams of focus on ‘growing learners together’ and ‘world-class preschools’.</p> <p>The Office for the Early Years was established in October 2021 to provide a single point of leadership across the public sector to improve the proportion of children developmentally ‘on track’ when starting school, and to work with key agencies and organisations to ensure that the child screening development system is expanded.</p>
<p>Education Management System (EMS)</p>	<p>Provide better support for schools, staff, students, parents and guardians.</p> <p>Better management of student enrolments and transitions through schooling within the public education sector.</p>	<p>At the end of 2021, EMS had been implemented in 224 preschools and 8 primary schools. The preschools were provided with the School Administration, Student Management, Teacher Toolkit and Learning Management modules. Schools received additional features including EMS Finance and applications for digital communications and forms.</p>

Agency objectives	Indicators	Performance
	<p>Access to a world-class learning management system to support teaching and learning and provide access for parents and caregivers.</p> <p>Implementation of a secure cloud-based school administration and finance system to simplify processes and improve control.</p>	<p>The EMS rollout will continue in 2022 including rollout of new digital services for parents and caregivers.</p>
<p>Entrepreneurial Learning Strategy</p>	<p>Young South Australians will develop the entrepreneurial skills, knowledge and attitudes that will create and contribute to the evolving global economy.</p>	<p>Banksia Park International High School, Seaton High School, Heathfield High School, Murray Bridge High School and Mount Gambier High School are the 5 specialist schools leading the Entrepreneurial Learning Strategy.</p> <p>There were over 1,500 specialist enrolments in entrepreneurial programs and subjects across the 5 schools in 2021.</p> <p>A conference held in May 2021 shared entrepreneurial thinking and learning skills with over 60 state schools.</p> <p>The Entrepreneurial Specialist Schools have reported 22 alliances with students and teachers from South Australian secondary schools over 2020-2021.</p>
<p>Inclusive education</p>	<p>Support the learning growth and outcomes for the 1 in 4 students with functional needs.</p>	<p>The One in Four reform program was launched to establish a model of support to improve learning outcomes for children with functional needs.</p> <p>A simpler, more user-friendly interim One Plan template was introduced.</p> <p>Improvements to access Student Support Services were introduced including a new statewide Self-Regulation Service delivered by educators and occupational therapists to assist schools and preschools to help children understand their emotions</p>

Agency objectives	Indicators	Performance
		<p>and manage their response. A new complex care review panel has been established where children and students with very complex needs will receive coordinated support from the department and other agencies.</p>
<p>International Education Strategy 2019-2029</p>	<p>Increase teacher awareness and confidence to implement and embed intercultural understanding into curriculum delivery.</p> <p>Increase student participation activities that facilitate intercultural understanding and international mindedness.</p> <p>Increase school capacity to attract, welcome and support international students.</p> <p>Maintain international student enrolment and support.</p>	<p>Professional learning resources were published in May 2021.</p> <p>11 schools participated in round 1 of locally based international education student experience scholarships. The scholarship program included teacher professional learning workshops, AESAN youth forums and student experiences / student led actions to build students leadership skills and intercultural understandings.</p> <p>A total of 1,311 students took part in the locally based international education experience.</p> <p>A total of 153 students and 33 teachers from 15 scholarship and grant schools took part in ASEAN youth forums.</p> <p>18 schools participated in round 1 of the internationalising schools grant program. The grant program helps schools to run activities that build intercultural capability and understanding. 10 aspiring schools each received up to \$40,000. 8 mentor/lead schools received up to \$20,000.</p> <p>During 2021, the Growing Global Citizens professional leadership program has run 5 workshops with 28 participants in each.</p> <p>Expanded delivery of Connect Programs in 2021, with 157 students who under normal circumstances would have studied in high schools across South Australia continuing their academic learning through virtual online classes.</p>

Agency objectives	Indicators	Performance
		Received more than 1,000 registrations for in excess of 300 hours of activity delivered during school holidays for international students who remained in South Australia during 2021.
Learning+	Year 6 and 8 students participate in online tutoring for mathematics.	500 year 6 students and 695 year 8 students received tutoring.
	Employ tutors to deliver tutoring.	215 tutors in the Learning+ tutor pool.
Literacy and Numeracy	Effectively deliver the phonics screening check for year 1 students.	<p>The Phonics Screening Check (PSC) was delivered for year 1 students in term 3, 2021, with a 4% increase in the number of year 1 students who scored at or above the expected achievement from 2020 to 2021.</p> <p>Over 1,600 teachers and school leaders participated in PSC professional learning, with year 1 teachers provided with follow up support to assess and respond to PSC results.</p>
	Develop preschool guidebook resources in literacy and numeracy to support best-practice teaching.	<p>The school and preschool literacy and numeracy guidebooks were updated with contemporary advice and released in digital format, making them more accessible.</p> <p>The 2021 Literacy Summit was hosted online providing all department staff the opportunity to learn from the best and most current local, national and international literacy research and practice. Planning is underway to host the inaugural Numeracy Summit in 2022, to ensure that principals, preschool directors and numeracy leaders in sites can also learn from the best and most current numeracy research and practice.</p> <p>A Preferred Provider List of external literacy and numeracy professional learning providers supports sites to</p>

Agency objectives	Indicators	Performance
	<p>Expand the reach and scope of the Thinking Maths professional learning program for teachers.</p>	<p>access practitioners with a proven track record of success who have met rigorous quality assurance criteria.</p> <p>By the end of 2021, 256 department sites (50% of all sites) and 1,051 teachers have accessed 1 or more of the Thinking Maths (TM) suite of 6 programs (due to COVID restrictions numerous teachers, in particular, remote, country and participants with health risks undertook the professional learning via Teams).</p> <p>Thinking Maths delivered 2 professional learning programs for Orbis, Mathematics 3-5 and Mathematics 7-9.</p> <p>ACER evaluations and reports indicate that all programs have achieved the same positive levels of impact on teacher practice and engagement (over 90% have reported TM has changed the way they will teach Maths in the long term).</p> <p>In 2021 TM sponsored the ARC Centre of Excellence for Mathematical & Statistical Frontiers (ACEMS) Maths Craft program to pilot a 3-day professional learning experience for TM graduates to support teachers to provide opportunities for mathematical exploration and intellectual stretch.</p>
	<p>Build capacity of principals, directors and literacy leaders to lead world-class practice in preschools and schools.</p> <p>Build capacity of teachers to provide world-class literacy teaching in schools and preschools.</p>	<p>The Literacy Guarantee Unit provides a coaching model in schools to improve literacy learning for all students. 5 additional coaches were recruited during the year giving a total of 23 coaches by the end of 2021. Coaches have supported 199 sites through direct coaching for teachers, including teaching of explicit phonics and interventions to support students with learning difficulties, including dyslexia; teacher resource development; and professional learning opportunities. Data is used to identify school needs</p>

Agency objectives	Indicators	Performance
		<p>and regular monitoring of impact ensures support is targeted.</p> <p>A face-to-face conference with keynote speaker and workshops was held in April 2021 with over 400 attendees. Due to COVID restrictions the January conference was delivered online, supported by after-school webinars in term 1.</p> <p>The Brightpath writing team reviewed and improved writing assessment and improvement strategies for all learners. Project officers worked alongside teachers in the moderation process to identify next teaching steps to accelerate improved learner achievement.</p> <p>In 2021 the Brightpath team provided direct support to 213 schools. Project officers delivered 21 Brightpath workshops and 16 writing improvement masterclasses statewide in regional and metropolitan locations for teachers and leaders. There were 7 professional development sessions developed and delivered for portfolios and partnerships leaders.</p> <p>Progressive Achievement Tests (PAT) are administered in term 3 with data used to help inform schools of improvement directions.</p> <p>Project officers actively engaged with schools, partnerships and portfolios to provide professional learning on data analysis and its application to the classroom environment to accelerate learner achievement. The PAT officer hosted 92 professional learning sessions for teachers statewide in regional and metropolitan locations and 28 professional development sessions for portfolios and partnership leaders.</p>
	Develop and deliver programs and resources for English	In 2021, 22,024 EALD learners from 345 schools were supported through EALD funding.

