



INDEPENDENT
SCHOOLS
AUSTRALIA

YEAR IN REVIEW

2021





“

We try to give every student the chance to explore and discover who they are by offering a richness of experience – academic, sporting and artistic – so that everyone can find a way to succeed.”

DR JUSTIN GARRICK
PRINCIPAL, CANBERRA GRAMMAR SCHOOL
CHAIR, AISACT EXECUTIVE COMMITTEE
BOARD MEMBER, ISA

ABOUT ISA: INDEPENDENT SCHOOLS AUSTRALIA (ISA) IS THE PEAK INDUSTRY BODY AND THE AUTHORITATIVE VOICE FOR THE INDEPENDENT SCHOOL SECTOR. OUR MEMBERSHIP AND BOARD IS COMPRISED OF THE STATE AND TERRITORY ASSOCIATIONS OF INDEPENDENT SCHOOLS.

WE WORK CLOSELY WITH OUR MEMBERS TO PROMOTE CHOICE, DIVERSITY AND PARTNERSHIP IN EDUCATION, AND ADVOCATE FOR ONGOING AND SUSTAINABLE LEVELS OF AUSTRALIAN GOVERNMENT SUPPORT THROUGH EFFECTIVE POLICY AND FAIR FUNDING.

CONTENTS

A WORD FROM THE CHAIR	02
CEO REPORT	03
HIGHLIGHTS OF 2021	04
ADVOCATE	06
COLLABORATE	08
INFORM	10
GOVERNANCE AND OPERATIONS	12
BOARD MEETINGS	14
ASSOCIATIONS OF INDEPENDENT SCHOOLS	15
REPRESENTATION LIST	16
ABBREVIATIONS	20

TWO THOUSAND AND TWENTY-ONE WAS A YEAR OF CHALLENGE AND CHANGE. I AM PROUD THAT THE INDEPENDENT SCHOOLS AUSTRALIA (ISA) BOARD, THE CHIEF EXECUTIVE OFFICER (CEO), STAFF AND MEMBERS ADAPTED SO CAPABLY, CREATING OPPORTUNITIES OUT OF THE DISRUPTION AND RESPONDING WITH RESILIENCE AND PROFESSIONALISM.

A WORD FROM THE CHAIR MICHAEL JONES



Despite the uncertainty and disruption, 2021 has been a year where ISA has flourished. The organisation has improved the rigor of its processes and services, and enriched its contribution to the sector and members.

The growth of enrolments in the Independent sector tells us how much families value an Independent school education. The 3.1 per cent increase in student numbers in 2021 (20,000 additional enrolments), came at a time when overall student population growth was only 0.6 per cent and concern about economic security as a result of COVID-19, very real.

The growth is testament to the quality of school leaders, their staff and the education and care they offer; underpinned by the support provided through the state and territory Associations of Independent Schools (AISs). In this difficult year, I particularly want to acknowledge this achievement.

ISA's work has always been grounded in determined and purposeful advocacy supported by rigorous data analysis and research. In 2021 we built on this endeavour to lay the groundwork for the upcoming Federal Election.

With the support of member associations, ISA has consistently and vigorously represented the interests of Independent schools on 80 consultative committees and in debates on topics as varied as consent education, disability standards and regional allowances.

2021 saw our participation on representative committees increase and exceed pre-pandemic levels. I would like to thank all those who contribute their expertise and time to this crucial work.

ISA has also worked diligently to increase the effectiveness and efficiency of the organisation's internal operations. The establishment of the Finance, Risk and Audit Committee and the outsourcing of the management of financial services to the Association of Independent Schools of New South Wales (AISNSW), has brought greater sophistication to ISA operations. The AISNSW team are to be commended for the quality of their service on behalf of the national body and member association colleagues.

Progress has also been made in embedding new governance arrangements — ISA's work is clearly aligned to strategic and annual plans; board and staff policies are in place; compliance requirements are up-to-date and monitored; and risk is actively and effectively managed. The Board has played a valuable leadership role in realising these achievements.

A review of the Board's operation and processes was undertaken by Dr Judith MacCormick, an independent consultant, during September and October 2021. As part of her process Dr MacCormick sought feedback from each Board Director. The results of her review were affirming and positive, reflecting the changes in governance that have occurred over the last two years.

As I think back on this most unusual of years, I am encouraged by what we have achieved and what opportunities lie ahead. I would like to thank the Board Directors, and particularly our CEO and her team for their commitment, wealth of knowledge and expertise.

Congratulations on a job well done.



