



More Aboriginal and
Torres Strait Islander
Teachers Initiative

MATSITI 2011 Progress Report

July 2011-December 2011



David Unaipon College of Indigenous Education and Research

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Document control

Date	Version	Comments
28 March 2012	0.1	First draft for Project Team
30 March 2012	1.0	Final progress report submitted and approved by DEEWR Programme Delegate

Related Documents

- Funding Agreement between the Commonwealth of Australia and the University of South Australia regarding funding for the MATSITI Project (June 2011)
- 2012–15 MATSITI Project Plan
- 2012 MATSITI Work Plan
- 2011 MATSITI Statement of Project Income and Expenditure (January 31 2012)

Acknowledgement

This project is funded by the Australian Government Department of Education, Employment and Workplace Relations through the *More Aboriginal and Torres Strait Islander Teachers Initiative*.

1 Introduction

The following *More Aboriginal and Torres Strait Islander Teachers Initiative* (MATSI) report outlines initial progress in the six months to December 2011 against the key Project activities specified in the Funding Agreement between the Department of Education, Employment and Workplace Relations (DEEWR) and the University of South Australia.

The activities described in the Funding Agreement aim to increase the:

- a. *Number of Aboriginal and Torres Strait Islander people in professional teaching positions in schools*
- b. *Retention of professional Aboriginal and Torres Strait Islander teachers in teaching positions in schools.*

The report focuses on the initial 2011 establishment and planning phase of the Project including project scoping, planning activities and deliverables to date, governance arrangements, marketing and communications and project obstacles.

The Project experienced some initial setbacks due to staff changes, a serious injury to the Project Director and delays in appointing staff. These initial difficulties have been overcome to meet or exceed the deliverables in the 2012 Work Plan and remainder of the contract.

Budget expenditure is on track as reported in January 2012 with most expenditure projected for the implementation phase commencing in 2012.

All contractual milestones for the Initiative to date have been met.

2 Planning Documentation

2.1 Stage 1: Initial Project Plan

An Initial Project Plan was developed and approved in September 2011. The Initial Project Plan outlined the budget, roles and responsibilities of the project leadership team, governance arrangements, project 'themes' for the research plan and proposed key activities and deliverables.

2.2 Stage 2: Scoping Plan

Following input from Project Reference Group and Working Party, a Scoping Plan was developed and approved in November 2011.

The scoping plan documented the scope, governance, priorities for reform, project management arrangements and budget for the Initiative.

2.3 Stage 3: Project Plan

Building upon Stage 1 and 2 planning documentation, a more substantive 2012-2015 Project Plan for the Initiative was developed and approved in December 2011.

The Project Plan expanded on key directions and deliverables, project schedule, operational arrangements, risks and budget in order to provide a high level planning framework for the Initiative.

The Project Plan is intended to be a working document that is progressively updated during the course of the Initiative. The Project Plan forms the basis of annual Work Plans that further detail project activities, responsibilities, schedule and budget for each calendar year (2012, 2013, 2014 and 2015).

2.4 Stage 4: Yearly Work Plan

A plan and schedule of key Project activities for 2012 was developed and approved in December 2011 describing the key streams of project activity and budgets for 2012 are as follows:

Project Activity	Responsibility	2012 Budget
Research plan	Research Associates	\$236,343
Education sector agreements	Director	\$2,222,000
Communications and marketing	Director	\$170,094
Conferences and events	Director	\$92,000
Evaluation	Director	\$12,000
Governance	Director	\$18,000
Project management	Project Manager	\$207,427
Administration	Project Manager	\$66,300
TOTAL		\$3,024,164

2.5 Stage 5: Project Implementation

In addition to the planning processes and documentation, the following section outlines initial progress in the implementation of the project, particularly in the latter months of 2011.

Note that this period represents a limited part of the overall project schedule with the most significant project implementation phase commencing in 2012.

3 Project Progress

3.1 Research plan

Planning for the research component of the project commenced in September 2011.