Agency objectives	Indicators	Performance
	<p>as an Additional Language or Dialect (EALD) educators, leaders and students.</p>	<p>Through the Learning English Achievement and Proficiency (LEAP) levels tool and associated professional learning, teachers of EALD students are equipped to program and plan teaching and learning to best meet the English language and literacy needs of their students. 36 EALD teachers participated in an EALD program induction in 2021, with LEAP professional learning being undertaken by 1,973 teachers.</p> <p>For Aboriginal EALD students, the EALD Hub project is supporting enhanced teacher knowledge and practice, contributing to indicators of progress in student achievement.</p> <p>In 2021, 2,585 educators registered with the online EALD Hub professional learning program, increasing the reach and accessibility of evidence-based teaching and learning advice, support and knowledge for EALD educators and leaders.</p> <p>Operational support, including allocation of funding and teaching and learning advice was provided for the 17 sites delivering the Intensive English Language Program (IELP) for over 1,200 primary years students, and the 3 sites delivering the New Arrivals Program for over 300 secondary years students.</p>
<p>Music Education Strategy 2019-2029</p>	<p>To provide children and young people with access to high quality music education.</p>	<p>Round 4 of the Music Innovation Fund was completed in 2021, with \$291,752 awarded to 49 applicants comprising 31 schools, 15 preschools and 3 non-government organisations. To date, a total of \$1,027,761 has been allocated to 106 government schools, 37 preschools and 7 non-government organisations.</p> <p>As part of the broader release of new Curriculum Resources in 2021, music</p>

Agency objectives	Indicators	Performance
		<p>education units of work (for years 5-8) were released in September 2021.</p> <p>The Initial Teacher Education (ITE) deliverable was launched and completed, with around 50 undergraduate aspiring teachers from Flinders University and UniSA participating in music education workshops.</p> <p>An online music education resource (Charanga Australia) package for sites with primary enrolment was launched in 2021. The package included a 2-year online subscription, professional development (PD) workshops, an online webinar and \$550 towards classroom instruments per site. Over 190 sites from across South Australia, including regional areas, registered and participated.</p> <p>The second year of the PD project in collaboration with professional music associations was delivered to 62 educators in Foundation courses and 42 educators in the Intermediate/Continuing courses.</p> <p>4 full-time music education network field officers continued to build and strengthen their networks, with an increased focus on regional upskilling workshops. Around 524 school and preschool educators were involved, and 77 PD sessions held in regional and metropolitan areas.</p>
Orbis	School leaders participate in high-quality instructional leadership professional learning to enhance their leadership capability.	210 leaders graduated from the Instructional Leadership program.
	Teachers participate in literacy, numeracy and curriculum professional	758 teachers graduated from Orbis programs.

Agency objectives	Indicators	Performance
	learning programs to enhance effectiveness.	
Parent engagement	Engage parents and carers and communities to support and improve learning outcomes for children and students.	The Parent Engagement Strategy was released in December 2021 and seeks to place learning at the heart of parent and school relationships and outlines our plan for investment, advice and supports to achieve this outcome.
Reinvigorating the study of languages in SA schools	Quality teaching and learning support to language teachers and students to help increase the access, retention and completion of students studying languages.	<p>Languages Professional Learning Program (LPLP)</p> <p>The Languages Professional Learning Program (LPLP) provided language teachers with support for best practice teaching.</p> <p>Approximately 150 languages teachers and instructors were selected to participate in the third and final round of the LPLP, which concluded at the end of 2021. The final round was delivered as a blended model including the online modules, face-to-face sessions and customised support in schools.</p> <p>The LPLP learning modules will be available to department teachers on the online learning portal. Independent and Catholic sector employees and ethnic and community schools are also able to access some of the content through the LPLP website at no cost.</p> <p>Languages Curriculum Development</p> <p>The curriculum scope and sequence documents for languages were released in September 2021 in 6 languages: Japanese, Indonesian, Italian, French, German, and Spanish. Kaurua language resources are currently in development.</p> <p>French Bilingual Binational Program (FBBP)</p> <p>The program at Highgate School was expanded to year 5 in 2021. In 2022 it</p>

Agency objectives	Indicators	Performance
		<p>will be expanded to year 6, at which point the program will be fully implemented across each year level, with an expected enrolment capacity of 350 students in 2024.</p> <p>Curriculum development was a focus for 2021, with a priority on year 7 curriculum in preparation for year 7 students commencing in the program at Unley High School in 2022.</p> <hr/> <p>Chinese Bilingual - Plympton International College</p> <p>In 2021, the program commenced in the secondary years with a class of 26 students in year 7. Across reception to year 10, 172 students were enrolled in the bilingual program. In 2022, the Chinese bilingual program will be expanded to year 8 and will include 2 year 7 classes. The bilingual model in the secondary years offers 3 pathways:</p> <ul style="list-style-type: none"> • Chinese immersion program for students who have participated in the primary bilingual program or with age-appropriate level of Chinese. This includes Humanities and Social Studies through Chinese and English, as well as Chinese language. • Continuers Chinese language. • Beginners Chinese language. <p>In 2021, curriculum development continued to be a focus for the bilingual program in the secondary years.</p> <hr/> <p>Implementation of the International Baccalaureate Diploma Program in 4 new schools</p> <p>The International Baccalaureate Diploma Program (IBDP) is regarded for its academic rigour and is recognised for encouraging both global and critical thinking and enabling</p>

Agency objectives	Indicators	Performance
		<p>students to become confident and independent learners. The IBDP extends and diversifies the language offerings and pathways available in South Australian government secondary schools.</p> <p>Roma Mitchell Secondary College was formally accredited as an IB Diploma school in 2020, and commenced the IBDP in 2021, 1-year ahead of schedule. Aberfoyle Park High School, Norwood Morialta High School and Unley High School have also successfully completed official accreditation and will be teaching the IBDP in 2022.</p> <p>School of Languages holiday programs - Let's Talk!</p> <p>Each April and July school holiday period, the School of Languages host a 2-day oral-intensive program for students enrolled in 7 SACE languages subjects. In 2021, a total of 232 students participated in the holiday program.</p> <p>This program will continue in 2022.</p> <p>School of Languages holiday programs - Languages Alive!</p> <p>Each April, July and October school holiday period, the School of Languages host a 5-day program for primary school aged students to get a taster of learning languages. Sessions are held at West Croydon, as well as in regional areas.</p> <p>An additional 6th day was added to each holiday program in 2021 to make up for cancellation of the program in 2020 due to COVID-19. A total of 474 students participated in 2021.</p> <p>The program was well received by participants and has resulted in</p>