CEO REPORT MARGERY EVANS

“

ISA's core purpose has remained constant in a disrupted year – partner with our member associations to advocate, collaborate and inform.”

During 2021, we positioned ISA as the 'go-to' body for the Independent school sector by demonstrating we are an expert national voice for Independent schooling in Australia, proactive with government, partners and stakeholders, and strategic in the choices we make and priorities we set.

Consequently, my first complete year as CEO of ISA has been full and rewarding. With the support of ISA's small team of professional, skilled staff, four objectives were prioritised towards which we have made solid progress.

1 IMPROVE ISA'S SERVICE TO MEMBER ASSOCIATIONS

Important to ISA's success, is working hand-in-hand with member associations. Regular contact, increased involvement of member association staff in representative committees and the establishment of specific purpose groups of AIS staff to advise ISA, has enriched and sharpened the contribution of both ISA and AISs.

2 INCREASING AND DEEPENING OUR CONTACT AND STANDING WITH GOVERNMENT AND DEPARTMENT OF EDUCATION, SKILLS AND EMPLOYMENT (DESE)

During 2021, contact with Minister Tudge, Shadow Minister Plibersek and most recently Minister McKenzie's offices, has been collaborative and regular. These relationships will be critical in the approach to the Federal Election and will be pursued and nurtured.

ISA also enjoys professional and productive, two-way relationships with senior staff at DESE and is an active contributor to key working groups.

3 INCREASING THE QUALITY, NUMBER AND REACH OF ISA RESEARCH AND DATA ANALYSIS

ISA has continued to produce high-quality research and statistical analysis to support advocacy efforts throughout 2021. Over the last 12 months, we gave deliberate attention to ensuring the content of reports was attractive and accessible. This intent is consistent with the rebranding of ISA to depict a contemporary, vibrant profile.

There are welcome signs that our industry is being rewarded – not only are our reports proving very valuable in advocacy efforts, there has been increased interest from journalists in our data and we have received positive feedback about our publications from those within and beyond the sector.

4 SHARPENING ISA'S INTERNAL OPERATIONS

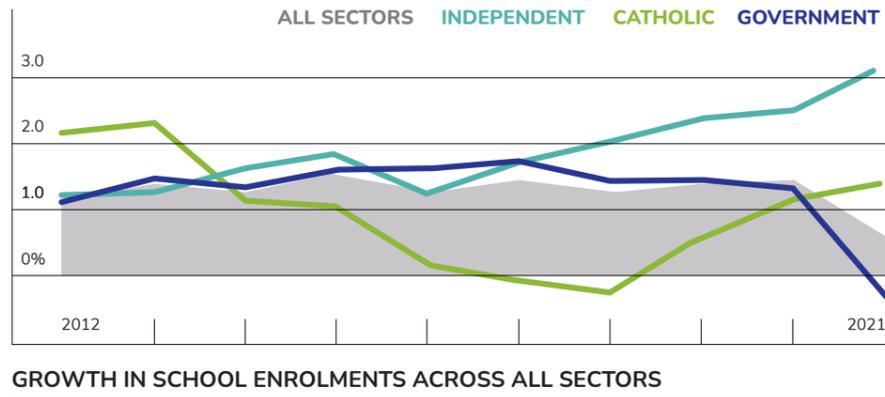
ISA's internal systems and governance arrangements have been reviewed and upgraded during 2021 to ensure we are working as we should, risks are managed, and resources and energy aligned to the right priorities. In particular, establishing the Finance Risk and Audit Committee and the outsourcing of our financial operations to AISNSW has been a great plus for ISA. A small team at AISNSW do a brilliant job for us – they have my profound thanks.

In addition to these priorities, we have performed a myriad of administrative and operational tasks. The most substantial of these include the upgrading of our building, reorganising and streamlining records management, recruiting staff and liaising with stakeholders.

In a tough, unpredictable year requiring many adjustments, we have experienced a considerable workforce evolution. A salary review and the introduction of an Employee Assistance Program, flexible work options and wellbeing activities have been important in supporting ISA's small team. We now have a talented stable staff in place, who have worked assiduously to provide a high-quality, well-informed service to our members. I thank them.

I would also like to record my thanks to the Board of Directors and most particularly to ISA's Board Chair, Michael Jones – the steady, supportive guidance he has provided underpins our successes.

“ ENROLMENT NUMBERS IN THE INDEPENDENT SCHOOL SECTOR GREW CONSIDERABLY IN 2021 IN THE MIDST OF THE PANDEMIC.”



HIGHLIGHTS OF 2021

OUR PURPOSE:

WHY WE EXIST...