Research plan outcomes to December included:

- Project research associates were engaged
- A National Workshop comprising 60 representatives of school systems, Indigenous education, universities, IECBs and Australian government to provide input into research scope (conducted in Adelaide on September 15)
- Following this workshop scope and priorities for research investigation were determined
- A preliminary literature review was prepared
- A human research ethics application was submitted.

3.2 Education sector agreements

56% of the total project budget is intended to support reform in schools, university teacher education and Indigenous professional and community networks, as these groups will ultimately have carriage of reforms beyond the life of the Initiative.

Initial progress in developing project partnerships to December includes:

- Identification and segmentation of the key stakeholder groups to engage with
- Call for an initial registration of interest for projects and 'seeding' grants was conducted – 23 proposals were received and 9 selected for funding by a selection committee comprising Project Leadership Team and DEEWR Programme Delegate
- In addition to small grants, an \$827,000 'flagship' retention and graduation project for the teacher education sector was awarded to the Australian Council of Deans of Education and their member universities to commence in 2012.

3.3 Communications and marketing

The proposed communications and marketing strategy will be designed to maximise education and community engagement with the Initiative, and to develop a marketing campaign to attract and retain Aboriginal and Torres Strait Islander teachers in schools.

Progress in developing and implementing a communications strategy to December 2011 included:

- Negotiations with University of SA marketing manager to develop a project marketing brief
- Creation of branding, logo and marketing collateral for the Initiative
- Use of appropriate Australian government sponsor acknowledgements in project communications
- Commencement of focus group market research with an external market research agency
- Development of Initiative website and registration of matsit.edu.au Internet domain.

3.4 Conferences and events

A First National Workshop of 60 representatives from school jurisdictions, universities and Indigenous Education Consultative Bodies (IECB'S) was conducted on September 15 2011.

The purpose of the workshop was for key stakeholders to help shape the development of strategies to recruit, develop and retain more Aboriginal and Torres Strait Islander teachers, leading to the development of scoping and project plans for the Initiative.

A national forum of Aboriginal and Torres Strait Islander teachers is scheduled for July 2012.

3.5 Evaluation

An evaluation of the Initiative will be led by the Project Director in collaboration with DEEWR and an external project evaluator.

A framework for evaluating the impact of the Initiative was developed as part of the Project and Work Plans above.

The scope of the evaluation will be assess future growth in numbers and capabilities of Aboriginal and Torres Strait Islander teachers, and the effectiveness of the project itself.

Subsequent advice from governance groups is to increase the scope and scale of the Project evaluation strategy from the framework originally proposed.

