

2016

2017

2018

2019

2020

Annual Report



AUSTRALIAN INDUSTRY
TRADE COLLEGE

Educating Tomorrow's Industry Leaders



CAMPUS LOCATIONS

In 2020, the Australian Industry Trade College Ltd had four operational schools (i.e. Gold Coast, Redlands, Toowoomba and Ipswich), and one operational campus (i.e. Sunshine Coast is a campus of the Gold Coast site).

Australian Industry Trade College - Gold Coast

281 Scottsdale Drive, Robina Qld 4226

Australian Industry Trade College - Sunshine Coast

170 Horton Parade, Maroochydore Qld 4558

Australian Industry Trade College - Redlands

233 Middle Street, Cleveland Qld 4163

Australian Industry Trade College - Toowoomba

Suites 4 & 5, 1-3 Russell Street, Toowoomba Qld 4350

Australian Industry Trade College - Ipswich

17 Lowry Street, North Ipswich Qld 4305

CONTACT US

RTO Code 31775

ABN 76 115 458 743

For more information and contact details: Please contact the Principal at each campus. Details available on our website: www.aitc.qld.edu.au/contact/

www.aitc.qld.edu.au

This report is based on the Schools Annual Report template from Independent Schools Queensland.

Our purpose is to educate tomorrow's industry leaders.

OUR VISION

To elevate and enhance the value and reputation of industry careers.

OUR MISSION

To be a recognised national system leading the delivery of industry-led education that translates to employment.

OUR CORE VALUES

Safety - is our first thought

Respect - to be predisposed to the worth of another human

Entrepreneurial Orientation - a proclivity to be courageous, seeking better solutions

Esprit de Corps - a collective mindset focussed on achieving together

Passionate Leadership - a compelling commitment to the AITC's mission

Integrity - being of authentic character

DEFINITIONS

AITC Gold Coast Within this report, AITC Gold Coast refers to the Australian Industry Trade College based at Robina

AITC Redlands Within this report, AITC Redlands refers to the Australian Industry Trade College - Redlands based at Cleveland

AITC Sunshine Coast Within this report, AITC Sunshine Coast refers to the Australian Industry Trade College - Sunshine Coast based at Maroochydore which is a campus of the AITC Gold Coast

AITC Toowoomba Within this report, AITC Toowoomba refers to the Australian Industry Trade College - Toowoomba based at Toowoomba

AITC Ipswich Within this report, AITC Ipswich refers to the Australian Industry Trade College - Ipswich based at North Ipswich

Campus Refers to any AITC school or campus; all sites are referred to as campuses

QCE Queensland Certificate of Education

SATs School-based Apprenticeship or Traineeship

Student A student is any person, regardless of age, who is enrolled at the AITC. At the AITC a student is referred to as a 'young person' which is also used throughout this report

Young person (or young people) is any person, regardless of age, who is enrolled as a student at the AITC (see also Student)

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01 CHAIR'S REPORT

Paulene Henderson



As the recently-appointed Chair of the Australian Industry Trade College (AITC) Board, I am very pleased to have the opportunity to provide an update on behalf of the Board, and reflect on the College's performance during 2020.

All levels of the AITC have displayed truly impressive agility and sustainability in these extraordinarily unpredictable times.

Our Chief Executive Officer, Mark Hands continues to lead the AITC through this season of growth and continuous change. The Board is thrilled with the continued strengthening of the College's internal capability and sophistication.

GOVERNANCE

Composition and Skillsets

The composition of the AITC Board is, undoubtedly, very different to what it was this time last year. However, I want to assure our Members, and the broader AITC community, of the Board's commitment, passion, and unity inside (and outside of) the boardroom.

As changes occurred throughout 2020, the Board was constantly measuring its composition of skills to ensure that any new appointments would not only compensate for the contributions of recently departed Directors, but also contribute to the establishment of a well-balanced, highly skilled new group of Directors representing a broad range of industries.

The Board is also committed to appointing Directors who will contribute to our strong culture, and who genuinely share our drive to educate tomorrow's industry leaders. The appointments made during 2020 align with those objectives, and have bolstered our Board's skills tremendously.

Having established our membership in January 2021, the Board recently undertook an assessment of our collective strengths. It is evident that the capabilities and experience among our Board members is greatly complementary. We have a highly-desirable composition comprised of education, finance, risk, governance, technology, marketing and communications with backgrounds from a broad range of industries. In saying that, opportunities to add industry, technology, legal and human resources knowledge may merit adding a Board member in the future.



It is evident that the capabilities and experience among our Board members is greatly complementary.

Arrivals

The AITC Members elected¹ Jack Stevens, Geraldine Castleton and Peter Whitelaw at the 1 July 2020 Annual General Meeting (AGM). Jack, Geraldine and Peter are all passionate supporters of the College vision and are highly engaged in helping to drive our strategy.

Jack Stevens possesses highly valuable expertise in finance and technology within the education sector, and brings a truly entrepreneurial perspective to the table.

Both Geraldine Castleton and Peter Whitelaw have considerable experience in the education sector. Geraldine Castleton's strong background in the development and delivery of innovative education programs makes her a critical member of the Board. Geraldine adds her first-hand experience as a teacher followed by a significant career in the tertiary sector as a Professor of Education. Peter Whitelaw was a Principal and Regional Director in Queensland Education and offers an educator's perspective, complemented by a substantial role in corporate governance in the financial sector.

Ric Roach joined the Board in February 2021, bringing his extensive experience and expertise in finance, audit and governance. The Board enormously benefits from Ric's background, skills and insight into the financial and risk systems across a broad range of industries. Ric was appointed as Chair of the Finance, Audit & Risk Committee.

Christine Lohman brings her extensive governance, communications and marketing skillset to the role of Governance, Nomination & Remuneration Committee Chair.

Christine and the Committee are continuing to work with management in further enhancing the structure and rigour of our governance practices. The Board is supportive of Christine's re-election at this year's AGM.

Marta Button has recently been appointed Company Secretary, with Helen Coyer stepping down from a dual Company Secretary / Chief Operating Officer role to focus entirely on operations. Marta has extensive governance experience and is currently the Company Secretary for an ASX-listed company, as well as a not-for-profit organisation.

The Board is very grateful to Helen for the developments she has championed in the governance space during her time as Company Secretary.

Departures

Greg Alder recently left the Board after eight years as a Director and two as Chair. Greg has had a significant impact on the performance and effectiveness of our Board, and the AITC has certainly benefited enormously from his contributions and experience. On behalf of the Board and the broader AITC community, I thank Greg for his passionate, dedicated leadership.

