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**Government
of South Australia**

DEPARTMENT FOR EDUCATION
2025 Annual Report

DEPARTMENT FOR EDUCATION

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2025 ANNUAL REPORT for the Department for Education

To:

Hon Lucy Hood MP

Minister for Education, Training and Skills

Minister for Autism

Minister for the City of Adelaide

This annual report will be presented to Parliament to meet the statutory reporting requirements of the Public Sector Act 2009, the Public Finance and Audit Act 1987, and the Education and Children's Services Act 2019 and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the Department for Education by:

Professor Martin Westwell

Chief Executive

Date 31/3/26

Signature 

From the Chief Executive

In 2025, we continued to make significant progress in delivering our Strategy for Public Education and the SA Curriculum in schools and preschools across the state.

Our focus on equity and excellence and developing effective learners was evident in sustained growth in student literacy and numeracy. For the first time since NAPLAN testing began, South Australia improved or held its position relative to other States and Territories in every domain this year.

The year 1 phonics screening check results remained well ahead of the first year of testing in 2018. With additional support for those who need it, these students will be screened again in year 2 to confirm their learning progress, and this will be joined by a similar year 1 numeracy check in 2026. Ensuring learners of all abilities build their literacy and numeracy will help them step into the future with confidence and with the skills needed to thrive.

We continued to invest in these foundational skills, supporting teachers through targeted professional learning and curriculum resources as part of our ongoing commitment to empowering educators to focus on what they do best – teaching South Australia’s children and young people.

We also strengthened protections for teachers and education communities through improved barring notices, because everyone deserves to feel safe and respected at their school or preschool.

The future of our democracy and social cohesion is being shaped in our classrooms. This year, we began taking active steps to develop democratic values in the future leaders and citizens through education and held our first Active Citizenship Convention in August.

It saw 1,500 students, educators and community leaders come together to explore what it means to live and act as part of a democracy and the role education plays in shaping it. We were intentional in the prominence of student voice to ensure civics and citizenship education is framed with students, not just about them.

Another key priority has been strengthening partnerships outside the classroom with communities and local industries.

We opened our second Technical College, located in Port Augusta, celebrated the first graduating class from Findon Technical College, and prepared for three more to open in early 2026. We also saw increased participation in vocational education and training (VET) across South Australia. Through our engagement with local employers, we’re working together to support young people to finish school with clear and diverse career pathways.

For our youngest learners, early childhood reforms continued to progress with a focus on safety and preparing to introduce 3-year-old preschool from 2026. This is a time of significant early childhood reform in South Australia, which further

strengthens the unique and vital role government preschools play in local communities.


In 2025, we delivered major facility upgrades across the state, and progressed planning for a new northern suburbs secondary school and primary school and a primary school in Mount Barker to meet demand where it's needed.

We also continued to leverage technology to reduce administrative burden for staff and open new learning possibilities through the rollout of EdChat, our custom-built generative AI tool for teaching and learning in South Australia. It was developed in conjunction with teachers, students and a global partner in Microsoft, and made available to staff and secondary students this year.

While we were the first state to engage students and educators in the responsible use of artificial intelligence as an emerging technology, importantly, we also saw positive shifts in student wellbeing and engagement away from devices.

We continued to see more students report a sense of belonging at school, which is critical to their wellbeing, improving attendance and building positive learning habits. Initiatives such as the mobile phone ban in schools have contributed to safer and more inclusive learning environments.

I would like to thank all Department for Education staff and community members for their contributions towards helping all South Australian children and young people to learn and thrive.



Professor Martin Westwell

Chief Executive

Department for Education

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Overview: about the agency

Our strategic focus

Significant progress has been made to deliver on our purpose and [Strategy for Public Education](#) in South Australia since the launch of the strategy in July 2023.

Our continued focus is on delivering on the intent of the strategy and creating the greatest impact for all learners in South Australia’s public schools and preschools.

