

APPENDICES



APPENDICES

APPENDIX 1 – COMPLIANCE STATEMENT

The ACT Education Directorate Annual Report 2016-17 must comply with the 2017 Annual Report Directions (the Directions). The Directions are found at the ACT Legislation Register: www.legislation.act.gov.au.

The Compliance Statement indicates the subsections, under the five Parts of the Directions, that are applicable to the Education Directorate and the location of information that satisfies these requirements.

PART 1 DIRECTIONS OVERVIEW

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and records keeping of annual reports. The 2016-17 Education Directorate Annual Report complies with all subsections of Part 1 under the Directions.

In compliance with section 13 Feedback, Part 1 of the Directions, contact details for the Education Directorate are provided within the 2016-17 Education Directorate Annual Report to provide readers with the opportunity to provide feedback.

PART 2 DIRECTORATE AND PUBLIC SECTOR BODY ANNUAL REPORT REQUIREMENTS

The requirements within Part 2 of the Directions are mandatory for all directorates and public sector bodies and the Education Directorate complies with all subsections. The information that satisfies the requirements of Part 2 is found in the 2016-17 Education Directorate Annual Report as follows:

- > A. Transmittal Certificate, see pages 5 - 7;
- > B. Organisational Overview and Performance, inclusive of all subsections, see pages 9 - 104; and
- > C. Financial Management Reporting, inclusive of all subsections, see pages 105 - 230.

PART 3 REPORTING BY EXCEPTION

The Education Directorate has nil information to report by exception under Part 3 of the Directions for the 2016-17 reporting period.

PART 4 DIRECTORATE AND PUBLIC SECTOR BODY SPECIFIC ANNUAL REPORT REQUIREMENTS

The following subsections of Part 4 of the 2017 Directions are applicable to the Education Directorate and can be found within the 2016-17 Education Directorate Annual Report:

- > F1. Investigation of Complaints, see pages 231 - 232; and
- > I. Ministerial and Director-General Directions, see pages 233 - 234.

PART 5 WHOLE OF GOVERNMENT ANNUAL REPORTING

All subsections of Part 5 of the Directions apply to the Education Directorate. Consistent with the Directions, the information satisfying these requirements is reported in the one place for all ACT Public Service directorates, as follows:

- > N. Community Engagement and Support, see the annual report of the Chief Minister, Treasury and Economic Development Directorate;
- > O. Justice and Community Safety, including all subsections O.1 – O.4, see the annual report of the Justice and Community Safety Directorate;
- > P. Public Sector Standard and Workforce Profile, including all subsections P.1 – P.3, see the annual State of the Service Report; and
- > Q. Territory Records, see the annual report of the Chief Minister, Treasury and Economic Development Directorate.

ACT Public Service Directorate annual reports are found at the following web address:

http://www.cmd.act.gov.au/open_government/report/annual_reports

As required by Australian Auditing Standards, the ACT Audit Office checks financial statements included in annual reports (and information accompanying financial statements) for consistency with previously audited financial statements. This includes checking the consistency of statements of performance with those statements previously reviewed (where a statement of performance is required by legislation).