Agency objectives	Indicators	Performance
		<p>increased enquiries and enrolments for language programs.</p> <p>The program will continue in 2022.</p> <p>Scholarships</p> <p>Scholarships for travel, domestic or international, were not offered in 2021 due to COVID-19.</p>
School improvement model	<p>100% adoption in schools of the relevant aspects of the School Improvement Model.</p> <p>100% translation of the relevant aspects of the School Improvement Model into preschool settings.</p>	<p>All schools and preschools have implemented the Improvement Planning Cycle and have now entered their second 3-year cycle based on strategic evaluation of progress to date.</p>
Student attendance	<p>Improve attendance, in particular for priority cohorts.</p>	<p>Statewide implementation of the education family conferences for chronic non-attendance commenced in term 1, 2021. This is a new escalation pathway to support the department's continuum of responses to improve attendance.</p> <p>The new attendance at school procedure was released which outlines student attendance requirements for both at school and approved learning programs.</p>
VET and pathways	<p>More young people will consider skilled careers in vocational areas and trades, supporting skills shortages in priority industry areas.</p>	<p>Full implementation of the VET for School Students commences in 2022. 26 Flexible Industry Pathways (FIPs) have been approved by the South Australian Skills Commission to clearly articulate student pathways through school to further education and employment. From 2022, there will be 257 FIP programs across the state involving almost 4,000 students.</p> <p>The Student Pathways website was launched in September 2021 to support students to explore their career options, build a CV and connect with</p>

Agency objectives	Indicators	Performance
		<p>employers for opportunities for work experience, school-based apprenticeships and traineeships and other career exploration activities. Over 700 students signed up to the website in 2021.</p> <p>Connections with industry continue to grow, with 18 industry events run across the state, involving 332 employers and 75 school leaders, identifying 373 school-based apprenticeships and traineeships.</p>
Workforce Strategy	<p>Launch and commence implementation of actions under the Aboriginal Workforce Plan (Chapter 1).</p>	<p>Refer to Aboriginal Education Strategy 2019-2029 for summary of progress.</p>
	<p>Develop the Educational Leaders & Teachers Workforce Plan (Chapter 2).</p>	<p>The Educational Leaders & Teachers Workforce Plan was designed in 2021 and is planned for launch in early 2022.</p> <p>This plan addresses both immediate and emerging priorities for our system over the next 3 years:</p> <ul style="list-style-type: none"> • strengthening the supply of expert teachers and quality leaders • enhancing support to build workforce capability • establishing the conditions for the workforce to thrive long-term.
Year 7 to high school	<p>Year 7 public school students will be taught in high school from term 1, 2022.</p>	<p>Schools are ready for the move of year 7 to high school from 2022. During term 4, 2021, high schools conducted transition visits to welcome new year 7 and year 8 students and invited new primary teachers moving to secondary positions to attend and meet with new students and existing high school staff.</p> <p>Communication has been vital to ensuring families are ready for the move. The department has supported schools to prepare resources and</p>

Agency objectives	Indicators	Performance
		materials for their families and school communities.
	Division specific milestones are identified and delivered on time to support schools and families prepare for the move to high school.	The department has streamlined processes and provided schools with budget, workforce and student transition information earlier in the year than usual to better inform planning for 2022.
	Implement workforce recruitment strategy targeting permanent primary school teachers to move to secondary schools.	870 permanent teachers were appointed into schools with secondary enrolments. 805 were existing department employees and 65 were external to the department, including from other jurisdictions and new graduates.
	The workforce has access to professional learning programs to support and prepare for teaching in a secondary environment.	275 teachers undertook professional learning activities in core curriculum areas; 7-9 Literacy, 7-9 Maths, HASS 7-9, Science 7-9, English 7-9, Specialised Education and Understanding Adolescent Learners. \$2.45 million will be distributed to secondary schools in February 2022 to support mentoring programs for primary teachers moving to secondary roles.
	Confirm the number of regional primary schools continuing to enrol year 7s in 2022 regional primary schools.	Year 7 exemptions were received from eligible regional primary schools. 33 students have been granted exemptions to remain in primary school for year 7 in 2022. \$1 million in approved funding packages to eligible regional primary schools will be distributed to schools in February 2022.

Corporate performance summary

- Achieved White Ribbon reaccreditation for the department.
- Transitioned the department’s induction program online, to provide more streamlined and cost-effective onboarding that is accessible to every new employee.
- Established the Alcohol and Other Drugs Policy and Management Guideline to provide clarity around the department’s expectations and management of the use and abuse of alcohol and other drugs in the workplace.
- Finalised a new Conflict of Interest Policy and designed an online training module to support employees and leaders understand what is expected of them and how to manage situations as they arise.
- Updated the Merit Selection Procedure to streamline the framework providing guidance to support quality appointments and reduce unnecessary administrative burden.
- Developed and implemented the Workplace Violence Framework to provide easy access to all information and resources for leaders and employees impacted by workplace violence. Sites were provided with communication material to promote the department’s expectations for behaviour in our workplaces.

Employment opportunity programs

Program name	Performance
Traineeships & Graduates	<p>148 trainees, including 118 school based trainees, commenced with the department from 1 January to 31 December 2021.</p> <p>Of the 148 trainees:</p> <ul style="list-style-type: none"> • 130 are new employees • 12 are employed by a group training organisation • 6 are existing employees.
Amy Levai Aboriginal teaching scholarship program	<p>28 Aboriginal people were supported through the program in 2021. This includes:</p> <ul style="list-style-type: none"> • 3 senior secondary students • 15 people in initial teacher education (7 were employed by the department in ancillary roles while undertaking studies to become teachers) • 10 early career teachers.

Agency performance management and development systems

Performance management and development system	Performance
<p>The department’s approach is guided by the Performance and Development Policy and Guideline.</p> <p>Employees and their managers are expected to engage in regular performance and development conversations, including bi-annual reviews.</p> <p>Implementation is monitored via the Human Resource System (HRS) and employee surveys.</p>	<p>At 30 November 2021, 77% of all eligible employees had a performance and development review within the previous 6 months. This is an increase of 22% since December 2020.</p>

Work health, safety and return to work programs

Program name	Performance
<p>WHS Incident and Hazard Management System</p>	<p>During 2021, the WHS Directorate worked with ICT Projects to determine the business requirements for the department’s incident and hazard management system to inform the transition to a new technology platform. This system will replace the current reporting system (IRMS):</p> <ul style="list-style-type: none"> • Phase 1 of the project, to be delivered early in 2022, will incorporate WHS Incident and Hazard reporting and management, including investigation and corrective action capability. • Phase 2 of the project will encompass additional WHS management system elements such as risk assessment, audit, safety inspections and training.

Program name	Performance
<p>Work Health and Safety Internal Audit</p>	<p>Work Health and Safety internal audits are a component of the WHS management system and are routinely conducted over a 3-year cycle. They are designed to align with the requirements of Australian Standard AS45001 (Safety Management), Australian Standard AS 19011 (Auditing Guidelines) and the requirements set out by the Office of the Commissioner for Public Sector Employment.</p> <p>WHS internal audits consists of 4 main elements:</p> <ol style="list-style-type: none"> 1. Technical site audits conducted by the WHS Senior Risk Consultant (Plant) for sites with specific facilities 2. Audit of WHS responses from the Annual School Compliance Report (excluding Early Years sites) 3. Audit of Safety Task Action Reporting (STAR) tasks assigned 4. 88 sites (10%) included in face-to-face WHS internal audit visits, conducted by trained WHS unit auditors <p>A review of data obtained from the School Compliance Report, STAR, and audit verification results, was also conducted.</p> <p>Part of the audit process includes improving key risk areas across the department. The WHS Unit assists sites to address identified risks.</p>
<p>Injury Management - Claims Case Management Program</p>	<p>The Claims Case Management Program is an end-to-end service delivery model which ensures every injured worker is allocated a dedicated claims manager and return to work coordinator.</p> <p>The purpose of the program is to provide targeted and tailored case management support to minimise the impact of work-related injury and facilitate recovery and early return to work.</p> <p>Key elements of the program include early intervention, return to work plans, regular case conferencing with treating doctors/healthcare providers and key milestone reviews.</p>

Workplace injury claims	Current year 2020-21	Past year 2019-20	% Change (+ / -)
Total new workplace injury claims	731	700	+4.4%
Fatalities	0	0	0.0%
Seriously injured workers*	0	1	-100.0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	11.08	11.00	+0.7%

*number of claimants assessed during the reporting period as having a whole person impairment of 30% or more under the Return to Work Act 2014 (Part 2 Division 5)

Work health and safety regulations**	Current year 2020-21	Past year 2019-20	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	118	91	+29.7%
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	14	22	-36.4%

** The WHS Unit negotiated with SafeWork SA in 2021, to be informed of the issuance of any statutory notices to the department, which may be responsible for the increase between 2020 and 2021.