<p>Our purpose</p>	<p>Public education is for every child and young person in every community across our state.</p> <p>Educators and staff work in partnership with families and communities to nurture, develop and empower all South Australian children and young people with the knowledge, skills and capabilities they need to become fulfilled individuals, active, compassionate citizens and lifelong learners.</p> <p>Our preschools and schools are the heart of local communities. They are safe, inclusive, and collaborative – a place where every child and young person is encouraged to contribute, develops positive relationships, has a say in their learning, and where their needs, interests, languages and cultures are recognised and supported.</p> <p>We are relentless in our ambition for all children and young people to enter the world beyond the classroom ready to learn and create opportunities to live a satisfying and fulfilling life of their choosing.</p> <p>When our children and young people thrive so does South Australia.</p>
<p>Our areas of impact</p>	<p>Our 4 areas of impact represent strategic choices made by the Department. They reinforce each other, each supporting the others to amplify the impact on students’ ability to learn and thrive. Each area is underpinned by a series of domains.</p> <p>Wellbeing</p> <p>Our learners feel safe, included, and valued. They have access to support, experiences, teaching, and resources to build their resilience and social and emotional skills to positively and confidently engage in learning.</p> <p>We are focusing effort across the domains that most directly contributed to learning: belonging and safety; resilience and persistence and cognitive engagement.</p> <p>Equity and excellence</p> <p>We strive for excellence including foundational capabilities such as literacy, numeracy and digital literacy in all learners, by providing varied, challenging, and stimulating experiences and</p>

	<p>the appropriate use of a range of pedagogies. Equity means improving the outcomes of all learners while enabling them to explore learning that is meaningful to them building on their own abilities, interests, culture and experiences. We seek out inequity, eliminate barriers to success and support all students to learn and thrive.</p> <p>Effective learners</p> <p>We work to develop children and young people who can learn, not only when they are being taught. At preschool and school and throughout their lives, learners need to develop the skills to be effective learners so that they can make the most of future opportunities and respond to changes in their worlds.</p> <p>We are focusing effort across the domains: curiosity; creativity; meaning making; strategic awareness; and metacognition and self-regulation.</p> <p>Learner agency</p> <p>Our learners are empowered to develop a sense of identity and responsibility as they participate in their preschool and school community and are supported to be active participants in shaping their learning experiences.</p> <p>We are focusing effort across the domains: voice to agency; partners in learning; and discernment and judgement.</p>
<p>Our levers for impact</p>	<p>We make change and impact through the most influential parts of our system: our people and the ways we work together. These 7 key levers will be used to make the most impact across our work.</p> <p>People levers: Our people are our strongest levers for impact, particularly those working alongside our learners to support their capacity to thrive.</p> <ul style="list-style-type: none"> • Effective teaching • Empowered leadership • Partnering with families and communities • Engaging children and young people <p>System levers: As a system we have a strategic advantage in that we have teams and inputs that can support our preschools and schools to deliver impact for all learners in every community in South Australia.</p> <ul style="list-style-type: none"> • Strengthening supports • Resourcing and investment • Improvement and responsibility

Our guiding principles	<p>Our guiding principles describe how we make decisions and approach our work in ways that best use the levers to achieve our areas of impact:</p> <ul style="list-style-type: none">• Collective responsibility• Learning system• Evaluate for impact• Tight and flexible• Trust and verify <p>These principles serve as markers for the culture of the organisation, guiding the ways of working so we remain focussed on impact and positively activate everyone who works in education, including children and young people.</p>
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Our organisational structure

As at 31 December 2025, the department was comprised of the following divisions:

- Office of the Chief Executive
- Curriculum and Learning
- Finance
- Information and Communication Technology Services
- Infrastructure
- People and Culture
- Preschools and Early Childhood Services
- Schools and Preschools
- Strategy and Performance
- Student Pathways and Careers
- Support and Inclusion

Changes to the agency

During 2025 there were the following changes to the agency's structure and objectives because of internal reviews:

- Effective 31 October 2025, the System Performance division merged with the Strategic Policy and External Relations division (now named Strategy and Performance).

Our Minister

The Hon Blair Boyer MP is the Minister for Education, Training and Skills and Minister for Police.

Our Senior Executive team

As at 31 December 2025, the Senior Executive Group comprised:

Professor Martin Westwell	Chief Executive
Ben Temperly	Deputy Chief Executive, Strategy and Corporate Services
Peter Kelly	Deputy Chief Executive, School and Preschools
Chris Bernardi	Chief Operating Officer
Dan Hughes	Chief Information Officer, Information and Communication Technology Services
Bill Glasgow	Executive Director, Infrastructure
Clare Feszczak	Executive Director, Student Pathways and Careers
Darren Humphrys	Executive Director, Support and Inclusion
Luke Fraser	Executive Director, Strategy and Performance
Kathryn Jordan	Executive Director, Preschool and Early Childhood Services
Marina Elliott	Executive Director, People and Culture
Rod Nancarrow	Executive Director, Curriculum and Learning
Bronwyn Milera	Director, Aboriginal Education
Libby Rolfe	Director, Communications

