

**Annual Report** |  
**2021**

**Deliberately different.**



## **CAMPUS LOCATIONS**

In 2021, 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

*An additional operational school, Australian Industry Trade College – Brisbane, was opened in January 2022.*

**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/](http://www.aitc.qld.edu.au/contact/)

**[www.aitc.qld.edu.au](http://www.aitc.qld.edu.au)**

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

# We believe it's not about comparison, it's about choice. That's why at the Australian Industry Trade College (AITC), we're for young people who seek a deliberately different, industry-driven educational experience.

For those who want to learn in the classroom, within workplaces and on the job. For those ready to roll up, dig deep and get doing. And for those who want to build confidence, build character, change course and commence careers.

We're for those young people who seek to start building real world strengths and skills now, and not wait for the future.

This is who we are. It's not only how we're different, but how we make a difference.



## Our vision

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

## Our purpose

To enable and empower young people to proudly pursue a pathway in industry.

## Our promise

We promise to connect young people with opportunities in industry and industry with *great* young people.



## Our values

- + DEMONSTRATE GENUINE CARE
- + THINK PROGRESSIVELY
- + TAKE COURAGEOUS ACTION
- + ACHIEVE INSPIRING OUTCOMES
- + CONTRIBUTE AUTHENTICALLY
- + SUCCEED COLLECTIVELY

## 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

**SAT** 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)

# Inside.

## 01 Upfront

CHAIR'S REPORT  
CEO'S REPORT

## 02 About the AITC

DELIBERATELY DIFFERENT

### Features

THIS IS ROOKIES P24

+

GIFT OF GIVING P28

## 03 Governance

BOARD GOVERNANCE STATEMENT

## 04 Young People

STUDENT BODY CHARACTERISTICS  
YOUNG PERSON VALUES

## 05 Our Difference

CURRICULUM OFFERINGS  
EMPOWERING YOUNG PEOPLE  
STAKEHOLDER ENGAGEMENT

## 06 Our People

OUR PEOPLE

## 07 Future Focus

YOUNG PERSON ENGAGEMENT  
DELIVERING ON THE PROMISE

## 01 — Upfront

# Chair's Report



**The AITC Board is delighted with the continuous strengthening and enhancement of the College's systems, all the while navigating seemingly perpetual stormy weather (economic, health and the recent South-East Queensland storms). Our Chief Executive Officer, Mark Hands, continues to lead the AITC through this season of ongoing change, admirably.**

With the engagement of Prof Geoff Kiel, the Board and Executive progressively worked together to review and refine the *AITC 10-year Strategy – Toward 2028*. Our strategy shares how we will bring our purpose to life; it clearly captures our intent and the actions we will take to make an impact.

The three and a half year Measured Growth Stage not only focuses on expansion into new schools whilst addressing Scale-related risk, but also on the College system of today.

## Identity

2021 was a significant year for the AITC community, where, amongst many achievements, we invested in clearly defining who we are, what we stand for and why we're here. After a period of considerable growth and change, we felt it important to reflect on the work we do and how we best deliver an industry-driven educational experience. Learning from the challenges we've overcome remains as important as building on our successes.

Through this process we gained clarity around planning for the future and how we can continue to strengthen the AITC experience, for young people and for industry. It brought into view our commitment to those we serve and how we deliver on our promise of connecting young people with opportunities in industry, and industry with great young people.

Our purpose is to enable and empower young people to find their purpose and proudly pursue a pathway in industry.

## Investment

The Board recognised that ensuring the sustainability of the College system of today required continued investment and capacity building, including:-

- embedding a culture based on a clear singular identity and purpose;
- elevating our educational provision to be of high quality and engage young people in learning (relevance, quality and engagement);
- the need to improve and build deeper industry relations and focus on meeting industry needs;

- improving customer satisfaction, and
- enhancing project execution competence.

This measured growth saw a significant upfront investment in:-

- skills and capability (establishment of the Education Quality & Compliance Team; the Future Schools & Partnerships Team and expansion of marketing and communications resourcing) to support the improvement and expansion of the system of today;
- effectively attracting and recruiting those individuals with the right capability and behavioural attributes to take the College forward by addressing key elements of the employee lifecycle from both the organisational perspective and with an employee-centric perspective; and
- capacity within the organisation enabling scale included digital growth, educational program advancements, market reach and presence, fundraising and people leadership.

The start of 2021 saw the opening of the Ipswich campus' stages 2 & 3 expansion, a \$0.95 million investment, to accommodate a growth in student numbers, while a significant amount of work and marketing was carried out in the latter part of 2021 to ensure the opening of the AITC's sixth campus in Spring Hill, Brisbane in January 2022 - an investment of \$1.0 million.

The College enrolled a total of 562 new students for 2021 (up from 539 in 2020), with the 971 students enrolled

as at August Census (an increase from 909 in August 2020).