Long-standing Board member Peter Taylor resigned in late 2020, having first been appointed in 2015. Peter was also a member of the Finance, Audit & Risk Committee, and was Chair of the Committee from 2017 to 2018. Peter's belief in, and enthusiasm for, the AITC is truly wonderful. Though we are sad to see him go, Peter continues to be an active Member and supporter of the AITC.

GROWTH

The fifth AITC campus opened in Ipswich in January 2020, welcoming more than 70 young people and growing to 130 by January 2021.

The Gold Coast, Redlands, Sunshine Coast and Toowoomba campuses continued to perform very well in 2020, delivering a Learning From Home program, positive education and employment outcomes, and establishing strong relationships within their respective communities. The AITC brand benefits from, and leverages off, these high-performing campuses and local support.

Shared Services continues to implement systems and processes to ensure appropriate governance, brand identity and operational efficiency.

STRATEGY

As was foreshadowed in the 2019 Annual Report, the Board decided to slow the cadence of growth previously detailed in the 10 Year Strategic Plan. The company has taken the opportunity to, cautiously, re-set and position itself for well-planned, measured growth.

2020 was spent focussing on consolidating and establishing the AITC as a system as we started to turn our minds to developing the next iteration of the Strategic Plan.

2021 will be a transitional period launching forward into the next phase of 'Measured Growth'. Focussed programs of work will bolster the sustainability of today's business; a renewed approach to investment in developing the business of tomorrow will involve a combination of bank financing and philanthropy.

CONCLUSION

On behalf of the Board, I would like to thank Mark Hands, our Chief Executive Officer, and his outstanding Executive Leadership Team. Not only did the team navigate the College through a difficult time, but they have done an incredible job of re-establishing the College for the next strategic phase. Thank you to the entire AITC staff for demonstrating true resilience, hard work and esprit de corps.

A huge thank you also goes to my fellow directors, who volunteer a significant amount of their time and energy to the College; we would not be where we are today without their expertise and passion for the vision.

We look forward to celebrating the achievements of 2020, and our plans for a truly inspiring future, with our Members, our industry partners and the AITC community at our AGM.

Regards,



Paulene Henderson

Chair

Australian Industry Trade College Ltd

¹ Justin Craig was elected by the Members at the 1 July 2020 AGM. Unfortunately, Justin was unable to remain on the Board due to other professional obligations, resigning on 27 October 2020. Justin continues to be an active supporter of the College.



02 CEO'S REPORT

Mark Hands



It was the best of times it was the worst of times.²

The AITC, like many others, lived out this statement in real time in 2020. In a world where society's rules were re-written and the assumptions about "normal" were re-imagined, the resilience of our lives, our communities and our organisations were rigorously tested.

To provide some context leading up to 2020, the implementation of the AITC Strategic Plan in 2018 commenced with a significant scale up strategy, including an investment in increasing the capability and capacity of the company to achieve growth. Having successfully opened two new schools by January 2020 (Toowoomba and Ipswich), the intent was to take a step back and improve the quality of the operational aspects of all five campuses.

Then came the disruption and uncertainty of the COVID-19 pandemic in March 2020, having an immediate impact:-

- All five campuses were closed to young people's attendance for a period of three weeks.
- Work experience students were sent home from their workplaces.
- Many apprentices were stood down for a season and some businesses closed for good.

The familiar AITC mantra "*Safety is our first thought*" took on a whole new meaning as young people's futures were placed in jeopardy by the economic shutdown. With hundreds of young people now isolated at home, the staff refocused their entrepreneurial energy from scale to scope (the industry education program). A Learning From Home program was designed, developed and implemented within three weeks. Beyond the programs of conventional schools, the AITC's Learning From Home program delivered on the extra dimension of work experience, physical fitness and community service³ alongside the campus based curriculum of Maths, English and vocational subjects. Can you imagine engaging a teenager in work experience from their bedroom? Hundreds of AITC young people did just that - successfully.

Given the preparation for growth and the unimaginable impact of the pandemic, the College underwent an immense test, which could have exposed any vulnerabilities implicit in the focus on scaling up quickly in 2019. I am pleased to inform our Members that the talent residing in the College provided the professional response required to navigate this organisational disruption.



Can you imagine engaging a teenager in work experience from their bedroom? Hundreds of AITC young people did just that – successfully.

Without underestimating the significant challenges implicit in our response to this disruption, the College went on to achieve the best results since opening in 2008. The disruption of COVID-19 to the Australian economy tested the resilience of this “school by industry, for industry” and it grew stronger as the year progressed.

The following results for 2020 are evidence of this resilience -

- Enrolments grew to 909⁴ - the largest enrolment in the history of the College.
- 227 young men and women graduated from the Australian Industry Trade College.
- 99% of graduates achieved their Queensland Certificate of Education.⁵
- 96% of Year 12 achieved a positive career outcome (SAT or significant employment), 89% securing a SAT⁶.
- The newest campuses Toowoomba and Ipswich achieved enrolment capacity for our January 2021 intake.
- 100% QCE and 100% employment outcomes (a perfect score) was achieved by the Redlands campus for the first time in the College’s history.
- Over 360 young people were signed up into SATs across five campuses in 2020.

These results are evidence that the AITC continued implementing the AITC Strategic Plan across the six strategic pillars and enablers implicit in executing the future.

For example:-

SCALE

New campuses at Ipswich and Toowoomba grew in enrolments to 94 and 92 young people respectively in spite of the economic instability created by the COVID-19 pandemic.

Scaled IT systems successfully helped to deliver the Learning From Home program to more than 900 young people.

The financial performance of the College displayed the capability of management in creating both growth and sustainability. A surplus of \$1,612,428.00 ensured the EOY cash position improved from 2019. The cash position closed at \$3,276,923.00 after allowing for capital expenditure largely relating to the new Ipswich campus.

SCOPE

The new national curriculum standards were implemented across all year levels.

Science, History, Civics, Geography, Design Technologies and Work Practices now complement the existing Year 10 core learning experience.

The new 10 Employability Metrics provide measureable habit assessments for young people during their journey into the world of work. The positive impact is evident in the growth of employment outcomes across campuses.

Community service (Gift of Giving program) enhances the character and citizenship of the AITC graduate through involvement in both local and international projects.⁷

BRAND

A new philosophy entitled '1 School, 1 System, 1 Way' began to align the AITC culture into one coherent whole.

The improved selection of "the right candidate" for industry, resulted in an extended (week long) Rookies Camp where new recruits are inducted into the AITC way.⁸

Research into the AITC customer experience was pivotal in the introduction of the aforementioned Brand strategies. The resulting increase in enrolment and employment outcomes evidence the effects of these brand initiatives.