APPENDIX 2

LIST OF TABLES

		Page
B5.1	Audit Committee membership and meetings in 2016-17	82
B7.1	Reduction in the incidence rate of claims resulting in one or more weeks off work by at least 30 percent	88
B7.2	Reduction in the incidence rate of claims for musculoskeletal disorders by at least 30 percent	89
B8.1	Attraction and Retention Incentives, Special Employment Arrangements and Australian Workplace Agreements, classifications and remuneration of officers	94
B8.2	FTE and headcount by gender	95
B8.3	Headcount by classification and gender	95
B8.4	Headcount by employment category and gender	95
B8.5	FTE and headcount by Division/Branch	96
B8.6	Headcount by age group and gender	96
B8.7	Average years of service by gender	96
B8.8	Headcount by diversity group	96
B8.9	Recruitment and separation rates by classification group	97
B9.1	School-based sustainable development performance 2015-16 and 2016-17	98
B9.2	Education Support Office-based sustainable development performance 2015-16 and 2016-17	103
C1.1	Net cost of services	107
C1.2	Line item explanation of significant variances from the amended budget - Controlled operating statement	111
C1.3	Line item explanation of significant variances from the amended budget - Controlled balance sheet	114
C3.1	Capital works management 2016-17	200
C3.2	End of financial year reconciliation schedule 2016-17	202
C4.1	Assets and their values at 30 June 2017	204
C4.2	Assets added to the Asset Register in 2016-17	204
C4.3	Education Support Office sites, staff numbers (headcount) and space occupied as at 30 June 2017	206
C5.1	Education Directorate contracts executed in 2016-17 with an estimated total value of \$25,000 or more	207-218
C5.2	Activities executed in 2015-16 Financial Year and notified to the Contracts Register in 2016-17 Financial Year	219-221
Annex Reports		
TQI.1	TQI Board members and meeting attendance 2016-17	241
TQI.2	TQI income and expenses for 2016-17	247
TQI.3	TQI expenses on supplies and services 2016-17	248
TQI.4	TQI Notifiable Contracts 2016-17	248
TQI.5	Approved teachers by employer and gender	250
TQI.6	Approved teachers' qualifications	251
BSSS.1	Board membership as at 1 July 2016	273
BSSS.2	Board membership as at 30 June 2017	274
BSSS.3	Board Standing Committees and their roles	275
BSSS.4	Board Sub-Committees that operated in 2016	276
BSSS.5	Board Sub-Committees that operated in 2017	277

		Page
BSSS.6	Accreditation Panels in 2016-17	278
BSSS.7	H courses studied by graduating students in 2016	280
BSSS.8	Selected courses on Senior Secondary Certificates and Tertiary Entrance Statements, 2015 and 2016	282

APPENDIX 3

LIST OF FIGURES

		Page
B1.1	Number of enrolments of Aboriginal and Torres Strait Islander children in preschool in public schools, 2012 to 2016	25
B1.2	Mean achievement score of all Year 5 Aboriginal and Torres Strait Islander public school students in reading in NAPLAN, 2012 to 2016	28
B1.3	Mean achievement score of all Year 5 Aboriginal and Torres Strait Islander public school students in numeracy in NAPLAN, 2012 to 2016	29
B1.4	Mean achievement score of all Year 9 Aboriginal and Torres Strait Islander public school students in reading in NAPLAN, 2012 to 2016	29
B1.5	Mean achievement score of all Year 9 Aboriginal and Torres Strait Islander public school students in numeracy in NAPLAN, 2012 to 2016	30
B1.6	Percentage of Year 10 Aboriginal and Torres Strait Islander students who proceed to public secondary college education, 2012-13 to 2016-17	30
B1.7	Percentage of Aboriginal and Torres Strait Islander public school students who received a Year 12 Certificate, 2012 to 2016	31
B1.8	Percentage of Year 12 Aboriginal and Torres Strait Islander students who received a nationally recognised vocational qualification, 2012 to 2016	31
B1.9	Percentage of Year 12 Aboriginal and Torres Strait Islander students who received a Tertiary Entrance Statement, 2013 to 2016	32
B1.10	Number of Aboriginal and Torres Strait Islander staff, 2012 to 2017	34
B2.1	Mean achievement score of all Year 5 public school students in reading in NAPLAN, 2012 to 2016	42
B2.2	Mean achievement score of all Year 5 public school students in numeracy in NAPLAN, 2012 to 2016	42
B2.3	Mean achievement score of all Year 9 public school students in reading in NAPLAN, 2012 to 2016	43
B2.4	Mean achievement score of all Year 9 public school students in numeracy in NAPLAN, 2012 to 2016	43
B2.5	Mean achievement score of ACT and Australian Year 10 students in NAP SL, 2006 to 2015	44
B2.6	Education and care sector services awarded a quality rating as at 30 June 2017	46
B2.7	Staff retention rate measured as a percentage, 2012 to 2016	50
B2.8	Average number of years of employment with the Directorate, 2012 to 2017	50
B2.9	Percentage of overall student satisfaction with education in ACT public schools, 2012 to 2016	55
B2.10	Percentage of Year 10 students who proceed to public secondary college education, 2012-13 to 2016-17	56
B2.11	Percentage of Year 12 public school students who received an ACT Senior Secondary Certificate, 2012 to 2016	56
B2.12	Percentage of public school Year 12 graduates studying or employed six months after completing Year 12, 2012 to 2016	57
B2.13	Percentage of Year 12 students who received a nationally recognised vocational qualification, 2012 to 2016	57
B2.14	Percentage of Year 12 students who received a Tertiary Entrance Statement, 2012 to 2016	58
B2.15	Attendance rate of public school students Years 1 to 10, 2012 to 2016	58
B2.16	Real retention rates in public schools from preschool to kindergarten, Year 6 to Year 7 and Year 7 to Year 12, 2013 to 2017	59
B2.17	Individual Learning Plans completed for students in specialist and mainstream schools who access disability education services, 2012 to 2017	60