Ultimately, Members will note that the College closed the year on an EBIDA of \$1.1 million (FY2020: \$2.7 million) and net operating deficit of \$0.3 million (FY2020: \$1.6 million surplus), the result of highly prioritised spend, but fewer than anticipated enrolments. Despite this, the College ended FY2021 with a healthy closing cash balance of \$2.4 million (FY2020: \$3.3 million) and the debt facility also remained untouched.

As I have outlined, the College's end of year deficit was consistent with the Board's expectations following the strategic decision to invest in the measured expansion of campuses and the considered development and enhancement of AITC's people and processes. The Board and Executive Team are working effectively and energetically together, purpose-focused as we continue to build and enhance the AITC.

### In View

Looking to 2022, the budget includes a capital spend of \$1.6 million of which \$0.9 million is set aside for the Redlands campus relocation. The new campus is expected to open in January 2023. We are very excited about offering an inspiring new learning environment for our young people and staff, at Redlands, and I look forward to updating you on this new campus in due course.



**After a period of considerable growth and change, we felt it important to reflect on the work we do and how we best deliver an industry-driven educational experience.**



## Governance

Eager to enhance industry representation on the Board, two additional directors were appointed to the Board in 2021.

### DAN BRIDGES

Dan joined the Board in July 2021. The Board enormously benefits from Dan's background, skills and insight into the manufacturing industry and running a large family-owned business. Dan was appointed as a member of the Governance, Nominations & Remuneration (GNR) Committee.

### DAVID RUTTER

David Rutter was appointed in November 2021. David has nearly 30 years' experience in the commercial construction sector. As a Board member of Kane Constructions, having founded their Queensland Branch in 2007, he has been an integral part of the growth into four States and Territories and \$1b annual turnover.

David has the skills and expertise that are valuable to the Company particularly in an industry environment. The Board values David's construction industry insights, skillset, interest in the AITC's objectives, his positive attitude towards growth and his availability to perform the role.

Dan, David and myself are all up for election at the AGM and the Board supports each of our nominations.

### COMMITTEES

In late 2021 Anthony Heald joined the GNR Committee. Anthony has more than 20 years' experience in the retirement living, infrastructure

and finance sectors. He is a skilled human resources practitioner with postgraduate qualifications in organisational leadership. Anthony has built and guided high-performing teams across both large corporations and smaller firms. The College is fortunate to have Anthony contributing his time and extensive experience and insight to enhancing our governance and people frameworks and practices.

Beverly Kelso resigned from the GNR Committee in October 2021, having first been appointed to the Committee in June 2016. Beverly's belief in, and enthusiasm for, the AITC is truly wonderful. Though we are sad to see Beverly go, she continues to be an active Member and supporter of the AITC.

As always, I extend thanks to volunteer Finance, Audit & Risk Committee member, Mark Gilbert, who contributes such valuable insights to the Committee from his extensive background in risk.

## Conclusion

On behalf of the Board, I would like to thank Mark Hands, our Chief Executive Officer, and his outstanding Executive Leadership Team.

We would also like to acknowledge the incredible work of Helen Coyer during her 3 ½ years as Chief Operating Officer, and also for her time as Company Secretary. We greatly appreciate the systems and strategies that Helen contributed to the AITC.

Marta Button's contract with the College also came to a close at the end of FY2021. Marta provided invaluable advice and guidance to

the Board and Executive Team whilst in her temporary role as Company Secretary. Emma Piper (previously Assistant Company Secretary) has now moved into the Company Secretary role.

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.

Thank you to our industry partners: TAFE Queensland, Protech Group, BussQ, Totally Work Wear, National Work Wear, Emu Gully Adventure Group, Master Plumbers Association and Master Builders Association, for your unwavering support of the AITC.

At the AITC, we're here to help young people realise what's possible, empower them to proudly pursue a pathway in industry and to deliver an industry-driven educational experience that is deliberately different.



**Paulene Henderson**

Chair

Australian Industry Trade College Ltd

## 01 — Upfront

# CEO's Report



**This is the best job in the world.**

**Serving the Australian Industry Trade College (AITC) as the CEO continues to be a thrilling journey. The AGM will inform you about the Company's 2021 performance in the form of growth in enrolments and partnerships, sustainable financial management and educational programs which have helped our industry partners flourish. However, what outshines everything else at the AITC is the "magic" on a daily basis – of young peoples' lives transformed for good. While KPIs illustrate the structure within which the magic happens, it is this magic in young lives which makes our school system compelling.**

The magic happens when we achieve our purpose and our promise every day.

Our purpose being: to enable and empower young people to find their purpose and proudly pursue a pathway in industry.

We promise to connect young people with opportunities in industry and industry with great young people.

If I was a Member, I would have one priority question above all the others: Did we continue to achieve these KPIs last year?

Let me answer this in the form of clear and compelling numbers which reflect the impact the College continues to achieve in South-East Queensland, despite the disruptions we have experienced.