INFLUENCE

A "Tier 1" company in Brisbane eagerly sought 10 "of the best" AITC apprentices and trainees to join their major infrastructure project.⁹

TAFE Queensland continues to invest in the College program through training and partnering in new school proposals. This long term partnership remains a strong example of the win/win outcome that the AITC offers its industry partners.

The State Government continues to observe the success of the AITC employment outcomes on local communities and has provided favourable leasing conditions at the Sunshine Coast campus.

PEOPLE

All of the aforementioned initiatives and successes are directly linked to people and their daily work. If 2020 taught us anything, it was that the AITC people respond well to disruption. Whether that disruption is self imposed (new campuses) or externally imposed (COVID-19), the AITC team remain agile and resilient.

The AITC staff profile requires:

- A lived commitment to a safety culture both internally and externally.
- A deep respect for industry careers.
- An entrepreneurial orientation to embrace new habits.
- An adventurous attitude to scale up along with all the disruption that it creates.
- An esprit de corps - a passion to work together.

We have a saying at the AITC which can be heard across carparks and corridors. It is a short pithy statement that reminds us that we are disrupters in education and industry. It is a reminder of the courage it takes to work here because the College aims to do things that conventional educational institutions find unsettling. In these moments of decision when we face a large challenge, we hear this phrase to remind us that it is an honour to do this job. This saying is "We get to do this".

CONCLUSION

Governance creates this entrepreneurial climate

In 2008, the College required a visionary builder to construct the Gold Coast campus. A school by industry for industry, was not your normal school. Greg Alder joined us as "the builder" and invested his immense expertise into the Scottsdale Drive site. Then in 2012 Greg joined the Board and was pivotal in our expansion into Redlands, our second campus. Following Greg's election into the Chair role, the College expanded from two locations to six, from 500 young people to 960 in April 2021 and from a budget of around \$9,000,000+ to \$20,000,000+.

I wish to extend my deepest thanks to Greg for believing so passionately in the young people and the team at the AITC. Your capacity in business has helped us grow, while remaining debt free.

Your talent in creating systems and strategy has ensured that even new campuses receive quality service. Most of all, thank you from the thousands of young people who have entered careers in industry because of your outstanding leadership.

Our new Chair, Paulene Henderson has capably taken up the reigns of the AITC Board. Her astute leadership and clear passion for the College's mission and young people has transitioned us out of the 2020 COVID-19 year, into a posture of growth once again. No small task indeed. Thank you Paulene for your wisdom and leadership which has been so evident in the last few months as the new Chair. Thank you to the 2021 Board who have hit the ground running when it came to grasping the AITC Strategic Plan. Your wisdom is pivotal to our success.

To the Members, guests, past Chairman and future aspiring partners of the AITC, I hope that this evening will create a little voice in your head which echoes on the trip home tonight - we get to do this.



Mark Hands
Chief Executive Officer
Australian Industry Trade College



² The Tale of Two Cities, Charles Dickens (1859).

³ The AITC program requires 50% of the young people are learning their academic program on campus while the other 50% are out in industry and community. Therefore the AITC Learning From Home program needed to stimulate both types of learning environments.

⁴ As at the August 2020 Census date.

⁵ Three out of five AITC campuses graduated Year 12 cohorts in 2020.

⁶ The AITC measures both apprenticeship and traineeship employment and includes "productive employment pathways" for young people who choose an alternative career. For example, entering the Military, Police, Health.

⁷ Alongside community service projects implemented at all five campuses, a highly successful fundraising campaign in November 2020 raised over \$30,000 toward supporting the poor at New Hope Cambodia.

⁸ Safety, communication, character development and real world work experience are all designed to ensure that recruits meet high standards before they commence at the AITC.

⁹ AITC recognises the Protech Group for their leadership in this initiative.

03 ABOUT THE AITC

At the Australian Industry Trade College (AITC), we help young people find their passion and then pursue that career through an apprenticeship or traineeship. The AITC is a co-educational, independent school with students enrolled in Years 10, 11 and 12.

AITC students spend half their time completing their senior education at school, and the other half in industry. In 2020, 99% of our graduates completed their Queensland Certificate of Education (QCE) and 89% started paid apprenticeships in the industry career of their choice. Overall, 96% of AITC graduates achieved positive successful outcomes, meaning they entered into employment, training, and/or study following their graduation. These outcomes are proof that a university pathway is not the only pathway to success.

Since 2008, the AITC's mission to elevate industry-based education to be recognised as a valuable and reputable career has been accomplished in partnership with industry and the support of our communities. Meeting industry's need for better educated apprentices and trainees was and still is the foundation of our success.

The AITC is proud to educate tomorrow's industry leaders. We build and foster strong industry relationships within our communities at the Gold Coast, Redlands, Sunshine Coast, Toowoomba and Ipswich.



FUNDING/INCOME

Refer to the MySchool website for funding/income information:

AITC Gold Coast (inc Sunshine Coast)

<https://www.myschool.edu.au/school/40816>

AITC Redlands

<https://myschool.edu.au/school/52243>

AITC Toowoomba

<https://myschool.edu.au/school/52792>

AITC Ipswich

<https://myschool.edu.au/school/52822>

04

KEY ORGANISATIONAL ACHIEVEMENTS



SCALE

- The company has grown by 55% in two years (Jul 2018 - Jul 2020)
- The locations have multiplied from 3 to 6 (Jan 2019 - Jul 2020)
- The capability of management has expanded considerably



SCOPE

- 99% of young people graduated with their QCAA senior certification
- 1 School: 1 System: 1 Way strategy has provided a focus for professional coherence amongst campuses
- The new EdNext framework is an investment into education unparalleled in the history of the AITC
- 96% of graduates achieved employment/career pathways



BRAND / INFLUENCE

- Investment by strategic partners in cash and kind (buildings) continues
- Larger industry partnerships were established
- A Cambodian International Service Project fundraiser reached more than \$30,000
- College enrolment growth continues
- By September 2020, the enrolment pipeline was ahead of every other year
- 2021 enrolment targets were exceeded at both Ipswich and Toowoomba campuses
- Ongoing enhancement of the AITC brand both internally and externally



GOVERNANCE

- Ongoing improvements in quality of information compiled for Committees and Boards
- New external financial auditor appointed
- Appointment and induction of new directors
- New AITC Constitution implemented at AGM
- Enhancement of director induction program
- Ongoing maturation of compliance management and monitoring
- Ongoing maturation of financial management and monitoring
- Ongoing development and implementation of risk management framework



ENTREPRENEURIAL PEOPLE

- Capacity and proven capability of management is high
- The critical KPIs of the company (staff ratios, EBIDA) remain solid despite the uncertainty caused by scaling up, leadership changes and COVID-19
- Staff are energised by the AITC vision (challenges of change is acknowledged here)
- Scale has demanded a lift in professional standards which is in progress
- Significant restructures undertaken to position for growth
- Employee satisfaction score 62%

05 GOVERNANCE

Board Governance Statement

The Australian Industry Trade College Ltd (ABN: 76 115 458 743) is committed to principles of sound governance. The AITC Board is responsible to the AITC Members for implementing and maintaining effective, sustainable, value-adding governance practices by improving the performance of the AITC through strategy formation and policy making.