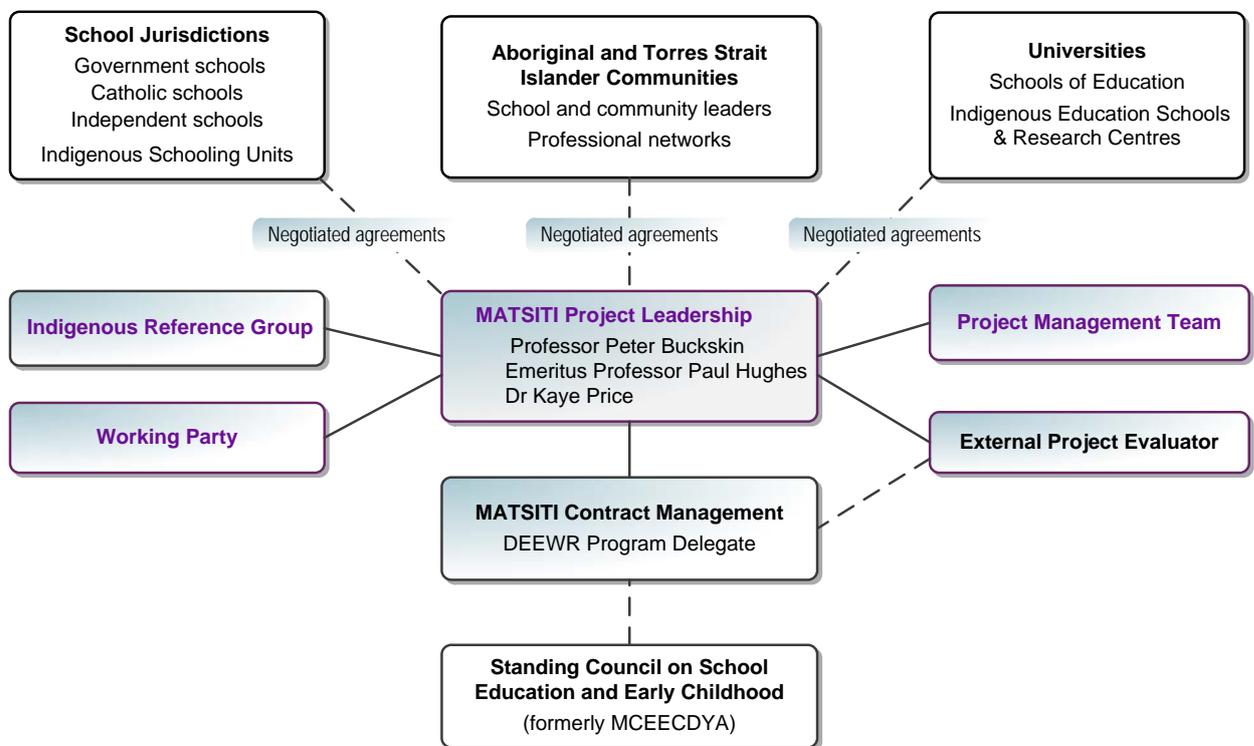
3.6 Governance

Professor Peter Buckskin will provide overall project strategic direction and management, supported by leading Aboriginal academics Emeritus Professor Paul Hughes and Dr Kaye Price.

A series of governance groups has been formed to provide strategic advice and management of the Initiative, further described in the Project Plan and on the :

- Project reference group
- Project working party
- DEEWR Program Delegate
- Advisory / steering groups from DEEWR University of SA.

MATSITI Project Stakeholder and Governance Structure



3.7 Project management and administration

A MATSITI project team was established in 2011, reporting to the Project Director.

The project team will be responsible for the implementation of the MATSITI four-year Project Plan and annual Work Plans (2012–14).

The project team will consist of:

- Project Manager
- Project Research Officer
- Administrative Officer
- Additional specialist expertise co-opted as required.

The Project team will manage project plans, schedules, contract deliverables, internal and external communications, quality, budget and risks.

Comprehensive operational processes and protocols have been established for communications, project meetings, project monitoring and control mechanisms, budget administration and file management.

4 Issues and Risks

4.1 Project establishment

The Project experienced some initial setbacks in the first few months due to staff changes, a serious injury to the Project Director and protracted delays in appointing staff.

The project team have worked on improving internal communications within the University of SA to streamline project operations and approvals.

Initial project setup difficulties have been overcome to meet or exceed the deliverables in the 2012 Work Plan and remainder of the contract.

4.2 Risks

As part of the overall project management approach, the Initiative has developed a rigorous risk management strategy¹ for strategic and operational components of the project.

Risks associated with the Initiative are assessed as moderate, and include limited effectiveness in increasing teacher numbers, operational difficulties, budget over-runs and 'political' risks associated with agreements and collaborations with multiple stakeholders.

Prioritised risks and mitigation strategies are documented separately in a risk register which is reviewed at least quarterly.

4.3 Budget

Budget expenditure is on track as reported in January 2012 with most expenditure projected for the implementation phase commencing in 2012. – from the original grant of \$7.5 million and 2011 expenditure and interest earnings, \$7,408,653 of funds are projected for the remaining four years of the Initiative.

¹ In accordance with principles of Standards Australia, , 2009 *AS/NS ISO 31000*