- In 2021, the five AITC campuses grew to an enrolment of 971 by August 2021 up from 909 in 2020.
- A new Brisbane campus was approved by the Non-State Schools Accreditation Board to open in January 2022 in Spring Hill.
- 289 young people graduated from Year 12.
- 288 (99%) young people achieved their Queensland Certificate of Education (educated apprentices and trainees).
- 276 (96%) young people graduated into a future career pathway of which,
  - 243 (84%) graduated into a full-time apprenticeship the day after school finished last year;
  - 23 (8%) graduated into full-time employment the day after school finished last year;
  - 12 (4%) young people graduated into further education pathways; and

If not magic, then these results are a standing ovation for the passion, energy and resilience which this AITC community generates towards the success of young people.

Let me acknowledge the leadership of all staff in creating and connecting these successful young lives to wonderful employers and future careers.

During 2021, over 100 young people chose to take up full-time apprenticeships prior to their graduation. We recognise that these AITC young people are of exceptional work-ready standard however, amidst this attrition, we have had to remind industry that headhunting our young people before they graduate undermines our shared purpose to develop future industry leaders through producing educated apprentices.

Amidst these disruptions, however, the powerful impact of the College remains consistent. If, for example, we measure the apprenticeship outcomes achieved across each year level (Years 10, 11 and 12) in 2021: over 325 young people were signed-up into school-based apprenticeships and traineeships during the year, from one school, the Australian Industry Trade College. We get to do this.

I am often told by educational peers that such results are hard to fathom. So, how are these results achieved? It starts with leaders who think big and deliberately plan to achieve big things. In this spirit, the Board created a strategy in 2018 to achieve three strategic goals:

- To be a system with impact
- To always be industry-led, and
- To be sustainable.

By 2021 we had grown from three to five schools, with a sixth school in the pipeline. After three years of quick

growth and significant disruption, we decided to review our strategy and sharpen our purpose and promise. It was time to recalibrate the AITC as the larger organisation it has become.

So how did this season of review sharpen our view of the future? Let me provide a few examples.

- We sharpened our focus from growing the number of schools to growing the number of graduates. We decided that it's important to invest in young people first and infrastructure second. This is a subtle though profoundly positive recalibration.
- We employed educational specialists who would enhance the teaching and learning experience of young people and our staff.
- We redoubled our strategy to create new partnerships between education and industry leading to the new agreement to create our first In Industry School in 2022.
- We continued to enhance the company's enterprise architecture in the form of coherent safety systems, fluid communications tools and financial management strategies, which resulted in a final cash position of over \$2,600,000 on a total revenue of approximately \$22,000,000.
- The College Board attracted new directors from industry with a desire to improve the quantity of high quality apprentices. Consequently, we welcome Dan Bridges and David Rutter to the College Board.



**Let me acknowledge the leadership of all staff in creating and connecting these successful young lives to wonderful employers and future careers.**



- Our strategies to increase our resources and support to staff during COVID provided staff with some sense of security and stability after a difficult 2020 year. Staff engagement surveys returned evidence of an increasing level of coherence and engagement across the campuses. This energy was most noticeable at the end of year events called *The Last Roar*, where staff displayed the enthusiasm of a Liverpool Football stadium as the graduates received confirmation of their achievements.
- Reviewing and sharpening our purpose, vision and promise was the goal of our Identity Project. This project would, over 10 months of research, listen to all stakeholders in response to three critical questions
  - Why do we exist?
  - What do we stand for?
  - How do we show up in the experience of our customers?

Consequently, in September 2021 we launched our new AITC identity as a *Deliberately Different* school. Yes, we are an industry-driven school however as we listened to our staff and our stakeholders, this theme of “deliberately different” became the thematic whisper of our internal and external voice. We came to appreciate that we don’t achieve the breathtaking outcomes of learning and employment without transforming

every moment of the young person’s schooling experience, from enrolment to graduation. In short, the AITC is, to its very core and proudly in every moment, a deliberately different school.

Our Manifesto is a short and compelling statement which arose from this research voice. It makes a clear statement about who the AITC has become. The Manifesto crafts the essence of the AITC DNA which is also captured in a short booklet (provided to all staff, members and employers) and is now reflected in all of our strategies moving forward.

I close with a word of thanks, let’s share this rallying cry as a reminder that while being deliberately different can mean that we are on the uncomfortable leading edge of education, it is also a reminder that thousands of young people and employers celebrate that we, the AITC, march to the beat of our own drum. Their lives attest to the successful impact of this drumbeat.

Finally, let me acknowledge the leadership of the Chair Paulene Henderson and her team of Directors on the AITC Board. Governing a school is a difficult task because you deal with the most valuable asset of any family – their children. Governing a deliberately different school multiplies this challenge because there are no benchmarks for comparison.

I would like to express to the College Board the deepest appreciation of those 289 young lives who in 2021

achieved the wonderful outcomes of this deliberately different school. As we approach 1,000 young people across the AITC I trust that I have communicated the hope from those young people that our growing community will together continue to embrace this vision of a deliberately different school. It is a challenging vision, however, it fits their talents and their future.

Thank you.



**Mark Hands**  
Chief Executive Officer  
Australian Industry Trade College



## 02—About the AITC

# Deliberately Different

At the Australian Industry Trade College (AITC), we enable and empower young people to find their purpose and proudly pursue a pathway in industry. We are a co-educational, independent school with students enrolled in Years 10, 11 and 12.