		Page
B2.18	Overall satisfaction of Parents and Carers with the education provided at ACT public schools, 2012 to 2016	62
B2.19	Proportion of school enrolments, 2013 to 2017	62
B2.20	Number of enrolments in preschool in public schools, 2012 to 2016	63
B2.21	Comparison of ACT and interstate enrolments in ACT public schools, 2013 to 2017	63
B2.22	Full fee paying and fee-exempt international students in public schools, 2011 to 2016	64
B2.23	School portfolio carbon emissions, 2012-13 to 2016-17	69
B2.24	Number of new FOI requests, 2011-12 to 2016-17	70
C1.1	Components of Revenue 2016-17	109
C1.2	Components of Expenditure 2016-17	110
C1.3	Total assets at 30 June 2017	112
C1.4	Total liabilities at 30 June 2017	113
C1.5	Sources of Territorial revenue	115
Annex Reports		
TQI.1	Approved teachers by approval type	249
TQI.2	Approved teachers by first year approved	249
TQI.3	Number of approved teachers as at 30 June by year	250
TQI.4	Approved teachers by age	251
BSSS.1	Percentage of ACT Senior Secondary Certificate Receivers who achieved a Tertiary Entrance Statement, 2002-2016	280
BSSS.2	Range of ATARS across ACT colleges, 2016	281
BSSS.3	Number of students receiving vocational certificates by college and year level, 2016	283

APPENDIX 4

ABBREVIATIONS AND ACRONYMS

AASB	Australian Accounting Standards Board
ACACA	Australasian Curriculum, Assessment and Certification Authorities
ACARA	Australian Curriculum, Assessment and Reporting Authority
ACC	Assessment and Certification Committee
ACER	Australian Council for Educational Research
ACSF	Australian Core Skills Framework
ACT	Australian Capital Territory
ACTPS	ACT Public Service
AEDC	Australian Early Development Census
AEU	Australian Education Union
AITSL	Australian Institute for Teaching and School Leadership
ANU	Australian National University
AO	Officer of the Order of Australia
Apps	Applications (as in Google Apps)
ARIns	Attraction Retention Incentives
ATAR	Australian Tertiary Admissions Rank
ATO	Australian Taxation Office
AWA	Australian Workplace Agreement
BMS	Building Management System
BSSS	Board of Senior Secondary Studies
CECA	Children's Education and Care Assurance
CIT	Canberra Institute of Technology
CMTEDD	Chief Minister, Treasury and Economic Development Directorate
CO ₂	Carbon Dioxide
COAG	Council of Australian Governments
COPE	Commonwealth Own Purpose Payments
CRM	Customer Relationship Management
CSC	Commonwealth Superannuation Corporation
CSD	Community Services Directorate
CSS	Commonwealth Superannuation Scheme
CUP	Capital Upgrade Programmed Works
DCM	Design Construct Maintain
EA	Enterprise Agreement
EAL/D	English as an Additional Language or Dialect
EAP	Employee Assistance Program
ESL	English as a Second Language
ESO	Education Support Office
FACE	Fellow of the Australian College of Educators