Legislation administered by the agency

Education and Children's Services Act 2019

Education and Children's Services Regulations 2020

Other related agencies (within the Minister's area/s of responsibility)

Carclew Youth Arts

Child Death and Serious Injury Review Committee

Child Development Council

Commissioner for Aboriginal Children and Young People

Commissioner for Children and Young People

Education Standards Board

Guardian for Children and Young People

History Trust of South Australia

Office for Early Childhood and Development

SACE Board of South Australia

South Australian Skills Commission

TAFE SA

Teachers Registration Board of South Australia

The agency's performance

Performance at a glance

Our strategy for public education commits the department to using high-quality evidence and measures to guide our understanding of how the education system is working and where to adapt.

The below metrics were developed in 2025 with a range of stakeholders, including the Education Innovation Council, to identify a tight and coherent set of indicators to show the progress made by our public education system overall, in working towards our purpose and strategy.

Earning and learning pathways

	2022	2023	2024	2025
Increase the proportion of students participating in the South Australian Certificate of Education (SACE):				
<i>Proportion of Year 12 students (including Year 13) enrolled in the SACE in October</i>	75%	78%	79%	79%
Sustain or increase the proportion of students completing the South Australian Certificate of Education (SACE)				
<i>Proportion of students enrolling in Year 12 (including Year 13) who have completed the SACE to date</i>	67%	71%	70%	*
Increase the number of A and B grades awarded as a proportion of SACE subjects attempted:				
<i>Proportion of Stage 2 SACE subject attempts awarded a grade of B- or above</i>	67%	68%	69%	71%
Increase the proportion of Year 12 students awarded a B grade or above for at least one SACE subject				
<i>Proportion of students attempting at least one Stage 2 subject awarded at least one grade of B- or above</i>	75%	77%	79%	*

Foundational skills: Literacy

	2022	2023	2024	2025
Increase the median count of words correct in the Year 1 Phonics check				
<i>Median count of words correct on the Phonics Screening Check for all Year 1 students</i>	32	33	33	32
Increase the proportion of students showing at least a year's growth in learning for each year of school				
<i>Proportion of students achieving the same or higher proficiency in NAPLAN Reading between:</i>				
<i>Year 3 to Year 5</i>	*	*	*	90%
<i>Year 5 to Year 7</i>	*	*	*	81%

Year 7 to Year 9	*	*	*	81%
<i>Proportion of students achieving the same or higher proficiency in NAPLAN Writing between:</i>				
Year 3 to Year 5	*	*	*	76%
Year 5 to Year 7	*	*	*	82%
Year 7 to Year 9	*	*	*	84%
Reduce the proportion of secondary school students in the lowest NAPLAN proficiency level ('needs additional support') or not participating in testing				
<i>Proportion of Year 7 and Year 9 students with a NAPLAN Reading test result of absent, withdrawn, exempt or needs additional support</i>	*	26%	27%	27%
National Improvement Measures: NAPLAN Reading				
<i>Proportion of students in the Needs Additional Support proficiency level</i>	*	12%	13%	13%
<i>Proportion of students in the Strong and Exceeding proficiency level</i>	*	56%	54%	54%

Foundational skills: Numeracy

	2022	2023	2024	2025
Increase the proportion of students showing at least a year's growth in learning for each year of school				
<i>Proportion of students achieving the same or higher proficiency in NAPLAN Numeracy between:</i>				
Year 3 to Year 5	*	*	*	90%
Year 5 to Year 7	*	*	*	88%
Year 7 to Year 9	*	*	*	83%
Reduce the proportion of secondary school students in the lowest NAPLAN proficiency level ('needs additional support') or not participating in testing				
<i>Proportion of Year 7 and Year 9 students with a NAPLAN Numeracy test result of absent, withdrawn, exempt or needs additional support</i>	*	27%	28%	28%
National Improvement Measures: NAPLAN Numeracy				
<i>Proportion of students in the Needs Additional Support proficiency</i>	*	12%	12%	12%
<i>Proportion of students in the Strong and Exceeding proficiency level</i>	*	51%	50%	51%