We've always been different but it's how we deliver our difference that makes us truly unique. The AITC has been connecting young people with opportunities in industry, and industry with great young people, since 2008.

For those new to who we are and why we exist, you might refer to us as an 'alternative' to the mainstream. In fact it's true. But we believe it's not about comparison, it's about choice. That's why at the AITC, we're for young people who seek a deliberately different educational experience. An industry-driven one. For those who want to learn in the classroom, within workplaces and on the job. For those ready to roll up, dig deep and get doing. And for those who want to build confidence, build character, change course and commence careers. This is how we're not only different, but how we make a difference.

Thirteen years ago, the AITC came into being because young people needed us and Australia did too. Our footprint was smaller then, our impact and reach is far greater now, with campuses at Redlands, Toowoomba, Ipswich, Sunshine Coast, Gold Coast and Brisbane commencing in January 2022.

We provide a deliberately different, industry-driven educational experience where young people graduate with a QCE and a school-based apprenticeship or traineeship. Because when young people thrive, we know communities, industries and economies do too.



## Funding/Income

Refer to the MySchool website for funding/income information:

**AITC Gold Coast  
(including Sunshine Coast)**  
<https://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>

## 03 — 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; and
- 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 the Board's collective experience offers expertise across the appropriate areas of the AITC's Strategic Plan, including: educational delivery, industry leadership, business management, vocational training and finance.



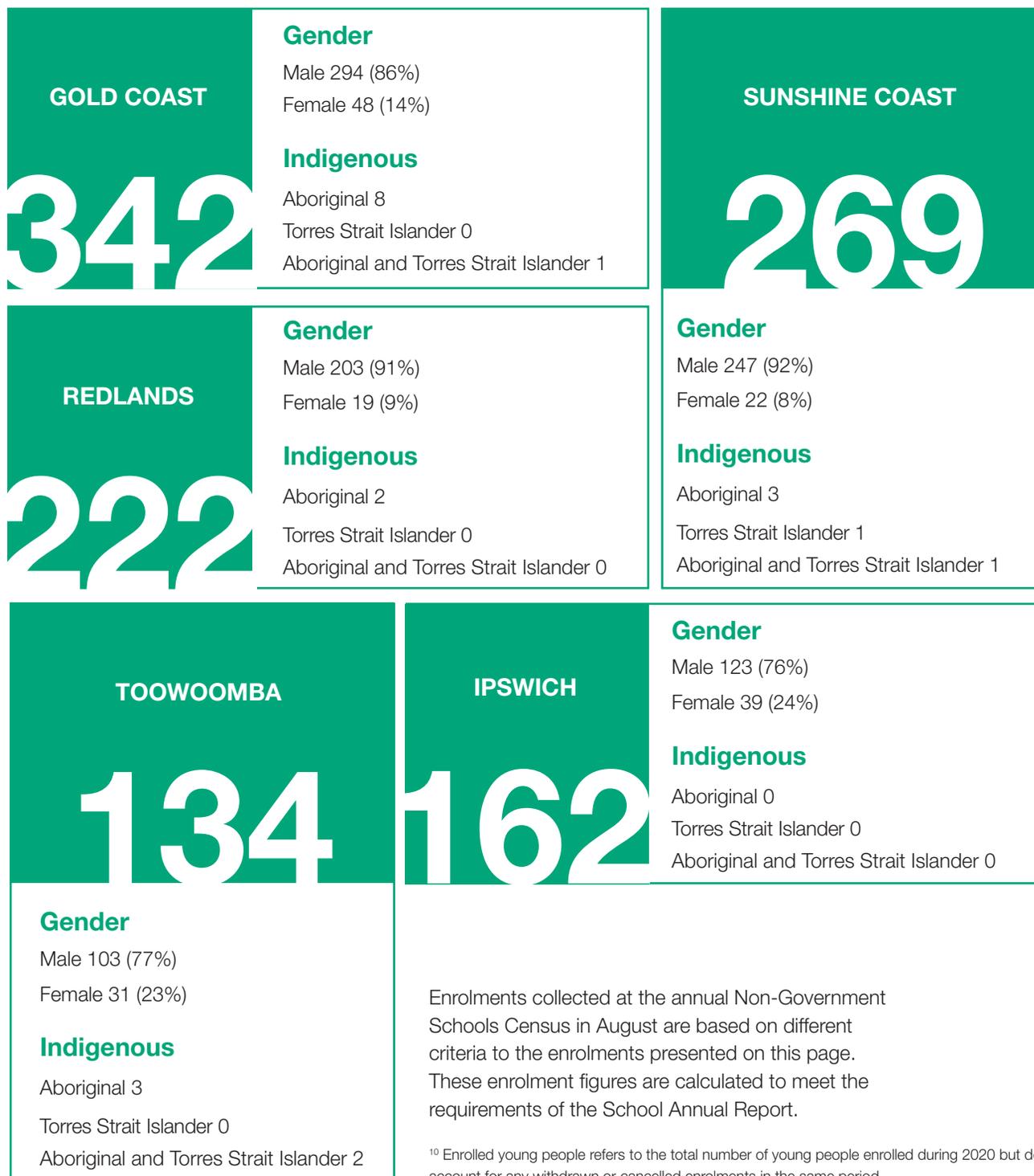


DELIBERATELY DIFFERENT.