ADVOCATE...
PROMOTE INDEPENDENT SCHOOLING THROUGH EFFECTIVE ADVOCACY AND STRONG NATIONAL REPRESENTATION



COLLABORATE...
ENGAGE WITH STAKEHOLDERS THROUGH TRUSTED RELATIONSHIPS, ACTIVE NETWORKS AND PRODUCTIVE PARTNERSHIPS TO SUPPORT INDEPENDENT SCHOOLS



INFORM...
GENERATE EXPERT AND TIMELY RESEARCH AND ANALYSIS TO INFORM CONTRIBUTIONS TO AUSTRALIAN EDUCATION

CHANGES IN THE SECTOR



3.1%

ENROLMENT GROWTH
20,000 additional students enrolled in Independent schools.



1,187

NUMBER OF INDEPENDENT SCHOOLS
Eighteen more Independent schools opened their doors in 2021.



4,541

STUDENTS FROM OVERSEAS
COVID-19 impacted the number of students from overseas, which fell by almost a third from 6,630 in 2020.



ACHIEVEMENTS

COVID RESPONSE

The impacts of the pandemic were ongoing in 2021, and with the emergence of the Delta strain, the pressures on schools increased. ISA and the AISs were active in working with the Health Department and colleagues in the Catholic and government sectors to advise on guidelines and national actions, and advocate for resources to assist schools to continue to deliver high quality learning and keep students, staff and communities safe.

WELLBEING

Such is the concern for the wellbeing of students, which has been compounded by the pandemic, ISA commissioned research undertaken by Professor Donna Cross and Dr Kevin Runion of the Telethon Kids Institute to profile and understand the issue. The resulting work will help inform decisions about the sort of support schools require to best respond to the needs of students.

DMI NEGOTIATIONS

A key focus in 2021 was the implementation of the new Direct Measure of Income (DMI) methodology for the Capacity to Contribute (CTC) component of the school funding model and the associated transition arrangements for Independent schools. ISA participated in the DMI Refinement Working Group and bilateral engagements with DESE to explore avenues for providing assistance to negatively impacted schools.

SCHOOL CHOICE RESEARCH

Understanding why parents choose the schools they do for their children is key to understanding the strengths and challenges facing the sector. A large scale independent research report into school choice was commissioned by ISA in 2021. It provides insights as well as affirmation of the value Independent school parents place on the education their children receive.

BOARDING DATA REVIEW

The Independent school sector is the largest provider of boarding in Australia although to date very little analysis has been done to describe this part of the Independent sector. While the needs of boarding schools serving Aboriginal and Torres Strait Islander families are recognised, and continue to be a priority for ISA, this data review has enabled a broader view of boarding in Independent schools.

BRAND IMPLEMENTATION

With the whole organisation undergoing a transformation, the new branding implemented in 2021 gives a fresh public face to this renewed and contemporary peak body.



“ ISA is the authoritative national voice for the Independent school sector. In a tough year, our advocacy, research, data analysis and communications have flourished. That’s something to be proud of.”

JOHN GREEN
PRESIDENT, IST BOARD
BOARD MEMBER, ISA

ISA PROMOTES INDEPENDENT SCHOOLING IN AUSTRALIA THROUGH EFFECTIVE ADVOCACY AND STRONG NATIONAL REPRESENTATION.

2021 was a period of significant advocacy, engagement and relationship building by ISA to promote the value, needs and challenges of Independent schools in preparation for a Federal Election in 2022.

With the support of member associations, ISA was able to maximise its influence on the national education agenda through regular formal and informal contact with parliamentarians, government departments and influencers, representation on committees and working groups, through policy submissions and by presenting the views of the Independent school sector in the media.



“My school feels like a safe home. The teachers have helped me be more responsible and independent, and have helped me learn what I need to get on.”

YEAR 11 STUDENT
GALILEE — A SPECIAL ASSISTANCE SCHOOL

ADVOCATE

PARLIAMENTARY CONTACT

A key priority in 2021 was successfully establishing relationships with the new Coalition Ministers responsible for education, Minister Tudge and Minister McKenzie, their key staff and Shadow Minister Plibersek. These constructive relationships contributed positively to ISA's impact.

Political advocacy in 2021 focused on:

- Building awareness of the diversity and value of the sector
- Mitigating the negative impact of funding changes resulting from the Direct Measure of Income (DMI)-Capacity to Contribute (CTC) methodology
- Seeking resourcing to support student and staff wellbeing and mental health
- Providing information about the impacts of COVID-19 on Independent schools, including on boarding schools and boarders.