FACEL	Fellow of the Australian College of Educational Leaders
FIFA	Fédération Internationale de Football Association
FIT	Feed in Tariff
FMA	Financial Management Act
FOI	Freedom of information
FTE	Full-time equivalent
GFA	Gross Floor Area
GHG	Greenhouse gas
GPO	Government Payments for Outputs
GPRS	General Packet Radio Service
GST	Goods and Services Tax
HAAS	Health Access At School Program
HALT	Highly Accomplished and Lead Teacher
HMSMP	Hazardous Materials Survey Management Plans
HSR	Health and Safety Representative
HSW	Health, Safety and Wellbeing Team
HVAC	Heating, Ventilation and Cooling
ICT	Information and communication technology
ILP	Individual Learning Plan
ITE	Initial Teacher Education
ITI	Interstate Transfer Index
K-10	Kindergarten to year 10
KMP	Key Management Personnel
kW	kilowatt
kWh	kilowatt hour
LED	Light-emitting diode
Maze	School Administration System
MLA	Member for the Legislative Assembly
MJ	Megajoules
MOU	Memorandum of Understanding
MSD	Musculoskeletal Disorders
MWh	Megawatt hour
N/A	Not applicable
NAPLAN	National Assessment Program - Literacy and Numeracy
NAP-SL	National Assessment Program – Science Literacy
NDIA	National Disability Insurance Agency
NDIS	National Disability Insurance Scheme
NERA	National Education Reform Agreement
NMS	National Minimum Standard
N.P.	Not for publication
NPUECE	National Partnership for Universal Access to Early Childhood Education
NQF	National Quality Framework

NQS	National Quality Standard
NSET	Network Student Engagement Team
OAM	Medal of the Order of Australia
OBSSS	Office of the Board of of Senior Secondary Studies
OLNA	Online Literacy and Numeracy Assessment
P-6, P-10	Preschool to year 6, Preschool to year 10
PANLs	Principals as Numeracy Leaders
PAP	Principal's Authorised Person
PCIS	Personal Care in School
PL	Professional Learning
PIPS	Performance Indicators in Primary Schools
PSM	Public Sector Management/ Public Service Medal
PSSAP	Public Sector Superannuation Scheme
PSSAP	Public Sector Superannuation Accumulation Plan
RAP	Reconciliation Action Plan
RCS	Reportable Conduct Scheme
RED	Respect, Equity and Diversity
REOI	Request for Expression of Interest
RiskMan	ACT Public Sector Work Injury Reporting online reporting system
RMP	Resource Management Plan
RoGS	Report on Government Services
RTO	Registered training organisation
R-Units	Registered Units
SAMP	Strategic Asset Management Plan
SAS	School Administration System
SCSA	West Australian School Curriculum and Standards Authority
SDT	School Data Tool
SEAs	Special Employment Arrangements
SERBIR	Senior Executives Responsible for Business Integrity Risk
SET	Senior Executive Team
SFI	Student Family education and occupation Index
SLC	Executive Teacher (School Leader C)
SNT	Special Needs Transport
SOA	Schools Operational Allocation
SRA	Student Resource Allocation
SS	Shared Services
STEM	Science, Technology, Engineering and Mathematics
TCCS	Transport Canberra and City Services Directorate
tCO2-e	Tonnes of carbon dioxide emissions
TEMAG	Teacher Education Ministerial Advisory Group
TES	Tertiary Entrance Statement
TQI	Teacher Quality Institute

UC	University of Canberra
VET	Vocational Education and Training
VOIP	Voice Over Internet Protocol
WCAG	Web Content Accessibility Guidelines
WCU	Worker Consultation Units
WhOG	Whole of Government
WHS	Work Health and Safety
WwVP	Working with Vulnerable People

APPENDIX 5

INDEX

A

Aboriginal and Torres Strait Islander 11, 15, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 39, 44, 46, 52, 54, 61, 68, 91, 93, 94, 96, 241, 261, 263, 291

Accountability 15, 16, 17, 21, 41, 47, 73, 91, 107, 185, 273

Accreditation 70, 77, 101, 130, 242, 243, 244, 259, 271, 275, 278, 279, 283, 291

ACT Board of Senior Secondary Studies 3, 12, 19, 31, 32, 56, 57, 58, 280, 281, 282