# 04 — Young People

## Student Body Characteristics

In 2021, the Australian Industry Trade College enrolled<sup>10</sup>:





COUNTRY OF BIRTH	GOLD COAST	SUNSHINE COAST	REDLANDS	TOOWOOMBA	IPSWICH
Australia	310	244	193	131	153
Canada	-	-	-	-	1
Cayman Islands	-	2	-	-	-
Cyprus	1	-	-	-	-
England	4	3	4	-	2
Fiji	-	-	1	-	-
Germany	-	-	1	-	-
Hong Kong (SAR of China)	-	1	-	-	-
Ireland	1	-	-	-	-
Lesotho	-	-	1	-	-
Malaysia	-	-	1	-	-
Monaco	1	-	-	-	-
New Zealand	10	7	5	1	-
Papua New Guinea	-	-	1	-	-
Philippines	-	-	1	-	1
Republic of South Korea	-	-	-	-	1
South Africa	3	2	5	2	-
Spain	-	-	2	-	-
Thailand	-	1	1	-	-
United Arab Emirates	1	1	-	-	-
United Kingdom	7	6	6	-	4
United States of America	3	-	-	-	-
Vanuatu	-	1	-	-	-
Vietnam	1	1	-	-	-
<b>TOTAL</b>	<b>342</b>	<b>269</b>	<b>222</b>	<b>134</b>	<b>162</b>



## Young Person Values

- + SAFETY
- + RESPECT
- + HONESTY
- + PRIDE
- + COURAGE
- + HARD WORK
- + MATESHIP





## 05 — Our Difference

# Curriculum Offerings

**The AITC Industry Education experiences and programs aspire to connect strong academics with real-world experience in a wide range of industries, whilst building employable and resilient young people through character development and the use of 10 key employability metrics.**

AITC programs contain three key components:

1. Alignment of classroom and workplace learning;
2. Application of academic, technical, and employability skills in a work setting; and
3. Support from classroom or industry mentors.

The curriculum is contextualised to the ‘world of work’ and industry where College-developed programs further enhance and develop the ‘whole human’ through a focus on employability skills, work experience, community service and character development.

The goal of the College is to give young people the best of both worlds. That is, the completion of their senior education while they commence their apprenticeship with significant work experience.

The College implements a unique curriculum that allows young people to study senior QCE courses for five weeks, followed by seven weeks full time as an Australian school-based apprentice or trainee in the real world of industry.

2021 also saw education undertake a complete review, redesign and reapproval of the current AITC vocational courses delivered as part of the school RTO scope. Aligned and shaped to the current, and more importantly, future needs of industry.

Through consultation and consideration the AITC committed to two new courses of qualification for 2022 and beyond, and one training skillset:

- Year 11 — (FSK20119) Certificate II in Skills for Work and Vocational Pathways
- Year 11 — (ICT20120) Certificate II in Applied Digital Technologies
- Year 12 — (BSB30220) Certificate III in Entrepreneurship and Business.

*Note: (ICT20120) Certificate II in Applied Digital Technologies is delivered as an Industry Skillset, young people will not complete the full qualification.*

Feedback received from our young people and industry played a major role in shaping and informing content development and consequent assessment. The AITC Industry Education team invested heavily in external curriculum designers with a history of engaging and shaping learning experiences for different industries, cohorts and sectors. The desire for a deliberately different focus in education is essential for transformation.

Feedback received from our young people and industry played a major role in shaping and informing content development and consequent assessment.

The Queensland Curriculum and Assessment Authority (QCAA) approved all new programs for delivery with High Commendation.

## Education Insights

The AITC provides a three-year Senior Secondary Program for young people in Years 10 to 12 that focusses on developing character and values, academic and enterprise skills, employability skills and industry readiness.

The AITC program is designed 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).

The College aims to seamlessly blend senior education and vocational training to engage young people in purposeful learning experiences with real world industry relevance.

## Industry Insights

Each term, 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.

Some of these activities include:

- 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
- 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
- Work Experience and Structured Work Placements:** Our young people engage in a range of industry experiences and 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

## Rookies Program

The Rookies Program is a mandatory requirement for all new starters and includes three distinct elements.

- Industry Preparation (on campus)
- Rookies Challenge (at Emu Gully in the Lockyer Valley)
- Industry Ready Training (on campus and/or at TAFE)

The Rookies Program begins prior to commencement at the College.

Designed for new starters with the AITC, the Rookies Program is a transition course that welcomes and prepares young people to the unique AITC model.

Immediately preceding a young person's commencement with the College, the program includes training



Returning home from camp he emptied his bag, separated his colours from his blacks and washed his clothes accordingly... I almost rang the school to say that I'd picked up the wrong kid.