DEPARTMENTAL LIAISON

Throughout 2021, ISA liaised frequently and extensively with senior officers of the DESE.

A particular focus of these meetings was transition arrangements for Independent schools to the new school funding model.

ISA also engaged with DESE on national priority areas for education policy including implementation of the recommendations of the Review of the Disability Standards for Education, schools' financial management, needs-based funding, regulatory harmonisation, the Schools Funding Assurance Framework, the Australian Curriculum, the proposed Unique Student Identifier, NAPLAN and the Online Formative Assessment Initiative.

As well there was a significant focus on the impacts of COVID-19 on Independent schools, students, staff and leaders with a particular emphasis on boarding students and schools' overseas student enrolments.

REPRESENTATION ON NATIONAL COMMITTEES

Key staff from ISA, member associations and Independent schools actively represented the Independent school sector on a wide range of committees, task forces and working groups during 2021. This representation ensured the views and distinctive needs of the sector were recognised, and that Independent schools have access to services and programs developed by the Australian Government.

These consultative national bodies engaged in the educational issues that emerged from the Australian Government's national education agenda including NAPLAN Online, the Australian Curriculum, information and communications technology, vocational education and training, Indigenous education, students with disability, international education, funding, data collection and reporting, student wellbeing, teaching, early childhood, and school leadership.

Effectively representing the sector requires significant effort and resources. ISA greatly respects and values the expertise and time generously provided by those involved.

SUBMISSIONS

ISA made six submissions to Parliamentary and other inquiries during 2021. These submissions presented the position of Independent schools and highlighted their contribution, needs and challenges. They underscore the breadth, reach and interest of Independent schools.

ISA 2021-22 Prebudget Submission

JANUARY 2021

Highlighting key areas of concern for the Independent school sector with a focus on helping overcome the damaging impacts of COVID-19 on students, addressing the negative aspects of the funding model and strengthening regional and remote education.

Australian Strategy for International Education 2021-2030

MAY 2021

Identifying the key short and longer term priorities for schools in a new strategy for international education.

Public Consultation on the Australian Curriculum Review

JULY 2021

Recommending changes to the revised curriculum documents based on consultation with the AIS curriculum staff.

Foundation Program Standards: Positioning for Quality, Success and Competitiveness

JULY 2021

Responding to questions around potential changes to the Foundation Program Standards for overseas students.

Amendments To Charging Arrangements For The Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS)

AUGUST 2021

Arguing that charging of CRICOS fees should not recommence until Australia's borders have reopened and significant numbers of students in all sectors have returned to study on-shore, and requesting that modelling of any charge changes be done for the sector to understand the impact on individual schools.

Australian Charities and Not-For-Profits Commission Amendment (2021 Measures No. 3) Regulations 2021

OCTOBER 2021

Highlighting concerns that the proposed changes to Regulations would not reduce the reporting burden for schools, but rather increase it.

MEDIA EXPOSURE

ISA has provided factual information and responded in a timely manner to media requests, outlining areas of potential concern to the sector, reiterating key messages and correcting misinformation. ISA's media releases/statements were distributed through CCH Parliament, emailed directly to media and promoted on social media.

Specifically, ISA was involved in commentary on the:

- COVID-19 pandemic
- impact of the DMI methodology
- strength of the growth in the Independent school sector.

Two articles prepared by ISA were published by the Association of School Business Administrators in Associate magazine (May and November 2021) about Independent school trends and results of the family survey on choice.

ISA MAINTAINS TRUSTED RELATIONSHIPS, NETWORKS AND PRODUCTIVE PARTNERSHIPS.

Throughout 2021, ISA deepened its collaboration with member associations, key stakeholders and national and international bodies. These relationships have broadened understanding about the diversity and contribution of Independent schools with stakeholders, contributed to ISA knowledge and expertise and established third party allies.

COLLABORATE

STATE AND TERRITORY ASSOCIATIONS OF INDEPENDENT SCHOOLS

The CEO travelled to all state and territory member associations, attended board meetings, visited schools and worked with senior association staff, all of which contributed to strengthening mutual understanding and collaboration.

In 2021, the executive directors/chief executives of member associations met with the ISA CEO regularly to work through matters of national strategy and shared operational concerns.