Return to work costs***	Current year 2020-21	Past year 2019-20	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$21,104,150	\$20,224,411	+4.3%
Income support payments – gross (\$)	\$10,367,881	\$10,805,684	-4.1%

***before third party recovery

Note: the figure for 2019-20 income support payments above is revised due to an identified error in the prior report.

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/work-health-and-safety-and-return-to-work-performance-reporting-by-the-department-for-education>

Executive employment in the agency

Executive classification	Number of executives
Chief Executive	1
SA Executive Services Level 1	67
SA Executive Services Level 2	13
Principal Band A-2	68
Principal Band A-3	150
Principal Band A-4	93
Principal Band A-5	97
Principal Band A-6	56
Principal Band A-7	32
Principal Band A-8	18
Principal Band A-9	29
Education and Children's Services Act Section 121 Negotiated Conditions	238
Preschool Director Band A-2	14
Preschool Director Band A-3	50

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/executive-employment-in-the-department-for-education>

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2020-21 are attached to this report.

Our income – where it comes from

The total income received by the department and schools from controlled operations for the 2020-21 financial year was \$3.9 billion, an increase of \$319.4 million from the previous financial year.

Key factors contributing to the movement include:

- Appropriations from the State Government increased by \$329.8 million, which includes funding for capital projects and increased funding for public schools.
- Revenue from the Australian Government also increased by \$45.5 million, mainly relating to increases associated with the schools' funding agreement totalling \$36.4 million.
- A \$27.3 million reduction of sales of goods and services, primarily relating to lower student related fees and charges, including a reduction in revenue of \$13.4 million for camps and excursions.
- A \$11.5 million reduction of grants including lower grants received by schools.
- A \$6.2 million reduction of investment income primarily relating to lower interest rates.
- A \$11.8 million reduction of other income including a PPP refinancing gain recognised in 2019-20.

Our expenditure – how our funds were spent

Total operating expenses of the department and schools for controlled activities, after adjusting for cash alignment payments to consolidated account, increased by \$74.2 million to \$3.672 billion compared with the previous financial year. This mostly relates to an increase in employee benefit related expenses of \$67.5 million. This relates to a range of factors including increases in remuneration rates paid under enterprise bargaining agreements and awards as well as higher staffing levels, offset in part by the impact of the revaluation of employee entitlements.

Comprehensive result – changes in asset valuations

The comprehensive result reflects the impact of the revaluation of non-current assets which occurred in 2020-21. This resulted in an increase of \$242.6 million to the revaluation surplus.

Summary of our assets – what we own

The value of assets for department and schools totalled \$6.892 billion as at 30 June 2021, which represented an increase of \$943.1 million compared with the previous financial year.

Cash and cash equivalents increased by \$130.7 million from the previous financial year, mainly relating to additional deposits held by schools and to cover increased employee benefit liabilities and funding of capital works projects.

Property, plant and equipment increased by \$811.9 million resulting primarily from additional capital expenditure on construction projects and the revaluation of assets, partly offset by depreciation expenses.

Summary of our liabilities – what we owe

The value of liabilities for the department and schools totalled \$1.558 billion as at 30 June 2021; an increase of \$272.3 million compared with the previous financial year.

Employee benefit liabilities and worker’s compensation provisions increased by \$45.7 million from the 2019-20 financial year.

Payables increased by \$63.0 million from the 2019-20 financial year.

Financial liabilities increased by \$180.1 million mainly relating to the 2 new schools at Angle Vale and Aldinga, under a public, private, partnership agreement.

Materials and services charges

The materials and services charge set by each governing council is for materials and services used or consumed by individual students during the course of their study and shall reflect the actual cost of the materials and services provided.

For 2020, the prescribed amount as determined in accordance with the *Education and Children’s Services Regulations 2020* was \$244 for primary students and \$322 for secondary students. Governing councils are able to poll their school communities to seek majority support to charge an amount greater than the prescribed amount as well as including specific subject charges where applicable.

For the 2020 school year, the actual amount recorded by schools for material and services charges was \$71.1 million.

Statement of Comprehensive Income	2020-21 Budget \$000s	2020-21 Actual \$000s	Variation \$000s	Past year 2019-20 Actual \$000s
Total Income	3 998 713	3 919 523	(79 190)	3 600 167
Total Expenses	4 037 468	3 783 858	253 610	3 607 483
Net Result	(38 755)	135 665	174 420	(7 316)
Total Comprehensive Result	(38 755)	378 220	416 975	(4 242)

Statement of Financial Position	2020-21 Budget \$000s	2020-21 Actual \$000s	Variation \$000s	Past year 2019-20 Actual \$000s
Current assets	967 566	1 233 090	265 524	1 096 405
Non-current assets	5 473 115	5 658 990	185 875	4 852 535
Total assets	6 440 681	6 892 080	451 399	5 948 940
Current liabilities	500 653	483 926	(16 727)	414 323
Non-current liabilities	1 022 893	1 074 044	51 151	871 334
Total liabilities	1 523 546	1 557 970	34 424	1 285 657
Net assets	4 917 135	5 334 110	416 975	4 663 283
Equity	4 917 135	5 334 110	416 975	4 663 283

Consultants disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
All consultancies below \$10,000 each - combined	Various	\$9,900

Consultancies with a contract value above \$10,000 each

Consultancies	Purpose	\$ Actual payment
Advisian Pty Ltd	Review the pricing for reviewable services for the education works schools (Public Private Partnership) project.	\$24,654
Apis Group Pty Ltd	To support the development of the design of a function specification and budget estimate for the establishment of an information exchange platform/service that enables education systems to securely search for, exchange and retrieve records for students leaving a school system and enrolling in another. This work is part of a national project commissioned in response to the Royal Commission into	\$46,172

Consultancies	Purpose	\$ Actual payment
	Institutional Responses to Child Sexual Abuse recommendation that the Interstate Student Data Transfer Note and Protocol be reviewed.	
Aurecon Australasia Pty Ltd	Develop a full business case for the establishment of a new high school on Norwood Morialta High School's middle school campus in Rostrevor, which will be vacated at the end of 2021.	\$304,830
Aurecon Australasia Pty Ltd (2019-20)	Undertake a review of the department's policies and procedures against the Department for Infrastructure and Transport's strategic asset management framework for an informed development of the department's framework.	\$60,671
BDO Advisory	Analyse and provide a cost assessment of the potential divestment of the Bookmark Library Automation service.	\$22,800
BDO Advisory	Review the effectiveness of current controls to manage the risk of workplace violence using the Framework for Workplace Violence.	\$27,398
Brown Falconer Group Pty Ltd	Conduct Golden Grove High School planning study and provide a master plan to identify key projects to accommodate the high school's vision to provide personalised, collaborative spaces for high quality learning.	\$22,100
DJMIR Advisory Services	Assess community need for a childcare facility in Parndana, providing recommendations on an appropriate model of service delivery with a draft business plan and indicative budget.	\$10,300