Action Inquiry Program 25

ACT Principals Association 207, 273, 274, 276, 277

ACT Senior Secondary Certificate 31, 56, 271, 272, 279, 280, 282, 291, 292

Actsmart 101, 104

ACT Teacher Quality Institute 12, 19, 47, 92, 107, 236, 237, 238, 242, 252, 269

Air conditioning 199, 200

Apprentice/ship 95, 97, 139, 282

Assessment 10, 12, 15, 21, 22, 24, 28, 29, 30, 41, 42, 43, 44, 52, 68, 79, 213, 216, 254, 255, 261, 263, 264, 265, 268, 269, 272, 274, 275, 276, 277, 278, 293, 294, 295

Asset 203, 204, 205, 248, 284, 290, 295

Attendance 24, 27, 32, 55, 58, 59, 61, 66, 82, 90, 92, 241, 290, 291

Audit 16, 17, 19, 72, 73, 80, 81, 82, 84, 106, 284, 289, 290

Auditor-General 41, 71, 72, 73, 74, 116

Australian Curriculum, Assessment and Reporting Authority (ACARA) 28, 29, 52

Australian Professional Standard for Principals 48, 91

Australian Professional Standards for Teachers 48, 91, 238, 239, 240, 241, 242, 243, 245, 268, 269

Award 25, 26, 27, 33, 35, 36, 37, 38, 45, 46, 272,

B

Board 12, 15, 16, 19, 20, 24, 31, 32, 56, 57, 58, 70, 75, 79, 101, 102, 103, 106, 107, 205, 206, 216, 234, 239, 240, 241, 243, 246, 252, 261, 264, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 290, 293, 295

Business Innovation 12, 20, 22, 39, 65, 106, 135,

C

Capital 14, 15, 16, 19, 22, 39, 69, 74, 98, 100, 106, 107, 115, 200, 202, 204, 206, 207, 217, 221, 248, 253, 257, 284, 290, 293

Capital upgrades/classroom upgrades 66, 199, 200, 203, 205,

Carbon Emissions/Carbon Neutral 23, 67, 69, 98, 100, 104, 201, 203, 292,

Catholic Education Office 54, 79, 240, 241, 276, 277

Certification 31, 48, 56, 239, 248, 269, 272, 275, 276, 277, 278, 293

Challenge 11, 22, 23, 41, 261

Charles Weston School 10, 13

Chief Minister's Reading Challenge 41

Children's Education and Care Assurance (CECA) 10, 15, 40, 45, 49, 81

Code of Conduct 275

Coding and cyber 21, 40

Committee 16, 17, 18, 20, 66, 75, 76, 77, 78, 79, 80, 82, 84, 85, 86, 241, 245, 262, 272, 275, 276, 277, 290, 293

Community 10, 11, 12, 14, 15, 16, 20, 21, 22, 23, 24, 26, 27, 32, 35, 36, 40, 53, 55, 61, 79, 80, 81, 83, 84, 94, 232, 234, 237, 241, 258, 259, 261, 262, 263, 271, 282, 283, 289, 293

Complaint 73, 232, 283, 288,

Compliance 3, 12, 26, 17, 18, 19, 21, 22, 41, 47, 69, 70, 71, 80, 81, 82, 86, 107, 130, 199, 203, 207, 237, 245, 288

Consult/consultation 17, 18, 20, 21, 23, 28, 32, 40, 48, 49, 52, 54, 66, 68, 85, 86, 90, 91, 101, 204, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 244, 248, 258, 272, 274, 278, 283,

Contract 47, 66, 67, 198, 205, 207, 208, 219, 248

Critical incident 80

Cultural integrity 23, 24, 26, 28, 32, 33, 52, 54, 68

Curriculum 12, 15, 20, 21, 22, 23, 25, 26, 28, 29, 30, 39, 41, 42, 43, 44, 47, 52, 77, 82, 215, 221, 254, 255, 256, 260, 261, 262, 263, 264, 265, 266, 267, 271, 272, 275, 276, 277, 278, 279, 286, 293, 295

D

Data 12, 15, 23, 28, 31, 32, 59, 65, 88, 89, 209, 210, 244, 245, 255, 262, 263, 266, 295