The AITC Board executes this function by:

- promoting ethical and responsible decision-making.
- safeguarding integrity in financial reporting.
- recognising and managing risk.
- recruiting and overseeing the CEO/ Executive Principal and his/her execution of the strategy

As an unlisted company limited by guarantee, also registered as a charity with the Australian Charities and Not-for-Profit Commission, the AITC is not required to report against the ASX Corporate Governance Principles and Recommendations. However, the AITC refers to the Principles and Recommendations as a guide to best practice governance, and strives to meet the standards relevant to the organisation wherever possible.

The AITC has recruited its Board Directors carefully to ensure that our collective experience offers expertise across the appropriate areas of the AITC's strategic plan, including: educational delivery, industry leadership, legal matters, business management, vocational training and finance.





06 YOUNG PEOPLE

CHARACTERISTICS OF THE STUDENT BODY

In 2020, the Australian Industry Trade College enrolled¹⁰:



Gender

Male 329 (88%)
Female 45 (12%)

Indigenous

Aboriginal 8
Torres Strait Islander 0
Aboriginal and
Torres Strait Islander 2



Gender

Male 195 (88%)
Female 26 (12%)

Indigenous

Aboriginal 1
Torres Strait Islander 0
Aboriginal and
Torres Strait Islander 0



Gender

Male 222 (92%)
Female 20 (8%)

Indigenous

Aboriginal 5
Torres Strait Islander 1
Aboriginal and
Torres Strait Islander 0



Gender

Male 88 (79%)
Female 24 (21%)

Indigenous

Aboriginal 5
Torres Strait Islander 0
Aboriginal and
Torres Strait Islander 1



Gender

Male 82 (80%)
Female 20 (20%)

Indigenous

Aboriginal 6
Torres Strait Islander 0
Aboriginal and
Torres Strait Islander 0

¹⁰ Enrolled young people refers to the total number of young people enrolled during 2020 but does not account for any withdrawn or cancelled enrolments in the same period. These figures are calculated to meet the requirements of the Queensland Government School Annual Report and do not correspond with school census reporting.



COUNTRY OF BIRTH	Gold Coast	Sunshine Coast	Redlands	Toowoomba	Ipswich
Australia	336	201	214	109	97
Bulgaria	-	-	1	-	-
Canada	-	-	-	-	1
Cayman Islands	-	2	-	-	-
Chile	-	1	-	-	-
Cyprus	1	-	-	-	-
England	1	2	2	1	1
Fiji	-	-	1	-	-
India	2	-	-	-	-
Ireland	1	-	-	-	-
Malaysia	-	-	1	-	-
Monaco	1	-	-	-	-
New Zealand	11	5	6	-	1
Papua New Guinea	-	-	1	-	-
Philippines	-	-	-	-	1
South Africa	4	2	6	1	-
Spain	-	-	1	-	-
Thailand	-	-	1	-	-
United Arab Emirates	1	-	-	-	-
United Kingdom	13	7	8	1	1
United States of America	2	-	-	-	-
Vanuatu	-	1	-	-	-
Vietnam	1	-	-	-	-
TOTAL	374	221	242	112	102





07 CURRICULUM OFFERINGS

INDUSTRY-FOCUSSED

The AITC program is designed to provide young people with learning experiences that will position them to attain a QCE and transition smoothly into work and training.

AITC young people engage in a structured education program and a range of work and training placements. The program structure each term involves:

- a five week Education Block focussed on the delivery of an education module, and
- a five to seven week Industry Block focussed on employability skills, work and training

ENTRY TO PROGRAM

In 2020, AITC reimagined and revitalised the AITC Rookies Program for both start of year and mid-year enrolments. The AITC Rookies Program is focussed on giving AITC young people the strongest start possible, instilling character and values, making clear the expectations whilst also providing the Rookies some essential skills for their AITC industry journey.

AIM To induct and immerse new AITC students into the 'AITC Way'.

WHY Experience, evidence and feedback suggests the previous AITC student induction program was not consistent in effectively preparing young people for their time at the AITC or within industry. The AITC redesigned the Induction Process by seamlessly merging industry and education, focussing on character, values, safety, employability and community.

HOW Through a consistent one-term industry education program for all new starts on all campuses.

WHO All new starters (Years 10-12) at the AITC undertake the Rookies Program delivered by a team of educators, Industry Consultants, leaders, Personal Industry Coaches and industry stakeholders.

The program aims to set Rookies up in an equitable manner with the skills and tools they will require to excel at school and in the industry of their choice.

CURRICULUM

The AITC program intent is to create a relevant and seamless program for young people to gain the academic, technical and 21st Century workplace skills that employers demand.

Curriculum at the AITC is carefully selected to progressively develop employability skills and achieve individualised learning goals, whilst also meeting the requirements of the Queensland Curriculum and Assessment Authority (QCAA) and the Australian Skills Quality Authority (ASQA).

ACADEMIC CURRICULUM

The AITC delivers a three-year senior secondary education program, where equal weighting is given to their senior school certificate (QCE) and individual pathway outcome (SAT or equivalent).

The education model delivers two blocks per term, which run for 5 weeks each:

- 1 x Education Block (5 weeks onsite learning towards QCE)
- 1 x Industry Block (5 weeks Industry Training, Work Placement or School-Based Apprenticeship)

Both are compulsory per term.

THE FIRST *Tradies* ON MARS

Increased interest in growing fresh produce prompted by the pandemic, and a desire to foster future-forward thinking, resulted in the idea for a cross-subject curriculum. The First Tradies on Mars unit, established by AITC Team Leader, Rhys Cassidy got its namesake from the founder of FutureWe Jonathan Nalder, who has radish seeds that have orbited the Earth.

“[The unit] is designed to take young people out of their comfort zone to think about a future scenario that requires new skills that are applicable here on Earth, right now; skills like creative problem finding and solving, resilience, systems thinking, sustainability, and interdisciplinary thinking,” says Rhys.