Attendance

	2022	2023	2024	2025
Increase the proportion of students attending at least 90% of available school days				
<i>Proportion of primary school students with an attendance level of 90% or higher</i>	50%	61%	64%	65%
<i>Proportion of secondary school students with an attendance level of 90% or higher</i>	42%	49%	50%	57%

National Improvement Measure: Attendance rate				
<i>Increase the student attendance rate to 91.4% (2019 level)</i>	85%	87%	87%	88%

Inclusion and community support

	2022	2023	2024	2025
Increase the share of school students enrolled in public education				
<i>Proportion of total South Australian primary school full-time-equivalent enrolments in government schools</i>	65%	65%	65%	64%
<i>Proportion of total South Australian secondary school full-time-equivalent enrolments in government schools</i>	60%	59%	58%	58%

Belonging

	2022	2023	2024	2025
Increase the proportion of students who agree or strongly agree that they belong at school (student wellbeing survey)				
<i>Proportion of Year 4-6 survey respondents who agree or strongly agree</i>	55%	54%	54%	57%
<i>Proportion of Year 7-10 survey respondents who agree or strongly agree</i>	30%	27%	28%	30%
<i>Proportion of Year 11-12 survey respondents who agree or strongly agree</i>	30%	29%	31%	33%
Increase the proportion of students who agree or strongly agree that there is an important adult at school they are connected with (student wellbeing survey)				
<i>Proportion of Year 4-6 survey respondents who agree or strongly agree</i>	69%	71%	73%	76%
<i>Proportion of Year 7-10 survey respondents who agree or strongly agree</i>	60%	47%	48%	51%
<i>Proportion of Year 11-12 survey respondents who agree or strongly agree</i>	50%	51%	53%	54%

Safety

	2022	2023	2024	2025
Decrease the proportion of students suspended from school (Semester 1)				
<i>Proportion of primary school students suspended or excluded at least once</i>	*	2.6%	2.4%	2.7%
<i>Proportion of primary school students suspended or excluded two or more times</i>	*	1.0%	1.0%	1.1%
<i>Proportion of secondary school students suspended or excluded at least once</i>	*	8.6%	7.3%	7.0%

<i>Proportion of secondary school students suspended or excluded two or more times</i>	*	3.1%	2.4%	2.1%
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Engagement in learning

	2022	2023	2024	2025
Increase the proportion of students who agree or strongly agree that they persevere with challenges (student wellbeing survey)				
<i>Proportion of Year 4-6 survey respondents who agree or strongly agree</i>	48%	47%	46%	47%
<i>Proportion of Year 7-10 survey respondents who agree or strongly agree</i>	33%	31%	32%	32%
<i>Proportion of Year 11-12 survey respondents who agree or strongly agree</i>	33%	33%	35%	36%
Increase the proportion of students who agree or strongly agree that they are supported by their teachers (student wellbeing survey)				
<i>Proportion of Year 4-6 survey respondents who agree or strongly agree</i>	77%	75%	75%	76%
<i>Proportion of Year 7-10 survey respondents who agree or strongly agree</i>	60%	55%	55%	56%
<i>Proportion of Year 11-12 survey respondents who agree or strongly agree</i>	67%	66%	69%	70%
Increase the proportion of students who agree or strongly agree that they are confident about their ability to learn (student wellbeing survey)				
<i>Proportion of Year 4-6 survey respondents who agree or strongly agree</i>	67%	66%	64%	66%
<i>Proportion of Year 7-10 survey respondents who agree or strongly agree</i>	52%	47%	48%	49%
<i>Proportion of Year 11-12 survey respondents who agree or strongly agree</i>	52%	51%	53%	53%

Note: * Indicates that data is not available for this time period or is not comparable to later calendar years.

Agency specific objectives and performance

The department works in partnership to build an adaptive, world-leading and equitable public education system that empowers every child and young person to learn and thrive, both now and in the future.

We continue to create opportunities for positive change and impact through the most influential parts of our system - with our people and in the ways we work together.

The 7 levers outlined below have been identified in our strategy to make the most impact across our work. The performance outlined under each of these levers highlights the department’s progress in the 2025 calendar year.