PARTNERS

There is a range of other individuals and groups with whom ISA regularly collaborates including:

- National Catholic Education Commission
- National agencies - Australian Curriculum Assessment and Reporting Authority (ACARA), Australian Institute for Teaching and School Leadership (AITSL), Education Services Australia (ESA) and the newly-created Australian Education Research Organisation (AERO)
- Association of Heads of Independent Schools Australia (AHISA)
- Association of School Business and Administrators (ASBA)
- Independent Schools International Research Group

NATIONAL INDEPENDENT SCHOOL SECTOR EDUCATION ORGANISATIONS

The 19 national Independent school sector education associations are important stakeholders. Representatives of these organisations participate in two National Consultative Group meetings annually, convened by ISA, to update colleagues and highlight priorities and issues affecting their member schools. The information exchanged through these informal discussions enhances ISA's capacity to comprehensively represent the views of the Independent school sector.

In 2021, both meetings were virtual, held on 24 March 2021 with the focus on school funding, and 14 September 2021 where the focus was on the school choice research report and student wellbeing.

NATIONAL CONSULTATIVE GROUP MEMBERS AS AT 31 DECEMBER 2021

ADVENTIST SCHOOLS AUSTRALIA

VICTORIA
WWW.ADVENTIST.EDU.AU

ANGLICAN SCHOOLS AUSTRALIA

WESTERN AUSTRALIA
WWW.AASN.EDU.AU

ASSOCIATION OF HEADS OF INDEPENDENT SCHOOLS OF AUSTRALIA

AUSTRALIAN CAPITAL TERRITORY
WWW.AHISA.EDU.AU

ASSOCIATION OF SCHOOL BUSINESS ADMINISTRATORS

QUEENSLAND
WWW.ASBA.ASN.AU

AUSTRALIAN ASSOCIATION OF CHRISTIAN SCHOOLS

NEW SOUTH WALES

AUSTRALIAN COUNCIL OF JEWISH SCHOOLS

VICTORIA
WWW.ACJS.EDU.AU

AUSTRALIAN PARENTS COUNCIL

TASMANIA
WWW.AUSTPARENTS.EDU.AU

AUTISM SPECTRUM AUSTRALIA ASPECT

NEW SOUTH WALES

CHRISTIAN EDUCATION NATIONAL

VICTORIA
WWW.CEN.EDU.AU

CHRISTIAN SCHOOLS AUSTRALIA

NEW SOUTH WALES
WWW.CSA.EDU.AU

ECUMENICAL SCHOOLS AUSTRALIA

VICTORIA
WWW.ECUMENICAL.SCHOOLS.COM.AU

GREEK ORTHODOX SCHOOLS

NEW SOUTH WALES

ISLAMIC SCHOOLS ASSOCIATION OF AUSTRALIA

WESTERN AUSTRALIA
WWW.ISAAHOME.ORG.AU

LUTHERAN EDUCATION AUSTRALIA

SOUTH AUSTRALIA
WWW.LUTHERAN.EDU.AU

MONTESSORI AUSTRALIA FOUNDATION LTD

QUEENSLAND
WWW.MONTESSORI.ORG.AU

NATIONAL INDEPENDENT SPECIAL SCHOOLS ASSOCIATION

NEW SOUTH WALES
WWW.NISSA.ORG.AU

STEINER EDUCATION AUSTRALIA

NEW SOUTH WALES
WWW.STEINEREDUCATION.EDU.AU

UNITING CHURCH

NSW/ACT SYNOD
WWW.ASSEMBLY.UCA.ORG.AU

AUSTRALIAN BOARDING SCHOOLS ASSOCIATION

QUEENSLAND
WWW.BOARDING.ORG.AU



The secret of our enrolment growth is the intentional decision of the school board and staff to move from a transactional relationship with parents to a partnership.

MR ERIK HOFKINK
PRINCIPAL, EMMAUS CHRISTIAN SCHOOL

ISA PRODUCES ACCURATE, TIMELY RESEARCH AND ANALYSIS TO UNDERPIN DECISIONS AND ADVOCACY, AND TO INFORM ITS MEMBER ASSOCIATIONS AND STAKEHOLDERS.

ISA has a well-deserved reputation for accurate, quality data analysis and high-value research, which underpins its advocacy. As the national peak body, ISA also plays an important role in informing the work of member associations and promoting deeper understanding of the sector to stakeholders. ISA continues to strengthen and expand the research and analysis it provides.



The school has been so accommodating, the teachers know how to cater for kids who are 'outside the box' and don't fit the usual mould.

SUSAN FRANCIS
PARENT, CANBERRA CHRISTIAN SCHOOL



INFORM

DATA ANALYSIS

In addition to ISA's regular five data reports, 2021 saw the refresh of the ISA Schools Dashboard and three new products:

- an investigation into why parents choose the schools they do for their children
- a comprehensive data review on boarding schools
- a statistical analysis of school enrolment trends and projections.