Young people from the Gold Coast and Redlands campuses undertook a number of futuristic projects in the last semester of 2020. “Such a project utilises the ‘maker mindset’ that we encourage here at the AITC,” says Regional Operations Officer, Nathan Reynolds. “It facilitates the showcasing of constructivism theory into practice.”

The radish seed experiment aimed to inspire young people to investigate the idea of becoming sustainable on Mars, should the need for colony food production be required. The challenge was more than simply keeping the seeds alive, it was also designed to prepare young people for the quick-changing nature of a future in industry.

The experiment was followed by the inaugural AITC Greenhouse Challenge. The challenge saw young people work in teams to build a model Martian greenhouse structure where their crops would thrive.

Leading up to the challenge, young people researched methods to grow microgreens in a hydroponic system; a method used to grow plants without soil, instead using only water infused with mineral nutrients. The young people had been conducting additional research into how plants



adapt and change in different environments, including in space and space-like conditions.

The teenage researchers found that Mars has an extremely inhospitable environment, including very cold temperatures, less sunshine than Earth, and a thin atmosphere that does little to trap any heat or prevent the build-up of radiation and carbon dioxide. Following this discovery, young people spent time looking at methods employed by scientists who have successfully grown plants in low-gravity environments, such as on the International Space Station.

Each team was supplied with newspaper, masking tape, solar panels, mirrors, an oxygen capturer, water storage, and water recycling mechanism to construct a geodesic dome.

The unit required critical thinking, collaboration and communication in teams, while applying theory learned in Science, Maths and English.

■ **For the full article, see pages 30-33 of the September 2020 issue of Blueprint Magazine.**

Year 10

Literacy

AITC Literacy for Work (Terms 1 and 2) and QCAA Short Course Literacy (Terms 3 and 4) assist young people to develop their reading, writing, oral communication and learning skills in line with the Australian Curriculum Year 10 English standards. Semester 2 also provides credit towards QCE.

Numeracy

AITC Numeracy for Work (Terms 1 and 2) and QCAA Numeracy (Terms 3 and 4) develop mathematical information, mathematical processes, problem-solving and learning skills in line with the Australian Curriculum Year 10 Maths standards. Semester 2 also provides credit towards QCE.

Science

Introductory Biology (Term 1), Chemistry (Term 2) and Physics (Term 3) develop a young person's understanding of core concepts, models and theories related to the biological, chemical and physical sciences.

Year Two (Year 11)

Literacy

Essential English (Unit 1 and 2) explores how meaning is communicated in contemporary texts developed for and used in a work context while completing, Essential English develops and refines young people's understanding of language, literature and literacy to enable them to interact confidently and effectively with others in everyday, community and social contexts.

Numeracy

Essential Mathematics (Units 1 and 2) major domains are number, data, location and time, measurement and finance. The aim is to prepare young people with the knowledge, skills and confidence to participate effectively in the community and the economy requires the development of skills that reflect the demands of the 21st Century.

Vocational Education and Training (VET)

VET provides pathways for all young people, including those seeking further education and training and those seeking employment-specific skills. As a registered RTO, the AITC delivers ICT20115 – Certificate II in Information, Digital Media and Technology (Terms 1 to 3), and commencement of BSB30115 – Certificate III in Business (Term 4).

Courses are tailored to reflect the needs of young tradespeople as they embark on a career in industry and include topics in financial management, MYOB, manage a micro-business, and electronic communication.

Year Three (Year 12)

Literacy

Essential English (Units 3 and 4) explore community, local and/or global issues and ideas presented in a range of texts that invite an audience to take up positions.

Numeracy

Essential Mathematics (Units 3 and 4) include topics such as measurement, scales, plans and loans.

Vocational Education and Training

Completion of BSB30115 – Certificate III in Business.

INDUSTRY CURRICULUM

In each Industry Block per term, the young people spend five to seven weeks engaged in a range of work-based experiences that enhance their learning when they participate in training and employment as an apprentice or trainee. Industry Block is made up of a range of industry-based experiences and an employability skills program:

- Mentoring/Coaching: Industry Consultants from the AITC work with young people to guide them through the employment process and provide assistance in areas such as resume writing,



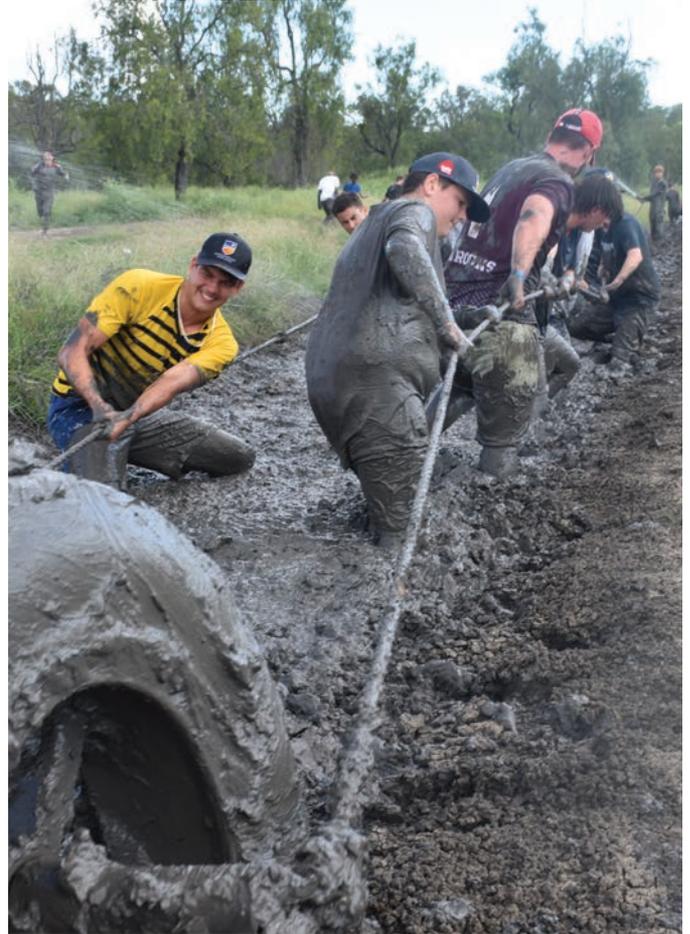
making phone calls to employers, and interview techniques.

- **Trade Taster:** The AITC partners with local organisations to provide the opportunity for young people to sample a range of trades.
- **Pre-Employment Training:** Before young people engage in work placement, they engage in a structured training program to learn the basic skills they need to be able to participate safely and productively. This training is at a Certificate I or II level, delivered by a registered training organisation.
- **Work Placements:** Our young people engage in a range of work placements to engage them in their industry of choice. These vary in length, give young people real world experience in the workplace, and establish connections that may launch careers.
- **Employability Skills Training:** Based upon the Core Skills for Work Framework, this training is embedded within the College's onsite and offsite program to provide the foundation skills young people need to be successful in the workplace.