Agency objectives	Inputs	Outputs
Effective teaching	Resources, professional learning, and support are provided to educators to enhance the quality of teaching and assessment practices, leading to improved learning outcomes	Developed innovative resources and delivered ongoing professional development to SA public school teachers. This included: <ul style="list-style-type: none"> • Professional learning for all year 1 teachers in the administration of the Numeracy Check to support planning and identification of students’ needs. • The Reading Academy program to support early career teachers to teach reading. • The Phonics and spelling scope and sequence (R-2, Version 2), with professional learning and online coaching for over 700 teachers and leaders. • Delivery of Prototype 2 of the South Australian Curriculum for public education in 2025. • The Teachers’ Companion, which supports R–12 teachers with reflections, pedagogic prompts, and SA Curriculum implementation. Over 13,000 hard copies were ordered by educators, with leaders also benefitting

		<p>from targeted resources and online networking.</p> <ul style="list-style-type: none"> • Participation of over 800 curriculum leaders in Primary Years and Secondary Years Networks and Conferences. • Participation of 114 schools in Learning Expeditions, informing the scaling of the SA Curriculum-aligned learning design initiative for 2026.
	<p>Strengthen workforce attraction and retention to address the national workforce shortages</p>	<p>Refreshed the department’s Workforce Strategy, supporting the evolving needs of public education across four key areas: Diversity and Inclusion; Organisational Effectiveness; Workforce Capability; and Supply, Attraction and Retention.</p> <p>Reviewed a recruitment and placement system to empower principals in staffing decisions. Improvements included:</p> <ul style="list-style-type: none"> • Decreasing the number of unfilled teacher positions at the start of Term 1 2025. • Achieving zero leadership vacancies. • Sponsoring 11 International teachers to work in SA, with 180 additional teachers registering interest to work in regional schools. <p>Converted 1,800 temporary teacher’s contracts to permanent since 2022.</p> <p>Established, in partnership with the Teachers Registration Board, the first SA employment-based SAT policy to enable new pathways into teaching.</p>

		<p>Certified 71 Highly Accomplished teachers and 43 Lead teachers in 2025 (up 46% from 2024)</p> <p>Procured a fully funded, statewide Temporary Relief Teacher (TRT) booking platform for all schools and preschools, available from Term 1, 2026, reducing administrative burden for site leaders and improving system-wide access to relief teachers.</p> <p>Provided 3,907 TRT days to 65 schools through the Country Relief and Capacity program.</p> <p>Co-designed the department's first Employee Value Proposition to strengthen recruitment, enhance attraction, and support workforce sustainability.</p>
<p>Empowered leadership</p>	<p>Reconceptualise the role of principals to make it a more attractive profession</p>	<p>On 17 November 2025, the South Australian Government announced a \$36.2 million reform, providing additional pay increases to 699 principals and preschool directors.</p> <p>In partnership with leader associations, the department progressed a pilot to support site leaders to focus on core work.</p> <p>Introduced 10-year tenure arrangements for principals and preschool directors.</p>
	<p>Strengthen system coherence through clearer leadership roles and responsibilities across Local Education Teams (LETs)</p>	<p>LET reform progressed with redefined roles being embedded across the system.</p> <p>Education Director portfolios were refreshed through a structured spill and reappointment process, improving alignment to partnerships, geography and system priorities.</p>

		The introduction of new Education Lead roles strengthened system capability in curriculum, pedagogy, leadership development and early childhood reform.
Partnering with families and communities	Provide alternative learning pathways to jobs in the future	<p>Technical colleges progress and achievements:</p> <ul style="list-style-type: none"> • In November 2025, the first cohort of students across three specialisations successfully graduated, with the students who began a university pathway in year 12 also completing the first year of their degree and are progressing to the second year at Flinders University. Many are already working in their chosen industry while undertaking higher-level studies. • Enrolments at Findon Technical College have increased to 128 full-time and 200 part-time students in 2025. • Port Augusta Technical College opened on 4 August 2025 with 203 students enrolled. • The Heights, Tonsley and Limestone Coast Technical Colleges are scheduled to open at the commencement of the 2026 school year.
	Build greater awareness and understanding of vocational education and training (VET) pathways in South Australia by growing career education programs and hosting large-scale events that connect students,	<p>In 2025, career education and guidance initiatives included the Adelaide Careers Expo, which was held on 7-9 May with over 17,000 school students and families attending.</p> <p>Career Awareness Month has been expanded to Career Awareness Series with 101</p>