Considerable statistical analysis was also undertaken to investigate new DMI-CTC funding methodology.

ISA'S KEY STATISTICAL PROJECTS FOR 2021

Schools Dashboard

Dynamic online reports for use within ISA and by AISs. The dashboard utilises modern Microsoft business intelligence technology to provide easy access and visual insights into key funding and outcomes data at the school, state/territory, and national level. It includes data on Commonwealth and state/territory recurrent funding, NAPLAN results, ABS school data, federal electorate information and a map of school locations, across multiple time periods and for all sectors. In 2021, the ISA Schools Dashboard underwent a branding refresh and was updated with the latest available datasets, in addition to technical and usability enhancements.

ISA Analysis of CTC DMI Quartile Incomes

JANUARY 2021

Statistical analysis on the 2020 quartile income scores for the Independent sector, including comparisons of statistical methodologies.

Trends in Key Economic Parameters – An economic context for Independent schools in Australia

MARCH, JULY, OCTOBER, DECEMBER 2021

Examination of key trends in key economic parameters using ABS price index data, school-based ABS and ACARA data, to provide a picture of the economic environment in Australia as it relates to schooling. The analysis was refreshed and re-published four times during 2021 due to the ongoing economic effects of COVID-19.

School Enrolment Trends and Projections

JULY 2021

In-depth analysis of school enrolment trends and projections, including an historical and current analysis of enrolments (enrolment figures, growth, share). Additionally, this paper presents projected enrolments of all states and sectors to 2030, based on ISA's own forecast modelling.

Independent Boarding Schools, Data Review 2011-2020

JULY 2021

Comprehensive review of available data sources to present facts and figures concerning students who board at school and the boarding facilities provided by those schools.

CTC and DMI Score Comparisons 2021 and 2022

DECEMBER 2021

Statistical analysis and commentary of CTC and DMI scores for 2021 and 2022, covering both Independent and Catholic sectors at national, state/territory levels, including comparisons for geolocation, size, and sector.

PUBLICATIONS

ISA again published its two signature reports in 2021.

ISA Snapshot of Independent schooling in Australia

JUNE 2021

Key statistical and explanatory information about the Independent sector published in hard copy as an A4 six-page foldout pamphlet, and on the website.

Independent Schools at a Glance

MAY 2021

Simplified infographic version of the Snapshot, published on the website and in hard copy as an A4 handout.

Infographics

The publications *Enrolment Trends and Projections*, *Independent Boarding Schools*, *Data Review* and *School Choice: A research report* were accompanied by simplified infographics.

RESEARCH

In 2021, ISA commissioned two independent external research reports.

School Choice: A Research Report

OCTOBER 2021

Examination of what 2,000 parents want from education and look for in a school focusing on parents with children at Independent schools. The Report compares and highlights changes in perceptions by parents. The research showed that eighty-two per cent of Independent school parents believe that their school had adjusted well to the pandemic, identifying communication between the school, parents and students, and moving quickly to home learning, as key success factors.

Student and staff wellbeing and mental health research

OCTOBER 2021

Research undertaken by Telethon Kids Institute on the mounting evidence that students and their teachers are increasingly experiencing and reporting mental health and wellbeing concerns, the causes and the solutions. The report:

- examines international and national evidence to understand the trends and stressors on the wellbeing and mental health needs of students and teachers
- identifies and describes practices, programs and resources that are successful in supporting student and staff wellbeing
- documents the barriers to improving student and staff wellbeing and mental health and how to overcome them.

REBRAND AND LOGO

To ensure that the information produced by ISA is readily accessible and engaging, 2021 saw a specific focus on embedding our new brand look and feel, and refreshing the content and presentation of our publications.

ISA's logo, the möbius strip, represents diversity and choice - viewed from any perspective it delivers an individual reading, morphing into an infinite number of shapes. The möbius strip also has a continuous inward and outward facing surface, representing ongoing dialogue with our stakeholders.

ISA WEBSITE

The website is a significant tool in keeping internal and external audiences informed. In 2021 it underwent a visual refresh to reflect ISA's new branding and currently averages 6,658 page views per month.

The homepage remains the most visited page, About Independent Schools the second most visited and Students with Disability the third.

SOCIAL MEDIA

ISA maintained its social media presence with LinkedIn, Twitter (@IndSchoolsAus) and Facebook (@IndSchoolsAus) platforms.

The use of social media channels intensified with impressions up by 100 per cent.