Devices 18, 20, 66, 67,

Digital 14, 15, 18, 21, 40, 48, 67, 100, 245, 248, 255, 262, 271, 272

Director-General 10, 11, 14, 15, 16, 17, 18, 19, 32, 80, 81, 82, 84, 96, 107, 234, 237, 241, 273, 274, 288

Disability 11, 21, 52, 53, 54, 59, 91, 96, 111, 209, 216, 294

E

Early Childhood 10, 12, 14, 15, 17, 19, 20, 22, 24, 35, 40, 45, 46, 49, 61, 69, 102, 199, 206, 220, 257, 262, 263, 265, 283, 294

Early intervention 40, 53, 55, 61, 87

Early Years Learning Framework 20, 39, 48

Education Act 15, 16, 18, 19, 22, 176, 234

Education and Care Services National Law (National Law) 19, 40, 41, 45, 46, 68, 69, 81

Education Support Office 10, 11, 26, 48, 67, 68, 86, 91, 101, 102, 103, 104, 203, 205, 206, 207, 232, 290, 293

Efficiency 21, 67, 69, 98, 99, 101, 102, 103, 200, 203

Emergency management 16, 17, 37, 80, 106

Employee Assistance Program 87, 293

Energy 98, 99, 100, 101, 104, 215, 217, 218, 259

Enrolment 20, 22, 24, 25, 31, 56, 61, 62, 63, 65, 78, 94, 107, 108, 109, 110, 115, 135, 136, 138, 174, 198, 219, 291,

Enterprise agreement 17, 90, 93, 94, 108, 109, 110, 135, 138, 293

Executive Teacher 37, 48, 91, 264

Expense 108, 110, 111, 115, 117, 240, 247

F

Facebook 245, 283

Families 10, 12, 20, 21, 22, 23, 24, 27, 38, 39, 40, 45, 49, 53, 61, 68, 77, 87, 106, 135, 263, 264,

Financial 80, 84, 107, 109, 110, 112, 113, 114, 115, 116, 202, 212, 219, 237, 240, 247, 248, 284, 288, 290, 294

Flexible Learning Options 24

Fraud 73, 80, 84, 117, 118, 246, 284

Freedom of Information 70

Funding 11, 20, 22, 23, 25, 26, 32, 46, 49, 52, 53, 75, 76, 77, 82, 109, 115, 131, 132, 136, 179, 186, 187, 200, 201, 205, 248, 272, 278

Future of Education 11, 15, 20, 23, 28, 40, 41, 61

G

Gifted and talented students 256

Google Apps 48, 293

Google Summit 48

Greenhouse gas emissions 98, 103

H

Heating, Ventilation and Cooling (HVAC) 100, 217, 218

Higher education 12, 18, 48, 268, 269, 278

High expectations 12, 20, 22, 28, 39, 52, 55, 106, 135

Home education 15, 70, 106, 130, 135

Human resources 48, 90

I

Inclusion 11, 22, 59, 91, 93, 245, 263, 266

Information and communication technology (ICT) 18, 67, 83, 114, 132, 148, 204, 246

Infrastructure 14, 15, 66, 100, 198, 200, 202, 204, 206, 208, 221

Initial Teacher Education 239, 240, 241, 244, 245, 247, 268, 294

Injury 17, 86, 87, 295

International education 64

Interstate students 63

K

Koori Preschool 24, 39, 40, 61, 264

L

Leadership 11, 12, 15, 16, 18, 20, 21, 22, 24, 35, 37, 47, 48, 92, 206, 216, 217, 219, 241, 243, 253, 254, 256, 258, 259, 261, 264, 265, 293