- JULY ROOKIES PARENT

in workplace health and safety, character and values, employability skills, and the importance of community, and aims to equip rookies with the skills and tools they need to excel at school and in the industry of their choice.

The Rookies Program has been a large piece of work within Industry Education for the past 18 months. It is under a project framework as we endeavour to refine and solidify it as a key piece of the AITC young person journey into the College. It is a pivotal and important element to the future success of all AITC young people.

## 05 — Our Difference

# This is Rookies

**What began as a bi-annual camp near Toowoomba lasting for two or three days, evolved into a comprehensive induction program which, from July 2021, was split into three segments: Be Prepared, Be Challenged and Be Ready.**

The Rookies Program focuses on the core values of courage, mateship and perseverance. This enables young people to challenge, inspire and empower with every opportunity they encounter at the AITC.

### Be Prepared

Be Prepared is the three-day preparation stage held at each campus and focusses on the challenges ahead at Emu Gully. We set out what the AITC is all about, what to expect, what young people can expect of us, and what we expect of them in terms of character and values.

The Emu Gully Adventure Education Group also come to each campus for an incursion to introduce themselves and describe how the week will look. The Emu Gully team show how the

ANZAC values align with ours and what young people need to focus on in order to be successful at the AITC — character, values, resilience, grit, determination.

As well as expectations and values, young people are also taught the elements of theory around safety and employability. This will include safety training in preparation for their first work experience job at Emu Gully.

‘Be Prepared’ gives young people a chance to create new friendships for the task ahead.

### Be Challenged

During the Challenge Week, over 400 young people and staff across all campuses came together for five days at Emu Gully.

Challenge Week comprises two core parts — work experience and values work. During work experience, young people work for their first employer, which is Emu Gully, and their supervisors are the AITC staff. The work can include ground work or building projects — all low risk activities.

The other part of Challenge Week are the values activities, which are facilitated by the Emu Gully team, purpose-built for developing teamwork and leadership and are typically based around epic events in Australia’s history.

Physically challenging activities such as the truck pull, rock climbing and storm-the-fort, require leadership, communication and teamwork and can deliver some extremely rewarding outcomes.

### Be Ready

The Be Ready program strengthens team building and character and sets young people up for success. It also builds the bond between young people as well as the bond between staff and young people.

At the completion of the Rookies Program, it’s important that young people feel part of the AITC.



**For the full article, scan the QR code to be linked to pages 14-18 of the April 2021 issue of Blueprint Magazine.**



## 05 — Our Difference

# Empowering Young People

**Futures begin when young people find the right fit; when they're empowered to explore their unique interests, nurture their character strengths, and proudly pursue their passions. Our program supports this journey.**

At the AITC we have the privileged responsibility and opportunity to enable and empower young people to find their purpose and proudly pursue a pathway in industry, through the development of character, real world skills and preparing them for a future of success.

We value the learning experience differently than many "traditional" settings. We offer a different opportunity to the trends towards standardisation, large classrooms, narrowing of the curriculum, and competitive assessment. We believe in the simple truth that schooling can be joyful, challenging, personal, and relevant for all. We embrace the paradigm that character counts and building it benefits both the individual and others. We build awareness that technical talents are as valued and valuable as book smarts through schooling, and by removing roadblocks and enabling opportunities so that our young people can grow and thrive.

The nature of the AITC model has an elevated focus on; highly engaging, practical and industry-driven curriculum, strong team leader (teacher) - young person relationships, strong industry mentors (Industry Consultants and education support staff), links to industry partners, diverse industry speakers and high levels of practical kinesthetic learning that's relevant and readies young people for the world of work, this has a significant impact on improving AITC young person attendance, engagement and retention.

### Philosophy

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.



**81% of young people rated their learning experience as Good or above**

### Bullying + Child Protection

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 to improve or correct behaviours with support and guidance.

Young person protection policy and procedures 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 templates and other resources provided by ISQ.

## 05 — Our Difference

# Stakeholder Engagement

The AITC engages significantly with its communities and key stakeholders to seek feedback and understanding as to how they are experiencing interactions with the College. Most significantly this occurs through Young Person, Parent and Industry surveys conducted at different stages throughout the year, and AITC journey.

### Parents/Guardians

Reporting to parents occurs 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.

Parent engagement commences at the point of enquiry and throughout the enrolment processes where direct interaction with campus leaders, educators and industry consultants and current young people are key elements of the AITC enrolment and onboarding experience for new students and their families.

Campuses continue to enable opportunities for stakeholder engagement and interaction through various activities built into the annual calendar. This includes events where young people and their families can interact with key industry partners and supporters.

The Customer Insights Program (CIP) continued in 2021, focussing on outreach to the AITC parent

community to determine the level of satisfaction at a point in time, for the education, industry and wellbeing areas of the College program. Parents are also surveyed biannually for their overall satisfaction and brand loyalty.