	<p>families, and communities right across the state.</p>	<p>sessions across 55 different venues.</p> <p>In 2025, VET participation has increased by 21%.</p>
	<p>Expand industry engagement and collaborative learning opportunities across schools by strengthening partnerships with employers and implementing real-world projects.</p>	<p>Industry engagement is an integral part of the department’s Pathways Strategy, connecting schools to employers. Over 350 employers are engaged, offering more industry immersions and career awareness activities than ever before.</p>
	<p>Provide high-quality Government early childhood education and care services that respond to the changing needs of children, families and communities in South Australia.</p>	<p>In 2025 the department prepared to offer 3-year-old preschool services at 45 government sites (41 remote/regional, 3 metropolitan demonstration sites) commencing from Term 1, 2026.</p> <p>Preschool delivery has included:</p> <ul style="list-style-type: none"> • Delivering 15 hours of preschool education through 274 standalone and 111 school-based preschools. • 1534 Aboriginal children enrolled in Term 1 2025. • 194 children in care enrolled in Term 1 2025. <p>High-quality and nurturing early learning and care programs and service delivery includes:</p> <ul style="list-style-type: none"> • Kindy Care operating at 15 sites: 73% department operated and 27% third-party operated through Gowrie SA. • Operating 102 Occasional Care Sites for children who cannot access any other early childhood education and care delivered in department preschools. • Launching Port Pirie West Children’s Centre in Term 4,

		<p>2025 as the first government integrated hub.</p> <p>Consolidated Family Day Care Schemes from 12 to 2. Services for home-based long day care and out of school hours care (birth to Year 12) remain unchanged.</p>
	<p>Improve overall satisfaction with OSHC services</p>	<p>Annual family satisfaction surveys have been expanded to include school governing council services, in addition to third-party providers. Comparative data will be analysed centrally and provided to sites to inform quality improvement planning and efforts.</p>
	<p>Strengthen partnerships with Aboriginal community-controlled organisations</p>	<p>On 11 September 2024 the Pitjantjatjara Yankunytjatjara Education Committee (PYEC) and the department jointly signed an agreement to strengthen and support actions to meet the vision and goals set out in the PYEC Strategic Plan 2022-2032. The PYEC is the governing body for all 10 Anangu schools in South Australia, providing leadership and policy direction to ensure education aligns with Anangu priorities and cultural identity. In 2025, work continued in developing the Anangu Bilingual Education Policy.</p> <p>In South Australia's 2025 Closing the Gap Partnership Stocktake, the department reported 5 partnerships with Aboriginal community-controlled organisations that met Closing the Gap's Stronger Partnership Elements. This is one more than reported in the 2023 Partnership Stocktake.</p>

Engaging Children and Young People	Continue to monitor and review the Mobile Phone Ban policy	<p>Following the mobile phone ban implemented in Term 3, 2023, there has been:</p> <ul style="list-style-type: none"> • 47.6% fewer behaviour issues involving a device in 2025 (compared with 2023). • A 74.4% reduction in high-level social media issues in 2025 (compared with 2023). • A 66% reduction in issues relating to compliance with the mobile phone policy in 2025 (compared with 2023).
	Implement a suite of education initiatives designed to safeguard democracy	<p>Continued development and improvement of curriculum learning including:</p> <ul style="list-style-type: none"> • Delivered the inaugural Active Citizenship Convention, held at Adelaide Oval during 18-20 August 2025 as part of Safeguarding Democracy reforms. The convention was attended by 873 students from 122 schools, including 77 metropolitan and 45 regional schools. • Commenced planning for the 2026 convention Delivered professional learning for teachers, with 23 year 9 and 10 teachers from non-HASS learning areas completing the program to bring civics and citizenship into their non-HASS specialist subject areas and 89 year 7 and 8 HASS teachers completing the civics and citizenship specialisation course
	Enhance learning outcomes by setting measurable improvement targets, such as raising the percentage of	<p>New system level measures of impact were adopted in 2025 for public reporting (see <i>the agency's performance section</i> above).</p>