Consultancies	Purpose	\$ Actual payment
Experience Matters	Identify suitable surveys platform to inform the acquisition planning process.	\$30,000
Levant Consulting	Provide advice and expertise to the People and Culture executive as part of its divisional operating model review.	\$40,554
McKinsey Pacific Rim Inc	Conduct a post-implementation review of the school improvement model and confirm future priorities for accelerating improvement to student learning outcomes.	\$496,000
Outside-In Group	Provide service planning for Flinders Park Office, Student Support Services.	\$22,613
PricewaterhouseCoopers	Undertake a review of the year 7 to high school governance processes associated with funding impacts.	\$30,338
PricewaterhouseCoopers	Undertake a Year 7 to High School Project Assurance Review.	\$54,527
PricewaterhouseCoopers	Provide lead advisory services for the Payroll Systems and Operating Model Analysis (Valeo Review) to analyse the options for a departmental payroll solution.	\$176,763
PricewaterhouseCoopers Indigenous	Undertake a review of the Aboriginal Education Strategy 2019-2029.	\$91,951
Rawtec Pty Ltd	Undertake Waste & Recycling Procurement Strategy and Tender Development.	\$50,215
Sherylee Dawe	Review and revise family day care service philosophy including an implementation roadmap.	\$19,920

Consultancies	Purpose	\$ Actual payment
Social Ventures Australia Ltd	Establish an evaluation of the Learning+ pilot program to inform future decision making.	\$59,450
South Australian Aboriginal Education and Training Consultative Council	Undertake a consultative process to test the development of the workforce initiatives outlined for achievement in the Aboriginal Education Strategy 2019-2029.	\$50,000
Telethon Kids Institute	Review the Inclusive Preschool Programs and Universal Access funded Aboriginal Children with Hearing Impairment Support Program.	\$32,135
Telethon Kids Institute	Undertake a review of best practice for Learning Together @ Home and Learning Together programs for program logic models. This consultancy commenced in 2019-20 and continued into 2020-21.	\$12,235
The Australian Council for Educational Research Ltd (ACER)	Conduct an evaluation of the Australian Science & Mathematics School's Centre for Professional Learning to identify opportunities to strengthen the program to become a knowledge-leader in Australia.	\$22,068
The Australian Council for Educational Research Ltd (ACER)	Provide Orbis with an evaluation framework, program logic refinement, monitoring, and evaluation plan development.	\$38,814
Thornhall Pty Ltd	Design and develop the 'Perspective Guide' and facilitate pilot workshop at a Mount Gambier site.	\$11,900
University of Queensland	Undertake a review of suspension, exclusion and expulsion arrangements in	\$106,932

Consultancies	Purpose	\$ Actual payment
	South Australian government schools and provide recommendations about systemic arrangements and processes that would be of benefit to our schools and teachers, families, and students. This consultancy commenced in 2019-20 and continued into 2020-21.	
University of South Australia	Provide expert advice on a framework tool for delivering Chinese language in schools.	\$46,151
	Total	\$1,921,391

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/consultants-engaged-by-the-department-for-education>

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

Contractors disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

Contractors with a contract value below \$10,000

Contractors	Purpose	\$ Actual payment
All contractors below \$10,000 each - combined	Various	\$1,814,598.10

Contractors with a contract value above \$10,000 each

Contractors	Purpose	\$ Actual payment
3NA Pty Ltd	Professional services for departmental initiatives (Report Migration)	\$42,160.00

Contractors	Purpose	\$ Actual payment
ABC Multilingual Pty Ltd	Translation and interpreting services	\$108,222.79
ACARA - Australian Curriculum, Assessment and Reporting Authority	Professional services to support delivery of National Assessment Program Literacy and Numeracy (NAPLAN)	\$15,737.42
ACER	Professional services for departmental initiatives (Assessment Review)	\$129,929.00
ACER	Professional services for departmental initiatives (SA Aboriginal Contexts in Science Initiative Evaluation)	\$28,059.09
Achieve Business Services	Professional services for departmental initiatives (Training and Assessment Strategy for New Qualifications)	\$10,260.00
AG Security Group	Professional services for departmental initiatives (Schools Security Program)	\$184,130.00
Aim to Succeed Tutoring	Professional tuition services for School Retention Program	\$62,920.00
Aktis Performance Management	Professional services to assist with recruitment	\$22,852.50
ASC Training & Development Pty Ltd	Professional services for vocational education and training	\$50,312.50
Assessment Squared Pty Ltd	Professional services for departmental initiatives (School retention mentoring program)	\$21,785.00
Attorney General's Department	Debt recovery services for salary overpayments and general debtors	\$546,000.00
Aurecon Australasia Pty Ltd	Professional services for strategic asset management	\$299,463.20

Contractors	Purpose	\$ Actual payment
Auslan Services Pty Limited	Translation and interpreting services	\$108,596.26
B&H Australia Pty Ltd	Professional audio visual (AV) support services	\$209,821.00
Baptist Care (SA) Inc	Professional services for departmental initiatives (School retention mentoring program)	\$240,578.79
Barber Consulting	Professional services to support parent engagement	\$23,150.00
Barkuma Inc	Professional services in disability support	\$300,000.00
BDO Advisory (SA) Pty Ltd	Professional services for departmental initiatives (User Persona Creation)	\$24,790.00
BDO Advisory (SA) Pty Ltd	Professional services for departmental initiatives (Outline business case for potential future transport services option)	\$24,446.26
BDO Advisory (SA) Pty Ltd	Professional services for departmental initiatives (Obligations and High Value Contract Review)	\$16,500.00
BDO Advisory (SA) Pty Ltd	Professional services for departmental initiatives (Asset and Facility Services - Review of open jobs)	\$21,900.38
Benestar Group Pty Ltd	Psychological First Aid leadership program	\$10,500.00
Bob May Workplace Emergency	Professional services to deliver fire warden training	\$11,720.46
Broadtec Solutions Pty Ltd	Professional services for ICT infrastructure in schools	\$20,824.00
Broadtec Solutions Pty Ltd	Professional services for ICT communication installation and maintenance	\$271,685.54

Contractors	Purpose	\$ Actual payment
Bronwyn Custance Education	Professional services for departmental initiatives (LEAP strategies, planning, support, and training)	\$33,155.00
Cablelink Communications	Professional services for ICT infrastructure in schools	\$14,349.00
Calvary Kindergarten	Professional services for departmental initiatives (Preschool Support Program Funding)	\$19,234.32
Carclew Youth Arts Centre Inc	Professional services for departmental initiatives (Effective Arts Learning Project)	\$193,000.00
Carolyn Lloyd	Professional services for departmental initiatives (International Business and Policy & Quality Teams Review)	\$10,000.00
Catherine Taylor	Professional audit and risk services	\$10,838.83
CC Solutions WA Pty Ltd	Professional services for departmental initiatives (Leadership development)	\$70,838.73
Centacare Catholic Family Services	National School Chaplaincy Program annual funding	\$467,460.00
Chris Tan Consulting Pty Ltd	Professional services to assist with recruitment	\$10,000.00
Cindy McGarry	Professional services for departmental initiatives (Leader Advisor Program)	\$16,087.50
Civica Education Pty Limited	Professional services for the Education Management System (EMS) project	\$7,374,570.94
Communication Republic	Translation and interpreting services	\$60,055.00