As part of defining our next chapter through the Identity Project, 16 parents from all five campuses were engaged in one-on-one interviews about their direct experience with the AITC, from enquiry through to the current point in their journey with the College. This process was crucial to understand the needs and expectations of our key stakeholders, parents, to remain customer-centric in our approach. Four parent personas were developed from this to summarise the communication preferences, advocacy levels and key milestones along the customer journey. These have proved invaluable to the AITC in decision-making.

### Industry

The College had 1,975 employers host young people in 2021 and this drove 96% positive outcomes of pathways for Year 12 graduates. Year 11 also saw this uptake flow through to their outcomes with over 50% signed-up before they entered 2022. The industry team monitored 3,867 industry placements and completed 2,668 risk assessments.

All this work adds up to an increase in engagement, support and expansion of opportunities for young people to succeed. 2021 lays a solid platform to continue to grow with employers and develop further pathways and opportunities for young people for 2022 and beyond.

### Future Schools and Partnerships

The Future Schools and Partnerships division, led by Lee Smith, commenced in August 2021, having a positive impact on the AITC landscape in a short period of time.

Following is a small snapshot into the impact this team has had as they support the purpose of the AITC:

- **Protech Group** - Nine AITC young people were the first to undertake school-based apprenticeships and traineeships on a major infrastructure project in Brisbane, with Protech Group.
- **Energy Queensland** - Energy Queensland (Energex and Ergon) expanded its apprenticeship model when they took on four AITC young people in school-based apprenticeships.
- **The FKG Group** - FKG welcomed a bespoke Year 10 work experience program, helping over 20 AITC young people participate in Speed WEX across various disciplines.
- **Heavy Vehicle Industry Australia** - AITC young people attended the HVIA Brisbane Truck Show Careers Day where industry stakeholders showcased the best of the industry to inform job seekers.

## 05 — Our Difference

# Gift of Giving

**The gift of giving is a major component of the Year 10 program. Its benefits are many, while training young people in aspects of industry, the biggest advantage is helping the community with the AITC service program.**

In 2021 Ipswich Year 10 young people have been exceptionally busy doing groundworks at Goodna Street Life — Helen's Haven as well as helping out the Cooneana Heritage Centre prior to their Open Day.

At Helen's Haven our young people rolled their sleeves up and helped with the gardens. They replanted donated plants, turned over soil in the vegetable patch, cleaned out chicken coops, raked and made the gardens look aesthetically pleasing.

Young person, Blade, says "It's important to help the community, especially those who have lost their belongings, or people who don't have anywhere to sleep."

"I love helping the community and making the place better. We've cleaned the gardens, rejuvenated the soil and planted more seeds —that helps the people who are here —they are growing food. We helped clean up the back as well. There will be pods out there for the homeless. We're making it look nice so people feel welcome here. I feel great helping out."



**For the full article, scan the QR code to be linked to pages 38-41 of the December 2021 issue of Blueprint Magazine.**

Steve Purcell, Vice President of Goodna Street Life and General Manager, says, "Homelessness can happen to anybody at any time, it's called crisis for a reason—it's because we don't expect it."

"Everybody who comes into Goodna Street Life whether they are from the AITC or a volunteer, every small gesture adds up to something amazing."

Four hard-working Sunshine Coast young people also gave back to the community as they worked closely with Project Director, Bruce Molloy, from the Eumundi and District Community Association.

The aim of the project was to build and construct raised garden beds for community members to utilise. Bruce supported our young people while they were on the project and was an incredibly caring role model for Colby, Angus, Nav and Jody.

Our young people applied their education learning to industry by using Pythagoras theorem from maths to construct a number of hardwood frame garden beds for the community gardens. The work will continue as part of the AITC Gift of Giving project, in conjunction with Bruce Molloy, an avid supporter of the Eumundi Community and Tanou Siebenmann (Sunshine Coast Industry Consultant), who was involved on the tools and supervising our young people.





## 06 — Our People

# Our People

The Australian Industry Trade College (AITC) is an independent, co-educational senior secondary school (Year 10 – 12) unashamedly focused on industry and technical pathways. The AITC aspires for all young people to attain a school-based apprenticeship or traineeship and a Queensland Certificate of Education (QCE) upon graduation in Year 12.

Established in 2006, the AITC now exists across five campuses in South East Queensland (Gold Coast, Redlands, Maroochydore, Toowoomba and Ipswich) for young people who seek a deliberately different educational experience - an industry-driven one. For those who want to learn in the classroom, within workplaces and 'on the job'. For those ready to roll up, dig deep and get doing. And for those who want to build confidence, build character, change course and commence careers. We're for those young people who seek to start building real world strengths and skills now, not only in the future.

## Staff Professional Development

The AITC identifies staff development and learning as a key priority in continuous school improvement. Accordingly, College staff are afforded significant opportunity to participate in external professional development. We believe attendance at conferences, online webinars, industry events and ISQ or other education body days are important in all staff remaining current with best practice.

At the same time, we recognise that internally run sessions, the opportunity to shadow, taking on special projects and higher duties, and access to mentoring also make valuable contributions to our staff development.