COLLEGE DEVELOPED CURRICULUM

The AITC believes in the capacity of young people to achieve greatness. We believe that personal growth comes from within, through the development of values, beliefs and thoughts which transform into positive habits, words and actions. We believe in the role of education, training and industry in the holistic development of young people as lifelong learners and citizens.

The College has developed a curriculum suite that is intrinsic to the development of tomorrow's industry leaders, each Education Block per term



young people undertake Wisdom talks weekly, Site Meetings with core focus on such aspects as Wellbeing, OHS and Employability. These are a core component of a young person's timetable and add value to the human we are creating for success.

The AITC Strength and Fitness program is offered on all campuses and provides organised activities and programs for the young people. Fitness is important, both mentally and physically. The young people get to engage with qualified trainers, either on staff or through an external provider, during the break and between class times.

The AITC offers young people the opportunity to participate in an extra curriculum project biennially. This service project is aimed at giving young people national and international experiences through live projects, using their technical talents to improve the lives of critically poor families.

The International Service Project includes a team of young people and staff who in the past have travelled to Siem Reap in Cambodia to join a

Cambodian non-government organisation, New Hope Cambodia. New Hope is also sponsored by Rotary Gold Coast. In 2020, the AITC young people, staff, industry partners and community raised over \$30,000.

SOCIAL CLIMATE

The Campus Leadership Team (Regional Principal, Campus Manager, Regional Industry Officer) on each campus has the key role to develop the College-driven values and behaviours within all young people who attend. Leading the group of educators and other campus employees, the Campus Manager drives the AITC commitment to supporting the social and emotional wellbeing of all students.

In 2020, the AITC introduced Personal Industry Coaches (PIC) as key staff roles designed to support the Campus Manager in effectively managing student wellbeing and retention of young people. They are a pivotal conduit that work on developing our young people as a 'whole human'. The implementation of philosophy and aims is effectively guided through the Strategic Plan. Every opportunity is used to engage young people to embrace and develop their individual character and skills through the stories and symbols presented throughout the campus. The Values Induction for both new young people and staff reflects the importance placed on the effective implementation of the philosophy in all facets of the daily operation.

The AITC's bullying policy seeks to ensure that a positive College culture is maintained through campus leadership, in the form of behavioural boundaries recognising the AITC values, while also providing the opportunity for opportunity to improve or correct behaviours with support and guidance.

Child Protection Policy and associated Risk Management Strategy have been applied appropriately to best manage the interests of the

young person when reporting was required. The Independent Schools Queensland (ISQ) Child Protection online training modules are mandatory for annual training of all staff and the College utilises the recommended decision-trees and other resources provided by ISQ.

PARENTAL INVOLVEMENT

The AITC has been established to work in partnership with industry and parents in educating their children. Parental involvement in our work placement/employment program and in the many co-curricular and pastoral activities, including Site Meetings, International Service Project, etc is pivotal to the success of our young people. Parents are able to access current information regarding their young people as well as any campus updates and the campus calendar on the AITC portal, Parent Lounge.

Reporting to parents is done at the completion of each term; Term 1 and 3 are interim reports, Term 2 and 4 full Semester reports. The reports encompass both the education and industry learnings and success. Real time reporting of employment metrics can also be accessed via the CONNECT system, through their young person's login.

At the commencement of each year or intake, the AITC run compulsory Parent Information and Apprenticeship evenings on each campus, where both new and continuing families were invited to attend; this is always a great opportunity for parents to meet with the Campus Leadership Team and school staff as well as hear from some of the industry connections who support the College.

AITC CEO RECOGNISED FOR *influence*

In August 2020, AITC CEO Mark Hands was recognised as one of the 50 most influential people in the Australian education sector by The Educator. For 15 years, Mark has had a firm belief that success is not measured in ATAR scores or grades, but instead consists of something far more important – character.

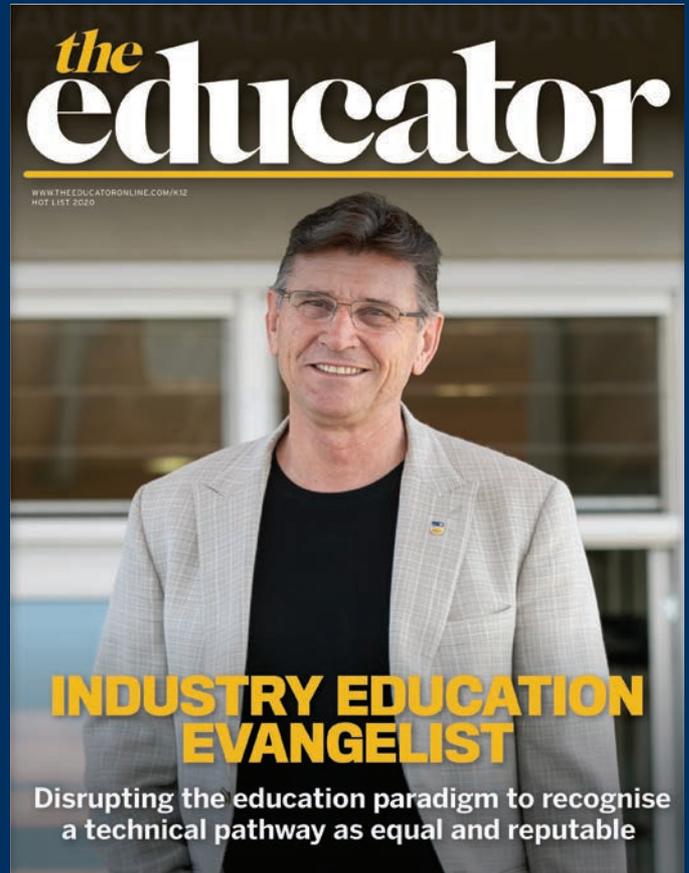
His inclusion in the annual prestigious Hot List is recognition, not just of Mark's outstanding work leading the College for the last 12 years, but of his calming and assured influence over the 6 months (Semester 1) of global turmoil. The AITC designed, developed, and implemented a highly-regarded, successful Learning From Home program for Term 2, transforming its unique education and industry block model to a virtual platform in response to COVID-19.

Mark also used this time as an opportunity to educate young people on the importance of having an agile approach to work and life, to meet the changing shape of employment and industry, while completing their senior school education. And it paid off!