	<p>students achieving proficiency in key learning areas and supporting continuous academic growth for all students</p>	
	<p>Support our Aboriginal students to be proud and confident leaders through our:</p> <ul style="list-style-type: none"> • Aboriginal Education Strategy (2019-2029) • Stretch Reconciliation Action Plan (2023-2026) • Aboriginal Workforce Strategy <p>Closing the Gap actions</p>	<p><i>Aboriginal Education Strategy</i></p> <ul style="list-style-type: none"> • Aboriginal Learner Networks increasing their engagement with 25 schools, collectively covering 45% of all Aboriginal learners. <p><i>Aboriginal Workforce Strategy</i></p> <ul style="list-style-type: none"> • Aboriginal workforce percentage increased by 8.6% from 2024 to 2025. • 7.7% increase of Aboriginal leaders <p><i>Aboriginal Student Pathways</i></p> <ul style="list-style-type: none"> • Aboriginal Pathways participation has grown, with 1,264 students in the SA Aboriginal Secondary Training Academy and 632 in Workabout programs. <p><i>Aboriginal Funding Model</i></p> <ul style="list-style-type: none"> • The revised Aboriginal Funding Model improved clarity in funding priorities and enabled more effective tracking of student mobility and long-term certainty for Aboriginal support staff across South Australia. These enhancements ensure students are better supported wherever they enrol. <p><i>Language and Culture Programs</i></p> <ul style="list-style-type: none"> • In 2025, 54 government schools offer 61 Aboriginal language programs, which has a reach of approximately 10,360 students. In 2019,

		<p>there were only 48 programs across schools</p> <ul style="list-style-type: none">• The department, with Kaurna Warra Karrpanthi launched the Kaurna language scope and sequence curriculum document, the first of its kind in Australia. <p><i>Aboriginal Voice Framework</i></p> <ul style="list-style-type: none">• Over 115 Aboriginal staff are now enrolled on the Voice register, representing schools, preschools, corporate teams, and both regional and metropolitan Adelaide. Their diverse experience, expertise, and perspectives support department policy and project development.• In 2025, over 60 consultations were conducted with Aboriginal Voice, ensuring all new corporate policies and projects benefit from Aboriginal knowledge, perspectives and expertise.• Professional learning sessions co-developed with Tauondi Aboriginal College.
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<p>Strengthening Supports</p>	<p>Enhance inclusive education by actively identifying and addressing emerging challenges, consulting with stakeholders, implementing flexible support processes, strengthening educator capability, and supporting the individual learning needs of all students</p>	<p>Provided support to educators in the Inclusive Education Support Program (IESP) following 2024 reform work including:</p> <ul style="list-style-type: none"> • Removing panel deadlines for flexible submissions. • Providing ongoing dedicated site support to strengthen educators' capability. <p>Implemented neurodiversity affirming practices at selected schools through the Autism in Secondary Schools Trial.</p> <p>The department has hosted its first Autism Inclusion in Secondary Schools student roundtable on 25 July 2025.</p> <p>The <i>Education and Children's Services Act 2019</i> was amended to ensure inclusive services for students with disability, requiring public reporting of enrolment refusals, cancellations, and exclusionary behaviour responses.</p> <p>In 2025, delivered approximately 18,000 specialist and allied health services to children and young people at almost 950 education sites.</p> <p>Codesigned a new Personalised Learning System set to roll out through 2026.</p>
	<p>Support students' wellbeing</p>	<p>15 actions are being implemented under the <i>Safe and Supportive Learning Environments Plan of Action</i> (2024-2026). Actions completed in 2025 include:</p> <ul style="list-style-type: none"> • Enabling student input on strengthening school safety and positive culture.

		<ul style="list-style-type: none"> • Providing grants and strategies to address safety issues on school sites. • Creating a physical activity resource to use during unstructured times for positive social interaction. • Delivering statewide training on the revised suspension, exclusion, and expulsion procedure. • Providing restorative practices training to staff. <p>Expanded Youth Mental Health First Aid Training to all staff working with students, leading to a 50% increase in course completions.</p> <p>Funding of the School Breakfast Program, with provisions supplied by Foodbank SA/NT and Kickstart for Kids. Participation increased from 336 schools in term 3, 2024, to 355 schools in term 3, 2025.</p>
	<p>Support disengaged students by embedding Tailored Learning practices to empower our schools to optimise student engagement in learning and future pathways.</p>	<p>In 2025, the department’s Tailored Learning program provided \$16 million in supplementary grants to 121 secondary schools.</p> <p>The program provides support for young people at-risk of disengaging from education.</p>
<p>Resourcing and Investment</p>	<p>Deliver upgrades to school assets or build new facilities to ensure quality learning environments in public sites</p>	<p>Continued upgrade delivery, providing improved learning environments for students and teachers. In 2025, this included:</p> <ul style="list-style-type: none"> • Delivering new gymnasiums at 4 primary schools. • Relocated Warriappendi Secondary School to new facilities in Thebarton. • Completed infrastructure upgrades at Avenues