- First Aid & CPR - 60
- External Training - 56
- College-led - 168

## 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 96.52%.

- **Gold Coast** - 95.32%
- **Sunshine Coast** - 97.25%
- **Redlands** - 97.52%
- **Toowoomba** - 94.94%
- **Ipswich** - 98.10%

## Staff Composition

In 2021, the AITC employed 198<sup>2</sup> people within across 6 geographical locations.

	GOLD COAST	SUNSHINE COAST	REDLANDS	TOOWOOMBA	IPSWICH	BRISBANE <sup>3</sup>	SHARED SERVICES
Full-time Teaching	13	13	11	9	8	2	-
Part-time Teaching	2	1	1	-	-	-	-
Full-time Non-Teaching	26	19	16	10	14	-	33
Part-time Non-Teaching	13	-	4	1	-	-	2

## Qualifications of all Teachers

	GOLD COAST	SUNSHINE COAST	REDLANDS	TOOWOOMBA	IPSWICH	BRISBANE
Doctorate	-	-	1	-	-	-
Masters	-	-	-	-	1	-
Bachelor	4	7	4	4	3	-
Diploma	2	1	-	-	-	-
Certificate	7	5	4	4	2	2

## Staff Retention

Proportion of teaching staff retained from the previous year is outlined below.

	GOLD COAST	SUNSHINE COAST	REDLANDS	TOOWOOMBA	IPSWICH
Retention Rate from 2020 to 2021	92.86%	100%	88.89%	50%	100%
Retention Rate from end 2020 to end 2021	85.71%	77.78%	66.67%	50%	100%

<sup>2</sup> This number includes any individual employed and is not adjusted for employee turnover during the same period. At the end of 2021 there were 167 current employees.

<sup>3</sup> Employees listed for Brisbane were appointed prior to the end of 2021 for commencement at the new AITC – Brisbane campus opening in January 2022.

# 07 — Future Focus

## Young Person Engagement

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 2021, 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	92.26%	92.26%	92.26%	92.26%
Redlands	93.10%	93.10%	93.10%	93.10%
Sunshine Coast	90.16%	90.16%	90.16%	90.16%
Toowoomba	91.28%	91.28%	91.28%	91.28%
Ipswich	93.17%	93.17%	93.17%	93.17%
<b>TOTAL</b>	<b>91.82%</b>	<b>93.56%</b>	<b>93.91%</b>	<b>93.09%</b>

### 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



# 07 — Future Focus

## Delivering on the Promise

The goal of the College is to give young people the best of both worlds. That is, the completion of their senior education while they commence their apprenticeship with significant work experience. The AITC have two key annual Education KPIs that we value equally and endeavour to deliver:

1. QCE (Queensland Certificate of Education)
2. SAT (School-Based Apprenticeship or Traineeship)

### QCE 2021

SEP	QCE	GC	RL	SC	TW	IP	SENIOR	CERT II	CERT III	CERT IV	DIP
289	288	99	67	53	42	28	1	272	287	-	2

### Industry Outcomes 2021

	GC	RL	SC	TW	IP	TOTAL %	TOTAL - YP COUNT
SAT	92%	94%	83%	57%	74%	84%	243
Employment Outcome	2%	3%	13%	19%	15%	8%	23
Education Outcome	3%	3%	0%	10%	11%	4%	12
No Outcome	3%	0%	4%	14%	0%	4%	11

### Top 15 Industries 2021

Industry Category	Placement Total
Electrotechnology	540
Plumber	386
Carpentry	310
Automotive	228
Building Construction and Skilled Trades	217
Engineering	171
Automotive – Heavy	158
Automotive – Light	128
Cabinet Making – Shopfitter	85
Refrigeration and Air Conditioning	67
Animals	61
Mechanics	60
Childcare	58
Painting and decorating	56
Hairdressing	48

# Next Step 2022 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 2021. 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](http://www.qld.gov.au/nextstep). Regional and statewide reports will be available from October 2022.



### 76.1% response rate

220 out of 289 Year 12 completers from this school responded to the 2022 survey. *Results may not be representative of all Year 12 completers at this school.*

### Post-school destinations



In 2022, 96.8% of Year 12 completers from Australian Industry Trade College were engaged in education, training or employment in the year after they completed school.



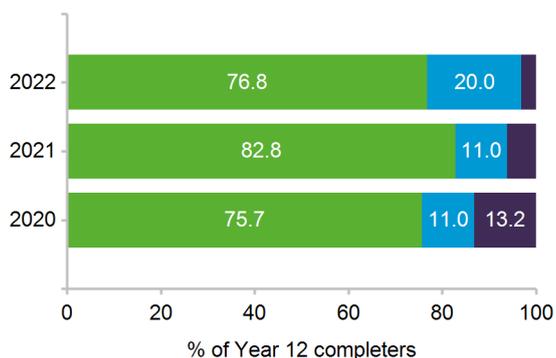
Of the 220 respondents, 76.8% continued in some recognised form of education and training. The most common study destination was apprenticeship.



A further 20.0% 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 2022