Learning environment 10, 12, 22, 23, 28, 99, 101, 203, 221,

Learning needs 10, 12, 21, 23, 24, 25, 55, 66, 92, 106

learning space 66, 78, 99, 198

Legislation 19, 237, 242, 288
 Liabilities 108, 110, 113, 114, 117, 248,
 Literacy 22, 28, 29, 30, 41, 42, 43, 44, 244, 253, 257, 259, 262, 263, 264, 265, 272, 294, 295
 M
 Maintenance 52, 70, 83, 99, 130, 203, 204, 205, 209, 215, 217, 218, 221, 248
 Management 15, 16, 17, 19, 20, 37, 52, 69, 80, 81, 83, 84, 85, 86, 90, 98, 101, 104, 106, 107, 114, 200, 203, 205, 210, 213, 214, 217, 218, 232, 237, 240, 246, 247, 254, 258, 260, 262, 274, 275, 284, 288, 293, 294, 295
 Mentor 21, 27, 33, 49, 54, 92, 93, 242, 246, 257, 261, 266
 Minister for Education and Early Childhood Development 12, 14, 15, 19, 61, 116
 Mura Achievement Awards 27
 N
 NAPLAN 24, 28, 29, 30, 40, 41, 42, 43, 65, 79, 291, 294
 National Assessment Program 22, 28, 29, 30, 41, 42, 43, 44, 294
 National Disability Insurance 20, 53, 54, 111, 294
 National Partnership Agreement 46
 National Quality Framework 10, 45, 46, 49, 78, 81, 294
 Network 13, 18, 22, 39, 53, 54, 61, 76, 198, 206, 214, 253, 262, 263, 265, 295
 New schools 10, 198, 203
 Ngunnawal 2, 24, 25, 26, 32, 265
 Non-government schools 12, 15, 22, 49, 62, 70, 75, 76, 115
 Numeracy 11, 20, 22, 28, 29, 30, 41, 42, 43, 47, 214, 244, 263, 264, 265, 272, 294, 295
 O
 Occupational Violence 17, 20, 85, 106, 213
 Office Accommodation 205, 206
 Organisational Structure 14, 212, 239
 P
 Parent/Parental 11, 18, 20, 21, 22, 23, 24, 27, 38, 39, 40, 52, 53, 55, 59, 61, 62, 64, 66, 70, 79, 90, 104, 106, 273, 276, 277, 283, 292
 Pathways 15, 22, 23, 24, 25, 26, 28, 31, 41, 53, 54, 91, 93, 244, 271, 279, 286
 Performance 14, 15, 17, 20, 22, 41, 48, 52, 53, 89, 91, 96, 97, 107, 216, 237, 238, 242, 255, 258, 260, 265, 271, 278, 284, 288, 295
 Planning 14, 22, 92, 101, 215, 240, 255, 259, 261, 265, 266
 Preschool 22, 24, 39, 40, 48, 53, 61, 63, 98, 198, 208, 213, 216, 217, 256, 264, 295
 Principals as Numeracy Leaders 11, 20, 47, 214, 265, 295
 Priorities 12, 16, 19, 39, 54, 86, 92, 98, 200
 Procurement 74, 198, 207, 219, 248
 Professional Development/Professional Learning 10, 20, 21, 22, 26, 33, 39, 40, 48, 47, 49, 50, 54, 61, 75, 90, 91, 92, 101, 107, 132, 198, 207, 217, 238, 239, 240, 241, 242, 244, 245, 253, 256, 257, 259, 261,
 Psychologist 23, 53, 55
 Public Interest Disclosure 84, 252
 Q
 Quality learning 10, 12, 20, 22, 28, 39, 41, 203
 R
 Recognition 35, 91, 268, 271, 272, 282
 Reconciliation 25, 32, 33, 54, 91, 202, 241, 290, 295
 Records 2, 56, 66, 7, 232, 237, 238, 288, 289
 Reform Program Board 16, 106
 Registered Training Organisations 214, 282
 Registration 15, 22, 47, 70, 82, 92, 93, 106, 214, 240, 241, 242, 243, 244, 245, 247, 249, 268, 269, 272, 275
 Remuneration 15, 18, 94, 240, 274, 290
 Reportable Conduct Scheme 40, 243, 295
 Reporting 10, 11, 12, 16, 18, 20, 22, 23, 26, 28, 29, 30, 42, 43, 44, 52, 65, 68, 69, 70, 73, 74, 77, 78, 80, 84, 85, 86, 90, 98, 99, 100, 104, 198, 199, 200, 203, 232, 237, 240, 241, 242, 245, 246, 248, 249, 251, 252, 271, 276, 284, 288, 289, 293, 295
 Resources 11, 15, 16, 23, 26, 47, 48, 55, 61, 75, 77, 80, 90, 93, 98, 102, 111, 123, 240, 252, 246, 255, 271, 275, 284
 Respect, Equity and Diversity 17, 295
 Respectful Relationships 61, 77, 262
 Retention 30, 50, 55, 56, 59, 71, 90, 93, 290, 293
 Revenue 107, 109, 111, 115, 247, 292
 Risk Management /Risk Assessment 16, 17, 19, 80, 81, 84, 85, 87, 106, 246, 274
 Road safety 67, 253,