Contractors	Purpose	\$ Actual payment
Complete Security Integration	Professional services for departmental initiatives (Schools Security Program)	\$30,940.00
Complete Tutoring Solutions	Professional tuition services for School Retention Program	\$75,707.50
Computers Now Pty Ltd	Professional ICT audit services	\$91,501.64
Comunet Unit Trust	Professional services for departmental initiatives (Preschool Upgrade Project)	\$20,076.40
Comunet Unit Trust	Professional services for departmental initiatives (Requesting Services)	\$10,428.00
Comunet Unit Trust	Professional services for departmental initiatives (Browser Compatibility)	\$26,220.00
Comunet Unit Trust	Professional services for departmental initiatives (RTO Preferred Provider Register)	\$15,949.50
Concordia Kindergarten Inc	Professional services for departmental initiatives (Preschool Support Program Funding)	\$14,953.79
Connected Self Pty Ltd	Professional services for departmental initiatives (School retention mentoring program)	\$416,209.95
Contracting Site Solutions Pty Ltd	Professional services for ICT communication installation and maintenance	\$24,225.00
CulturAlchemy Pty Ltd	Professional services for departmental initiatives (Culture Program)	\$17,000.00
CulturAlchemy Pty Ltd	Professional services to support departmental workshops and events (Meetings, Workshop Design, and Coordination)	\$10,500.00

Contractors	Purpose	\$ Actual payment
CyberCX Pty Ltd	Professional audit and risk services	\$43,325.00
Dansie's Head To Toe Pty Ltd	Psychological assessment services	\$43,572.73
Data 3 Ltd	Professional services for ICT software license management	\$17,576.20
Datacom Systems (AU) Pty Ltd	Professional services to support ICT delivery (Google Tenancy Project)	\$11,875.00
DataPeaks	Professional services to support ICT delivery (Solution Architecture)	\$23,437.50
Davies Stewart Recruitment	Labour resources	\$35,143.94
Deaf Services Limited	Translation and interpreting services	\$22,740.00
Deloitte Risk Advisory Pty Ltd	Professional audit and risk services	\$28,000.00
DemocracyCo Unit Trust	Professional services to support workforce and system development	\$12,860.00
Department for Infrastructure and Transport - Building Management	Cleaning and maintenance services	\$13,346.50
DFP Recruitment Services	Labour resources	\$100,045.42
DK Psychology	Psychological assessment services	\$29,489.16
DXC Technology Australia	Professional services for departmental initiatives (International Students Project)	\$852,152.24
DXC Technology Australia	Professional services for departmental initiatives (CFU and IMD)	\$378,135.00

Contractors	Purpose	\$ Actual payment
DXC Technology Australia	Professional services for departmental initiatives (CR Additional Support)	\$15,660.00
DXC Technology Australia	Professional services for departmental initiatives (CaFS Enhancement)	\$33,930.00
EBMS Pty Ltd	Professional services for departmental initiatives (eBMS Platform Configuration)	\$24,274.00
Edge Recruitment	Labour resources	\$729,405.68
EGM Recruitment Pty Ltd	Professional services to assist with recruitment	\$11,479.44
Emotous Pty Ltd	Professional services for departmental initiatives (Leader Wellbeing)	\$12,085.00
Empired Ltd	Professional services for departmental initiatives (Go-Fast project)	\$36,900.00
Empired Ltd	Professional services for departmental initiatives (Site Engagement and Development Information System)	\$57,772.03
Enable Professional Services	Professional services for ICT infrastructure (ICT Case/Service Management System)	\$214,205.00
Ernst & Young	Professional services for departmental initiatives (Small schools and Preschools Finance Model)	\$44,400.00
Ernst & Young	Professional services for departmental initiatives (Current and Future State Service Delivery Model)	\$103,600.00
Ernst & Young	Professional services for departmental initiatives (Projections Project)	\$93,375.00

Contractors	Purpose	\$ Actual payment
Ernst & Young	Professional services for departmental initiatives (Universal Child Development Screening Program)	\$25,000.00
Ernst & Young	Professional services for departmental initiatives (Monthly Reporting for Disability Funding)	\$30,000.00
Ernst & Young	Professional services for departmental initiatives (Funding Process)	\$28,500.00
Escient Pty Ltd	Professional services for ICT infrastructure (Identity Management Solution)	\$21,600.00
Expose Data Pty Ltd	Professional services for departmental initiatives (Enterprise Data Warehouse Discovery and Analysis)	\$318,181.18
Flinders University	Professional services for departmental initiatives (Hearing Screening)	\$72,085.90
Fujifilm Data Management	Professional services to support delivery of National Assessment Program Literacy and Numeracy (NAPLAN)	\$1,007,565.55
Fuller	Social media consultancy and video production	\$10,450.00
Galpins Accountants, Auditors and Business Consultants	Professional audit and risk services	\$18,900.00
Go Live Australia Pty Ltd	Professional services to support departmental workshops and events (Simulcast)	\$32,610.00
Gregory Berry	Professional audit and risk services	\$11,799.69
Harrison McMillan Pty Ltd	Professional recruitment and advertising services	\$140,575.38

Contractors	Purpose	\$ Actual payment
Hays Specialist Recruitment	Labour resources	\$7,332,381.40
Healthcare Redesign	Professional services for departmental initiatives (Special Options Project)	\$15,000.00
Hoban Recruitment Pty Ltd	Labour resources	\$670,628.15
Hoops 4 Life	Professional services for departmental initiatives (School retention mentoring program)	\$16,300.00
Hudson Global Resources (Aust) Pty Ltd	Labour resources	\$555,963.84
Ialign Pty Ltd	Professional services for departmental initiatives (Hogan Flash Reports & Ialign Custom Reports)	\$20,151.45
Ian Carswell	Professional tuition services for School Retention Program	\$16,070.46
I'm Possible Academy IPA	Professional tuition services for School Retention Program	\$16,920.00
IMC Information Multimedia Com	Professional services to support workforce and system development	\$37,429.00
Incompro Aboriginal Association Inc	Professional services for departmental initiatives (School retention mentoring program)	\$237,004.45
Insync Solutions Pty Ltd	Professional services for departmental initiatives (EdPass)	\$547,250.00
Interpreting And Translating	Translation and interpreting services	\$37,317.35
Invalue Consulting	Professional services to support online professional learning	\$11,812.50
Iocane Pty Ltd	Professional services for ICT infrastructure in schools	\$23,500.00

Contractors	Purpose	\$ Actual payment
Jade-Thelda Cleasby	Translation and interpreting services	\$72,960.00
John P Malcolm	Professional assessment services	\$57,500.00
JPE Design Studio Pty Ltd	Professional services for departmental initiatives (Site Feasibility Project)	\$27,835.00
K Welsh & Co Pty Ltd	Professional financial administration services to support Wiltja Residential Program	\$11,248.00
Kidsafe SA Inc	Playground safety inspections and workforce training	\$149,999.96
Kincentric	Professional services for departmental initiatives (Survey Deployment)	\$200,600.00
KPMG	Professional services for the Education Management System (EMS) project	\$151,311.90
KPP Ventures Pty Ltd	Labour resources	\$507,687.99
Kristy-Lyn Sinkovic	Professional services to support delivery of National Assessment Program Literacy and Numeracy (NAPLAN)	\$11,142.64
Labs 'N Life Inc	Labs 'n Life program	\$38,158.10
Lighthouse Youth Projects	Professional services for departmental initiatives (School retention mentoring program)	\$21,600.00
Loop Software Pty Ltd	Professional services for ICT infrastructure (DayMap Custom Solution)	\$23,400.00
Loxton Waikerie District Council	Professional services for departmental initiatives (Works on CIT Pipeline)	\$23,500.00