GOVERNANCE AND OPERATIONS

THE ISA BOARD, ITS FINANCE RISK AND AUDIT COMMITTEE, THE CEO AND ISA STAFF COLLABORATE TO ADVANCE THE WORK OF ISA.

THE ISA BOARD

The 2021 year was one of significant achievements for the ISA Board, with a focus on continuing to build a solid foundation for future growth.

The Board is comprised of the Chair and one delegate from the boards of each of the state and territory Independent School Associations plus the executive director/chief executive of these eight associations.

The Board undertook several key initiatives during 2021 including:

- authorising the *ISA Strategic Plan 2021-2023* and 2021 work program, and a range of board and financial policies
- approving a refreshed Terms of Reference and Code of Conduct for the Board, Terms of Reference for the Finance, Risk and Audit Committee and Terms of Reference for the Remuneration Committee
- compiling a directors' skills matrix which found that the range and balance of skills on the Board were appropriate, with gaps able to be addressed by using staff expertise or 'buying in' specialists
- endorsing ISA's Communications Strategy, new logo and branding
- developing and implementing a risk management policy and matrix including risk appetite, risk ratings and mitigation strategies

- changing ISA's banking arrangements, outsourcing the management of ISA's financial operations to AISNSW, implementing an investment strategy and delivering a successful financial audit
- commissioning and undertaking an external review of the board's effectiveness in strategy, operations, governance, dynamics and processes. The resulting report reflected the positive changes that occurred over the last two years, positioning the Board to continue with confidence. A Future Needs Summit will be held in 2022
- building its knowledge by meeting with Dr Bruniges, Secretary of DESE and being presented with ISA's major research reports.

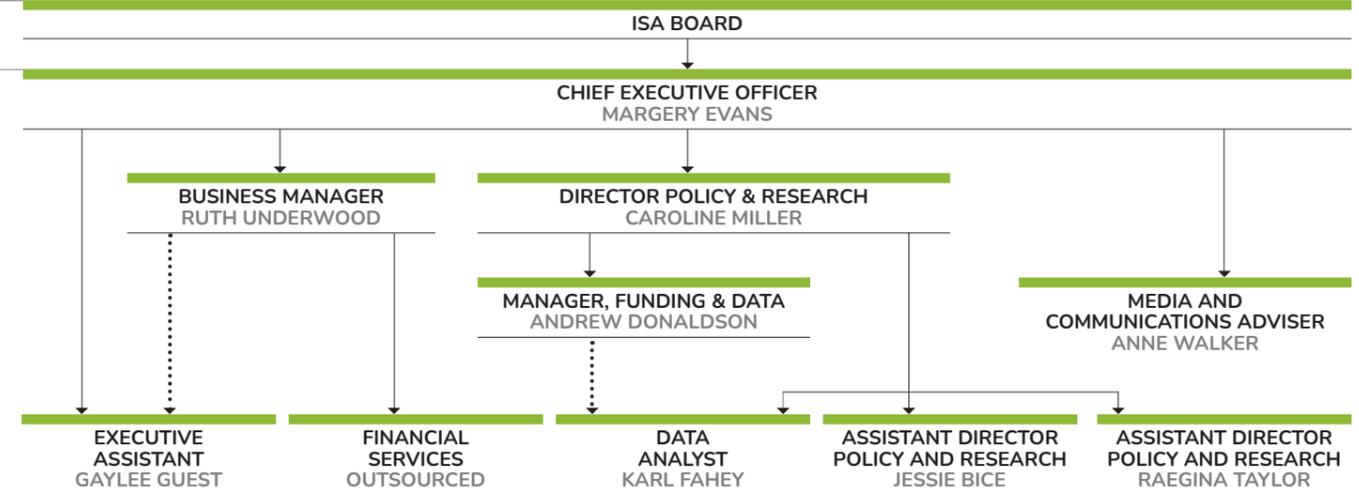
David Robertson, Executive Director ISQ retired from his position and the ISA Board in July 2021. We thank him for his significant contribution to the Board and ISA over many years. At the same time ISA welcomed Christopher Mountford to this role.

FINANCE, RISK AND AUDIT COMMITTEE

The Finance, Risk and Audit Committee (FRAC) was established at the end of 2020 to support the Board's oversight of finance, risk and compliance, and internal and external audits.

In 2021, the Committee met six times to establish the policies and procedures needed to modernise the financial and risk management of ISA. ISA's financial reports were refined, an investment strategy for the Board developed and implemented, and financial policies prepared for Board approval. These policies included leave accrual, credit card use, delegations, procurement and contract management, travel and cash reserves.