S

Safety 11, 16, 17, 20, 37, 40, 45, 61, 67, 80, 82, 83, 85, 86, 93, 106, 199, 200, 203, 213, 237, 246, 253, 255, 258, 284, 289, 294, 296

Satisfaction 55, 62, 79

Scholarship 20, 25, 33, 38, 47, 48, 49, 50

School Administration System 20, 66, 72, 73, 83, 218, 294, 295

School Boards 19

School Census 31, 32, 56, 59, 78

School education advisory committee 18, 20, 66

School environment 23, 24, 205, 264

School Improvement 11, 13, 15, 15, 17, 18, 20, 39, 41, 48, 65, 67, 68, 79, 85, 94, 254, 264, 279

School Reviews 21, 41

Schools for All 20, 21, 23, 54, 66, 75, 78, 106

Science 12, 22, 25, 39, 43, 44, 85, 198, 203, 210, 255, 256, 258, 265, 272, 278, 294, 295

Scrutiny 71, 284

Security 16, 17, 21, 37, 106, 200, 203, 205, 219

Senior Executive 15, 16, 17, 18, 32, 33, 69, 80, 82, 84, 90, 101, 295

Skills 11, 12, 18, 22, 23, 38, 39, 40, 41, 47, 48, 53, 54, 61, 75, 77, 92, 93, 214, 244, 255, 261, 263, 267, 268, 269, 272, 279, 293

Social Media 245, 271

Solar 99, 100, 102, 104, 200, 205

Stakeholders 12, 22, 40, 65, 239, 244, 245, 273

Standing Committees 275, 290

STEM 22, 25, 69, 198, 199, 259, 265, 295

Strategic Asset Management 107, 203, 295

Strategic Plan 16, 19, 39, 41, 107, 265, 271, 272, 273

Student Aspirations Program 24

Student Resource Allocation (SRA) 11, 15, 20, 23, 24, 52, 68, 106, 209, 216

Supporting Parents Plan 61

Sustainability/Sustainable 23, 47, 49, 54, 67, 90, 98, 99, 101, 102, 103, 104, 152, 200, 201, 203, 213, 245, 255, 258, 259, 265, 272, 284, 290

T

Teaching and Leadership 12, 20

Tertiary Entrance Statement 32, 58, 279, 280, 282, 291, 292, 295

Traffic 21, 67, 101, 199, 203

Trainee 91, 93, 95, 97, 282

Transition 15, 23, 24, 25, 38, 39, 40, 46, 48, 52, 53, 54, 61, 91, 101, 244, 251, 271

Transport 16, 21, 54, 66, 67, 98, 100, 103, 104, 106, 107, 108, 109, 110, 111 132, 200, 209, 210, 212, 248, 295

U

Uniform (school) 21, 61

Upgrades 66, 67, 76, 99, 102, 199, 200, 203, 204, 205

V

Values 12, 32, 54, 91, 204, 238

Variance 80, 108, 111, 114, 290

Vision 12, 24, 39, 54, 59, 206, 238, 266

Vocational education and training/Vocational qualification 22, 25, 31, 57, 106, 108, 109, 110, 271, 273, 274, 275, 282, 283, 291, 296

W

Water consumption 98, 100, 102, 104, 200

Wellbeing 15, 18, 21, 22, 23, 48, 55, 66, 75, 82, 85, 86, 87, 91, 257, 260, 261, 262, 265, 266, 267, 294

Wireless access 21, 67

Workforce 10, 47, 48, 49, 85, 86, 90, 93, 94, 95, 96, 107, 237, 238, 242, 245, 246, 248, 249, 289

Work health and safety 16, 17, 85, 86, 87, 246, 284, 296

Writing Project 48