Contractors	Purpose	\$ Actual payment
Lumination Pty Ltd	Professional services for departmental initiatives (STEM Central)	\$229,995.00
Lumination Pty Ltd	Professional services for departmental initiatives (Learning Design Lead Services)	\$29,999.00
Lumination Pty Ltd	Professional services for departmental initiatives (Augmented Reality Communication Piece)	\$29,999.00
Madfox Brand & Creative	Professional services for departmental initiatives (School Back-up Resources)	\$15,000.00
Make Learning Better	Professional services for departmental initiatives (Leader Advisor Program)	\$17,887.50
Manpower Services Aust Pty Ltd	Labour resources	\$602,014.27
Map Instructional Design	Consulting services (registered training organisation compliance)	\$12,600.00
Matthew Nairn	Psychological assessment services	\$62,146.39
Maureen Hegarty	Science, Technology, Engineering and Mathematics (STEM) program	\$39,500.00
Maxima Group Training	Labour resources	\$19,132.13
MEGT (Australia) Ltd	Labour resources	\$158,866.14
MIMP Computer Cable Pty Ltd	Professional services for ICT infrastructure in schools	\$55,469.09
Mission Australia	Professional services for departmental initiatives (School retention mentoring program)	\$92,368.05
Modis Staffing Pty Ltd	Labour resources	\$94,056.16

Contractors	Purpose	\$ Actual payment
My Psychologist Frances	Psychological assessment services	\$39,954.00
NEC Australia Pty Ltd	Professional services to support ICT delivery (McAfee Web Gateway Project)	\$20,927.51
NEC Australia Pty Ltd	Professional services to support ICT delivery (Switch Upgrades)	\$34,643.48
NEC Australia Pty Ltd	Professional services to support ICT delivery (Corporate Site Upgrades)	\$16,410.46
NEC Australia Pty Ltd	Professional services to support ICT delivery (ISDN to SIP Migrations)	\$12,048.50
NEC IT Services Aust Pty Ltd	Professional services for ICT infrastructure (Backup & Maintenance)	\$52,272.89
Nicholas Kingsley	Professional services to support delivery of National Assessment Program Literacy and Numeracy (NAPLAN)	\$11,532.70
Novita Children's Services	Psychological assessment services	\$71,974.26
Nuago Pty Ltd	Professional ICT audit services	\$173,844.28
Nutshell Systems Pty Ltd	Professional services for departmental initiatives (Enterprise Data Warehouse Discovery and Analysis)	\$61,165.00
Objective Corporation Ltd	Professional services to upgrade DE Objective ECM	\$12,438.20
ONCALL Language Services Pty Ltd	Translation and interpreting services	\$19,963.38
Orbus Software	Professional services to support ICT delivery (iServer365 configuration and implementation)	\$16,700.00

Contractors	Purpose	\$ Actual payment
Our Lady of The Visitation School	Professional services for departmental initiatives (Preschool Support Services)	\$10,554.32
OutsideIn Group	Professional services for educator assessments	\$300,546.25
Oxford University Innovation	Professional services for departmental initiatives (Advisory Panel)	\$32,566.75
Pairwise Pty Ltd	Professional services for learning improvement	\$121,903.65
Pathways CBS Pty Ltd	Professional services to support delivery of National Assessment Program Literacy and Numeracy (NAPLAN)	\$55,230.00
Paxus Australia Pty Ltd	Labour resources	\$739,913.20
PEER	Professional services for vocational education and training	\$31,680.00
Peoplebank Australia Ltd	Labour resources	\$817,298.29
Pernix Pty Ltd	Professional services for the Education Management System (EMS) project	\$641,725.00
Peter Heydrich	Professional services to support delivery of National Assessment Program Literacy and Numeracy (NAPLAN)	\$10,597.35
Phoenix Australia Centre for Posttraumatic Mental Health	Psychological First Aid Training	\$15,454.55
Pop Education Pty Ltd	Professional services for departmental initiatives (New Business Ventures Skill Set)	\$17,280.00
PricewaterhouseCoopers	Professional services for departmental initiatives (VET Policy Progress Bill)	\$124,305.00

Contractors	Purpose	\$ Actual payment
PricewaterhouseCoopers	Professional services for departmental initiatives (Single Touch Payroll)	\$15,417.50
PricewaterhouseCoopers	Professional services for departmental initiatives	\$43,800.00
PricewaterhouseCoopers Indigenous Consulting Pty Ltd	Professional services for departmental initiatives (Policy Engagement)	\$29,682.00
Psychology SA	Psychological assessment services	\$41,644.54
Pushing Performance Pty Ltd	Professional services for departmental initiatives (Thursday Academy & Block Week)	\$73,160.00
Randstad Pty Ltd	Labour resources	\$2,054,933.08
Recruitment Solutions	Professional services to assist with recruitment	\$77,637.67
Relationships Australia	Care Leaver Discussion and Case Management programs	\$10,494.00
Remcast Pty Ltd T/AS	Labour resources	\$33,600.00
Riverland Data & Security	Professional services for ICT communication installation and maintenance	\$33,751.82
Royal SA Deaf Society Inc	Translation and interpreting services	\$63,285.00
Royal Zoological Society of SA	Professional services for vocational education and training	\$13,600.00
SA E & I Services Pty Ltd	Professional services for ICT communication installation and maintenance	\$41,800.00
Sammy D Foundation	Professional services for departmental initiatives (School retention mentoring program)	\$102,212.50

Contractors	Purpose	\$ Actual payment
Sandra Mauger	Professional services to support parent engagement	\$11,008.92
Sarre Consulting Trust	Professional services for departmental initiatives (Improving Outcomes for Children with Functional Needs Project)	\$18,000.00
Schools Industry Partnership	Professional services for departmental initiatives (Power User Access)	\$10,000.00
Schools Ministry Group	National School Chaplaincy Program annual funding	\$6,083,810.28
Seven Zero One Pty Ltd	Professional services for ICT communication installation and maintenance	\$64,580.25
Simfoni Analytics Ltd	Professional services for departmental initiatives (Procurement Analytics)	\$57,275.00
Soji Pty Ltd	Professional services to support departmental workshops and events (Intensive School-based Staff Workshop)	\$18,538.64
Soji Pty Ltd	Professional services to support departmental workshops and events (Organisational Development)	\$17,586.36
Squiz Australia Pty Ltd	Professional services for departmental initiatives (VET Portal Interface)	\$28,687.50
Squiz Australia Pty Ltd	Professional services for departmental initiatives (OKTA Basic Support Pack)	\$10,000.00
Squiz Australia Pty Ltd	Professional services for departmental initiatives (UX Discovery Phase)	\$25,000.00

Contractors	Purpose	\$ Actual payment
Squiz Australia Pty Ltd	Professional services for departmental initiatives (VET Service Pack Project)	\$126,791.67
St Joseph's School - Ottoway	Professional services for departmental initiatives (Preschool Support Program Funding)	\$25,522.56
St Martin's Kindergarten - Mount Gambier	Professional services for departmental initiatives (Preschool Support Program Funding)	\$12,133.80
Studio Band Nominess Pty Ltd	Professional services for departmental initiatives (Strategy, Concept and Execution for New Schools)	\$29,350.00
Switch Education Recruitment	Professional services for departmental initiatives (Future Leaders program)	\$24,877.63
TAFE SA	Professional services for vocational education and training	\$66,939.05
Talent International (SA) Pty Ltd	Labour resources	\$2,446,056.27
Taylorred Strategy Pty Ltd	Professional services for departmental initiatives (Year 7 to High School Workforce Stream)	\$13,300.00
Taysols Pty Ltd	Professional services for departmental initiatives (Financial Consolidation Board Project)	\$62,496.75
Telethon Kids Institute	Professional services for departmental initiatives (validating wellbeing and engagement tools)	\$28,600.00
Telstra Corporation Ltd	Professional services to support ICT delivery (ICT and telecommunication expenses)	\$384,351.52