With the resignation of ISA's Finance Officer in April 2021, the opportunity was taken to outsource the management and processing of ISA's finances to AISNSW and move to an electronic records management system. This significantly streamlined ISA's financial operations. Also, reporting to ISA's CEO, Business Manager, the FRAC and the Board was improved, and ISA's assets register overhauled.



BOARD DIRECTORS

- MR MICHAEL E JONES OAM JP**
CHAIR
DEPUTY CHAIR, AISNSW BOARD
- MR JOHN RALSTON OAM**
NSW
CHAIR OF AISNSW BOARD,
- DR GEOFF NEWCOMBE AM**
NSW
CHIEF EXECUTIVE, AISNSW
- MR PHILIP GRUTZNER**
VIC
DEPUTY CHAIR, ISV BOARD
- MS MICHELLE GREEN**
VIC
CHIEF EXECUTIVE, ISV
- MRS KAREN SPILLER OAM**
QLD
CHAIR, ISQ BOARD
- MR DAVID ROBERTSON**
QLD
EXECUTIVE DIRECTOR, ISQ
UNTIL RETIREMENT IN JULY
- MR CHRISTOPHER MOUNTFORD**
QLD
CHIEF EXECUTIVE OFFICER, ISQ
SINCE JUNE
- MR KRISTIAN DOWNING**
SA
DIRECTOR, AISSA BOARD

- MS CAROLYN GRANTSKALNS**
SA
CHIEF EXECUTIVE, AISSA
- DR ALEC O'CONNELL**
WA
CHAIR, AISWA BOARD
- MS VALERIE GOULD**
WA
EXECUTIVE DIRECTOR, AISWA
- MR JOHN GREEN**
TAS
PRESIDENT, IST BOARD
- MR TONY CREHAN**
TAS
EXECUTIVE DIRECTOR, IST
- MRS RACHEL BOYCE**
NT
CHAIR, AISNT BOARD
- MS GAIL BARKER**
NT
EXECUTIVE DIRECTOR, AISNT
- DR JUSTIN GARRICK**
ACT
CHAIR. AISACT EXECUTIVE
COMMITTEE
- MR ANDREW WRIGLEY**
ACT
EXECUTIVE DIRECTOR, AISACT

ISA STAFF

ISA is staffed by nine professionals who are specialists in their particular area of work. Staff are supported in the workplace through professional development opportunities, an employee assistance program, and conditions that include flexible work arrangements and technology that enables a seamless connection to the office environment while working from home.

ASSOCIATIONS OF INDEPENDENT SCHOOLS

ISA MEMBERSHIP IS COMPRISED OF THE INDEPENDENT SCHOOL ASSOCIATIONS IN ALL AUSTRALIAN STATES AND TERRITORIES.

ACT

ASSOCIATION OF INDEPENDENT SCHOOLS ACT INC (AISACT)

MR ANDREW WRIGLEY
EXECUTIVE DIRECTOR

WWW.AIS.ACT.EDU.AU
DIRECTOR@AIS.ACT.EDU.AU



NSW

THE ASSOCIATION OF INDEPENDENT SCHOOLS OF NEW SOUTH WALES LTD (AISNSW)

DR GEOFF NEWCOMBE AM
CHIEF EXECUTIVE

WWW.AISNSW.EDU.AU



NT

ASSOCIATION OF INDEPENDENT SCHOOLS OF THE NORTHERN TERRITORY INC (AISNT)

MS GAIL BARKER
EXECUTIVE DIRECTOR

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QLD

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“

The Independent school sector represents the the diversity in our community — and that is how it should be.”

CHERYL SALTER
DEPUTY DIRECTOR, AISNT



REPRESENTATION

ISA REPRESENTS INDEPENDENT SCHOOLS ON
NUMEROUS BODIES THAT COVER THE FOLLOWING...



ASSESSMENT AND REPORTING

CURRICULUM

TEACHING AND LEARNING

DATA

SCHOOL FUNDING

STUDENTS WITH DISABILITY

INTERNATIONAL EDUCATION

INFORMATION AND COMMUNICATIONS TECHNOLOGY

INDIGENOUS

STUDENT WELFARE AND CHILD SAFETY

VET IN SCHOOLS AND CAREERS

EARLY CHILDHOOD EDUCATION

EDUCATION RESEARCH

AD HOC GROUPS

“

As the peak body for Independent schooling in each Australian state and territory, Associations of Independent Schools advocate for and represent the interests and needs of Independent schools in all their diversity.”

GEOFF NEWCOMBE
TITLE FOR GEOFF?



VISIT
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