While apprenticeships nationally plateaued due to COVID-19 restrictions and an economic downturn, industry continued to see the value in AITC young people with more than 100 students signed-up to apprenticeships since February. In fact, the College had twice as many sign-ups year on year, at the height of restrictions.

Mark continues to support young people aiming to become tomorrow's industry leaders and is passionate about ensuring vocational pathways are recognised equally alongside more traditional academic pursuits.

■ For the full article, see page 8 of the September 2020 issue of Blueprint Magazine.



08 OUR PEOPLE

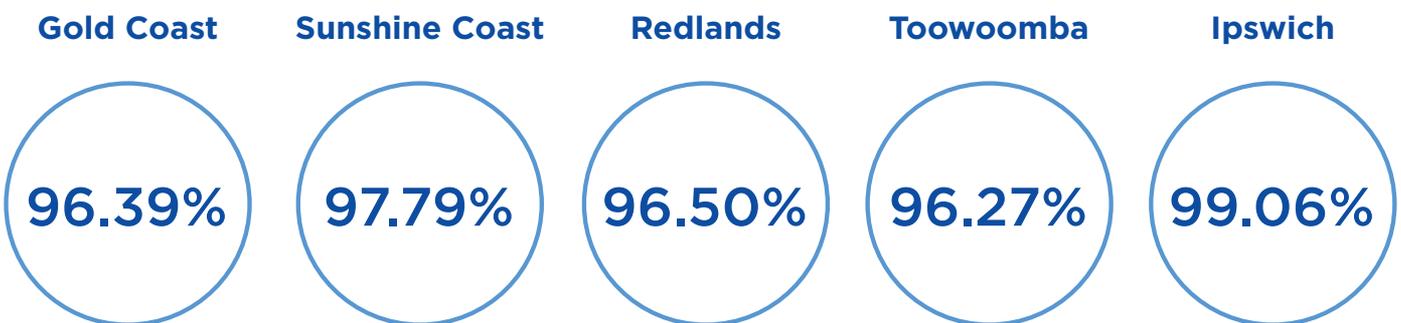
STAFF COMPOSITION

In 2020, the AITC employed 177¹¹ people within across six locations.

	Gold Coast	Sunshine Coast	Redlands	Toowoomba	Ipswich	Shared Services ¹²
Full-time Teaching	17	9	10	5	7	0
Part-time Teaching	2	1	3	0	0	0
Full-time Non-Teaching	27	13	13	11	12	23
Part-time Non-Teaching	13	1	8	0	2	0

AVERAGE STAFF ATTENDANCE

Below is the average teaching staff attendance for each campus, based on unplanned absences of sick and emergency leave periods of up to five days. Overall, the College attendance rate is 96.89%¹³.



¹¹ This number includes any individual employed and is not adjusted for employees turnover during the same period. At the end of 2020 there were approximately 136 employees.

¹² Shared Services employees support services College-wide.

¹³ For permanent and temporary classroom teachers and school leaders

STAFF RETENTION

The proportion of teaching staff retained from previous year is outlined below.

	Gold Coast	Sunshine Coast	Redlands	Toowoomba	Ipswich
Retention Rate from 2019 to 2020	80.00%	100%	84.62%	66.67%	n/a
Retention Rate from end 2019 to end 2020	73.33%	100%	76.92%	66.67%	n/a

STAFF PROFESSIONAL DEVELOPMENT

In 2020, the AITC invested \$20,426.76 for professional development of 91 education staff across the College. This expenditure averages \$224.47 per person.



A young person's success in industry will be a result of their strength of character.

YOUNG PEOPLE VALUES

Safety - make wise choices to protect yourself and others; follow all OHS procedures

Respect - be respectful of yourself and others

Honesty - be honest in all communication and actions

Pride - take pride in your effort and performance at College and at work; be proud of yourself, your trade and your College

Courage - be courageous when facing and responding to personal adversity, problems, challenges, consequences, decisions and opportunities

Hard Work - work hard in all undertakings; strive to improve skills and achieve your personal best

Mateship - be a mate to other team members and to work colleagues; demonstrate understanding of their needs, tolerate differences and be inclusive






AUSTRALIAN INDUSTRY
TRADE COLLEGE

09 STUDENT OUTCOMES

TOMORROW'S INDUSTRY LEADERS

The AITC is committed to providing quality educational experiences to all young people to ensure they are achieving at their highest potential. They must attend the College to benefit from these opportunities. As a school focussed on learning for industry we are committed to high attendance rates through a supportive, thorough, and systematic attendance process.

AVERAGE STUDENT ATTENDANCE RATE (%) FOR THE WHOLE SCHOOL

Below is the average student attendance rate in 2020, AITC-wide. The rate is calculated as the number of student school days, minus student absentee days, divided by the number of student school days.

	Year 10	Year 11	Year 12	Total
Gold Coast	92.23%	92.87%	95.01%	93.49%
Redlands	94.12%	96.54%	95.89%	95.59%
Sunshine Coast	83.35%	81.44%	85.10%	83.00%
Toowoomba	89.12%	90.72%	n/a	90.06%
Ipswich	89.66%	86.65%	n/a	88.16%
TOTAL	89.79%	90.34%	93.3%	90.95%

APPARENT RETENTION RATE

The apparent retention rate is the Year 12 student enrolment, as a percentage of the Year 10 cohort.

	Year 10, 2018	Year 12, 2020	Rate
Gold Coast	102	117	114.71%
Redlands	96	82	85.42%
Sunshine Coast	55	52	94.55%



ACTUAL RETENTION RATE

The actual retention rate is the Year 12 student enrolment retention of the Year 10 cohort.

	Year 10, 2018	Year 10, 2018 continued through to Year 12, 2020	Rate
Gold Coast	102	47	46.08%
Redlands	96	51	53.13%
Sunshine Coast	55	23	41.82%

ATTENDANCE RESPONSIBILITIES

Young People

Attend every class on time, every day, ready to learn
Only be absent from school for serious and unavailable reasons
If absent from school or work, contact absence line and provide a note or medical certificate

Parents/Carers

Ensure your young person attends on time, every day
Provide a satisfactory and timely explanation for all absences
Contact the school if an absence is for an extended period of time
On return to school, provide your young person with a satisfactory explanation for their absence

School

Monitor attendance daily
Notify parent/carer of any unexplained absence for the day via text message
Notify parent/carer of instances of truancy or persistent lateness to class
Discuss individual attendance with student and parent/carer and offer support when attendance has become a problem

Award winning **GRADUATE FINDS HER WAY**

Like many young people in their senior years of school, AITC Alumna Neisha Luck started at the College not knowing what career path she wanted. Trying more than twelve different trades, the self-confessed maths nerd wanted to get a good feel for what she really liked. While at the AITC she won several prestigious awards, excelled at her studies, and was known for her incredible work ethic. Since graduating in 2020, Neisha has chosen a path at university into the intriguing world of criminology and forensics.