Contractors	Purpose	\$ Actual payment
Terry Sizer	Professional services for departmental initiatives (Leader Advisor Program)	\$15,844.00
The Benevolent Society	Professional assessment services	\$28,000.00
The Deaf Society	Translation and interpreting services	\$15,870.00
The Learning Future Pty Ltd	Professional services for departmental initiatives (Governing Council Forum)	\$15,875.00
Thomas More College	Professional services for departmental initiatives (Curriculum development)	\$84,450.86
Thompson Organisations	Professional services for departmental initiatives (Executive Services Review)	\$10,000.00
Thomson Reuters (Professional) Australia Limited	Professional services for departmental initiatives (E-Recruitment Solutions)	\$33,775.00
Tjindu Foundation Ltd	Professional services for departmental initiatives (Aboriginal AFL Academy)	\$68,181.82
Translation Consultants	Translation and interpreting services	\$20,215.72
Trent Kelly Turf Services Pty Ltd	Grounds Maintenance Services	\$11,695.00
Tribal Campus Pty Ltd	Professional services for ICT infrastructure (ICT Case/Service Management System)	\$12,839.64
Trisan Australia Pty Ltd	Professional services for departmental initiatives (Electrical Testing)	\$13,440.00
Turner & Townsend Pty Ltd	Professional services for departmental initiatives (Procurement Strategy Development)	\$48,320.00

Contractors	Purpose	\$ Actual payment
Turner Townsend Thinc Pty Ltd	Professional services for departmental initiatives (Procurement Strategy Development)	\$33,947.00
Uniting Country SA Pty Ltd	National School Chaplaincy Program annual funding	\$224,604.00
University of Adelaide	Professional services for departmental initiatives (Brightpath Writing Improvement Program)	\$16,363.65
University of Melbourne	Professional services for departmental initiatives (Student Forum)	\$46,095.00
USG Education Services Pty Ltd	Professional ICT audit services	\$64,441.00
Valcorp Australia Pty Ltd	Asset Valuation	\$21,900.00
Whitelion Youth Agency Ltd	Professional services for departmental initiatives (School retention mentoring program)	\$260,785.97
WJ Leadership	Professional services for departmental initiatives (Leader Advisor Program)	\$10,612.50
Yaraforce Pty Ltd	Professional services for ICT communication installation and maintenance	\$22,525.00
Year 13 Pty Ltd	Professional services for departmental initiatives (Industry Specific Micro Events)	\$44,235.00
Yorke Communications	Professional services for ICT communication installation and maintenance	\$36,600.75
Your Dream Inc	National School Chaplaincy Program annual funding	\$33,180.00

Contractors	Purpose	\$ Actual payment
ZED Management Consulting	Professional services to support delivery of National Assessment Program Literacy and Numeracy (NAPLAN)	\$77,560.53
Zion Pre-School Centre	Professional services for departmental initiatives (Preschool Support Program Funding)	\$14,091.34
	Total	\$45,787,704.86

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/contractors-reporting-by-the-department-for-education>

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts](#).

The website also provides details of [across government contracts](#).

Risk management

Risk and audit at a glance

The Audit and Risk Committee (ARC) provides independent advice to the Chief Executive and the Senior Executive Group on the department’s risk, control and compliance framework, and its external accountability responsibilities.

The ARC comprises 5 members of senior management and 3 independent external members. Representatives of the Auditor-General’s Department attend as observers. The committee met on 5 occasions during 2021.

During 2021, the ARC has focused on the following matters:

- Corporate governance and risk management frameworks
- COVID-19 response plans and measures introduced to manage the pandemic event
- External accountabilities and financial legislative compliance
- Internal audit coverage and review of significant issues identified in audit reports and actions taken.
- External audit oversight of implementation and actions taken to address issues raised in Auditor General’s audit reports.

Fraud detected in the agency

Category/nature of fraud	Number of instances
Maladministration/mismanagement	5
Misconduct	4
Corruption	1

NB: Fraud reported includes actual and reasonably suspected incidents of fraud.

Strategies implemented to control and prevent fraud

The Department for Education is committed to maintaining a working environment free of fraud and corrupt behaviour and prompts this position through the department’s fraud and corruption control policy and framework. The policy and framework articulates the department’s prevention, detection and response strategies and provides the processes for managing suspected and/or actual fraud or corruption.

Fraud control risks are reviewed and assessed annually to ensure that processes are in place to adequately manage potential fraud risks.

Any instances of misconduct are treated seriously by the department, and where these occur, prompt action is taken to ensure that they are thoroughly investigated and that those responsible are held to account.

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/fraud-detected-in-the-department-for-education>

Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

2

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/public-interest-disclosure-for-the-department-for-education>

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

Reporting required under any other act or regulation

Reporting required under the *Carers' Recognition Act 2005*

The Department for Education supports carers who are employees and students.

Awareness: There is system to ensure all management, staff, and volunteers, parents and students have an understanding of the Act and Carers Charter.

Consultation: There is a system to ensure consultation with carers, or persons or bodies that represent carers, in the development and review of human resource department plans, policies, procedures and practice.

Practice: There is a system to ensure the principles of the Carers Charter are reflected in human resource department practices.

Public complaints

Number of public complaints managed by Customer Feedback about schools and preschools

Complaint categories	Sub-categories	Example	Number of Complaints 2021
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	184
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	208
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	14
Communication	Communication quality	Inadequate, delayed or absent communication with customer	152
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	12
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	6
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	36
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	29
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	75

Complaint categories	Sub-categories	Example	Number of Complaints 2021
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	18
Service quality	Information	Incorrect, incomplete, outdated or inadequate information; not fit for purpose	4
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	5
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	3
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	86
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	27
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	149
		Total	1008

Additional Metrics	Total
Number of positive feedback comments	35
Number of negative feedback comments	313
Total number of feedback comments*	348
% complaints resolved within policy timeframes	95.78

*Feedback received about the department and schools/preschools

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/public-complaints-received-by-the-department-for-education>

Service Improvements

Service improvements (individual site as well as system wide improvements) resulting from complaints and feedback managed by Customer Feedback:

- A school implemented alternative areas for student pick-up and drop-off to help mitigate safety concerns arising due to COVID restrictions and the ability for parents to socially distance at school gates. Safety reviews were also undertaken regarding double parking of cars and creating traffic safety concerns at the front of the school.
- A school commitment to improving their communications regarding enrolment decisions to parents, following a complaint raised about timeliness.
- A school undertook to improve its process in managing communication to parents with shared custody arrangements, to ensure both parents receive up-to-date information relating to their child's education. This followed a complaint about only 1 parent receiving information.
- Further staff training undertaken in a school to expand on the level of support for students with complex needs, following a complaint regarding the support provided to specific individual students.
- Feedback given by a parent during the course of their complaint was forwarded to the area in the department responsible for the student travel assistance program. The feedback was incorporated into the travel assistance form/guide used by parents and carers to make it clearer who the transport assistance is accessible to.
- Following a parent complaint, a school reviewed and updated their student communication and processes to ensure students have a better awareness of the indoor areas they could access to collect items they might need during break times e.g. hats.

System wide service improvements during 2021 include:

- A new department-wide case management system was implemented during 2021. The system has transformed the management, responsiveness and data capture of school complaints, enquiries and feedback. This enables a more integrated, efficient and transparent process, refining complaint reporting and analysis. Customers have improved access to information when lodging their complaint, thereby reducing response times and receipt of a more tailored service.
- Monthly and quarterly data from the Customer and Information Services directorate (which incorporates customer complaints) is provided to senior executive and a number of specific divisions across the department. The purpose is to identify emerging trends or issues so they can be addressed early, and individual or systemic change can be made.

Compliance Statement

Department for Education is compliant with Premier and Cabinet Circular 039 – complaint management in the South Australian public sector	Y
Department for Education has communicated the content of PC 039 and the agency’s related complaints policies and procedures to employees.	Y

Appendix: Audited financial statements 2020-21