As one of the first AITC Sunshine Coast campus starters in 2018, Neisha admits if she hadn't come to the AITC she wouldn't have gone too far in life. "I was running with the flow, but I wasn't getting anywhere."

Finally making headway, Neisha found the College to be different "where everything works perfectly. I'm a hands-on learner and everything is hands-on at the AITC."

Neisha worked on the process of elimination with career prospects. "I tried everything from baking to optical dispensary, veterinary nursing, screen printing, everything you can think of I tried it all," laughs Neisha. "I wanted to feel happy going to work every day. I hated the idea of not enjoying work."

While looking for that perfect career Neisha achieved excellent academic results and received several awards. These included Trainee of the Year for Amalgamated Industries, the Principal's Award and the Academic Excellence Award in Mathematics.

She also received Australia's most prestigious secondary school accolade — the Caltex Best All Rounder Award. The award celebrates Year 12 students who excel in their studies, possess leadership qualities, have the right attitude and play a positive role in their community.



With her many academic successes, and aptitude for math, Neisha found work in the finance department at the University of the Sunshine Coast (USC). Currently, Neisha is studying a double degree in criminology/forensics and psychology. "I have always been interested in criminology. I am the sort of person who listens to true crime podcasts and documentaries while doing everyday activities like cooking. Everyone thinks I'm weird but truly it just fascinates me."

Neisha believes the AITC values have made a huge impact on life, university and at work. "The AITC values made me open my eyes and realise how much they match with everyday life! Always having them in the back of my head while going on in life has helped me with more opportunities. The value of courage always stuck with me. It made me look at myself in the mirror and face whatever was going on in my life."

■ **For the full article, see pages 48-49 of the April 2021 issue of Blueprint Magazine.**

10 INDUSTRY PLACEMENTS AND PATHWAYS

BY INDUSTRY, FOR INDUSTRY

2020 BY THE NUMBERS

by 31 December 2020

190



Number of Year 12s
Signed-up into SATs

3,480



Number of Work
Placements Undertaken

3,168



Number of Employers

48



Unique Job Pathways

39



Unique Certificate
Pathways

11 POST-SCHOOL DESTINATION INFORMATION

GOLD COAST, REDLANDS, SUNSHINE COAST

COLLEGE GRADUATE OUTCOMES

	Qualification (QCE)	Destination (combined employment, training, and/or study inc. SAT)	Destination (in Apprenticeship or Traineeship only)
Gold Coast	99%	96%	89%
Redlands	100%	100%	94%
Sunshine Coast	100%	98%	89%

YEAR 12 OUTCOMES, AS AT POINT OF GRADUATION

	Gold Coast	Redlands	Sunshine Coast
Number of students awarded a Senior Education Profile	111	72	45
Number of students awarded a Queensland Certificate of Individual Achievement	0	0	0
Number of students who are completing or completed a School-based Apprenticeship or Traineeship (SAT)	154 College-wide		
Number of students awarded one or more Vocational Education and Training (VET) qualifications	111	72	45
Number of students awarded a Queensland Certificate of Education at the end of Year 12	109	72	45
Number of students awarded Certificate I - Work and Life Skills	31	46	22
Number of students awarded Certificate II - Information, Digital Media and Technology	90	56	44
Number of students awarded Certificate III - Business	108	72	45
Number of students awarded Certificate IV	3	0	0
Number of students with a Senior Statement only	2	0	0
Number of students awarded an International Baccalaureate Diploma (IBD)	0	0	0
Percentage of Year 12 students who are completing or completed a SAT or were awarded one or more of the following: QCE, IBD, VET qualification	99%+		

Next Step 2021 Post-School Destinations

Australian Industry Trade College



This is a summary of the post-school destinations of students from Australian Industry Trade College who completed Year 12 and gained a Senior Statement in 2020. The results are from the *Year 12 Completers Survey*, which is conducted approximately six months after students completed Year 12.



For more information about the survey visit the *Next Step* website www.qld.gov.au/nextstep. Regional and statewide reports will be available from October 2021.



64.2% response rate

145 out of 226 Year 12 completers from this school responded to the 2021 survey. *Results may not be representative of all Year 12 completers at this school.*

Post-school destinations



In 2021, 93.8% of Year 12 completers from Australian Industry Trade College were engaged in education, training or employment in the year after they completed school.



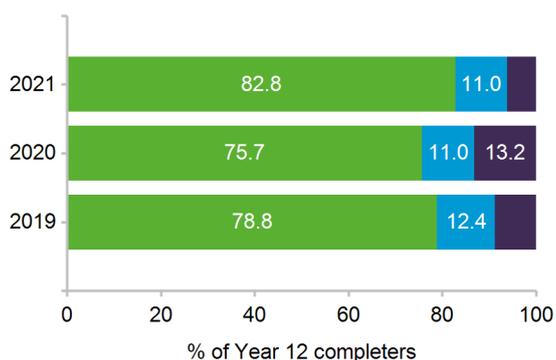
Of the 145 respondents, 82.8% continued in some recognised form of education and training. The most common study destination was apprenticeship.



A further 11.0% transitioned directly into paid employment and no further study.

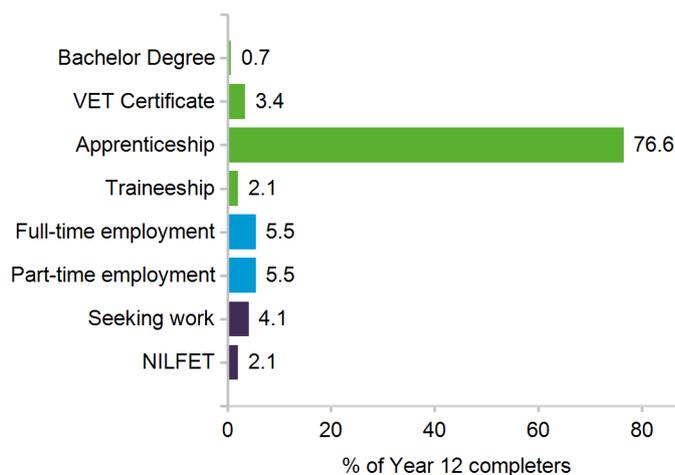
All Year 12 completers were assigned to a *main destination*. Respondents who were both studying and working are reported as being in education or training, including apprentices and trainees.

Engagement over time



■ Education or training
■ Employment only
■ Not in education, employment or training

Main Destination in 2021



2015
2016
2017
2018
2019
2020



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