		<p>College, Edwardstown Primary School, Le Fevre Peninsula Primary School, Para Hills High School, Plympton International College, Springbank Secondary College and Westport Primary School.</p> <ul style="list-style-type: none"> • Delivered new facilities for Elliston Children’s Centre • Delivered significant redevelopments at Seaview Downs Primary School, Pimpala Primary School and Fregon Anangu School. <p>The department is managing \$40 million funding over four years to upgrade air conditioning, toilet facilities, and other improvements across selected schools. In 2025, \$10 million was allocated to improve 12 sites including:</p> <ul style="list-style-type: none"> • Banksia Park School R-6 • Mitcham Girls High School • East Torrens Primary School • Kilkenny Primary School • Hewett Primary School • Flagstaff Hill R-7 School • Underdale High School • Renmark West Primary School (completed) • Coromandel Valley Primary School • Goodwood Primary School • Marion Primary School • Karcultaby Area School
	<p>Support schools and preschools by reducing administrative burden</p>	<p>The department completed its rollout across schools and preschools replacing legacy systems with the new Education Management System (EMS). This supports schools and</p>

		preschools with both student administration and financial management. It is providing sites with a centralised, single student record that will exist throughout each student’s public education.
	Support schools to access and safely use generative AI	<p>In March 2025, the EdChat app was approved to streamline the ‘Learning English: Achievement and Proficiency (LEAP)’ levelling process. By the end of the 2025 school year, over 58,000 student writing samples had been assessed through a secure platform, saving an estimated 22,544 hours for teachers and \$1,722,318 for schools.</p> <p>After a successful evaluation of AI impact, EdChat was rolled out to all secondary students in government schools from October 2025. Currently, 57 schools have access.</p> <p>The department is continuing to collaborate with educators to expand EdChat apps and reduce administrative burden.</p>
	Negotiate and sign a new National School Reform Agreement to ensure a better and fairer education system for all students.	On Friday 24 January 2025, South Australia became party to the Better and Fairer Schools Agreement 2025-2034 - Full and Fair Funding.
	Deliver initiatives under the Country Education Strategy to address the key challenges identified by country students, teachers, and leaders.	<p>The Country Education Strategy continues to be implemented, with new initiatives including investment in country teacher housing, and expanding hybrid learning in country schools.</p> <p>Over 5,000 country students affected by drought have received financial support to attend camps and excursions.</p>
	Upskill the quality in preschools by increasing	Progress in quality improvement of preschools has included 84%

Improvement and Responsibility	National Quality Standard (NQS) ratings, strengthening regulatory oversight, and providing targeted support to preschools	<p>of government preschools having met or exceeded the NQS as at December 2025.</p> <p>The department introduced a Targeted Quality Program to support preschools rated ‘working towards’ the NQS.</p>
	<p>Supporting principals to establish and maintain high quality OSHC services.</p> <p>Increase in proportion of services achieving a rating of “meeting” or above when undergoing assessment and rating.</p>	<p>In Sept 2025 a “quality uplift program” was implemented with intensive support being provided to school governing council operated OSHC services with consecutive ratings of “working towards” the NQS.</p> <p>Contract management processes have been reviewed and implemented to strengthen the accountability of third-party providers.</p>
	Support educators to develop a trauma informed practice	<p>Strengthening trauma-informed practice in schools and preschools through training, capacity building, and the Trauma Aware Schools Initiative (approximately 170 sites).</p> <p>Delivered 357 trauma-informed practice training sessions in 2025, with over 10,000 staff attending – the highest attendance since 2018.</p> <p>The Trauma Informed Practice in Education program received the 2025 Public Education Award for Outstanding Safety Initiative.</p>
	Promote and encourage wellbeing and respectful behaviour in schools	<p>The department hosted the Respectful Relationships Student Forum at Adelaide Oval in June 2025, with 450 students from 54 schools (years 5–12) sharing their needs and preferences for learning about respectful relationships. A regional forum was held at Millicent, with 30</p>

		<p>students from five schools participating.</p> <p>39 Positive Behaviour for Learning pilot schools completed three years of training, with evaluation showing improved student behaviour and teacher wellbeing. Thirteen schools commenced this year.</p> <p>A central Attendance 'Hub' providing resources and support to schools commenced in Term 2, 2025.</p> <p>The <i>Education and Children's Services Act 2019</i> was amended to strengthen provisions for addressing non-enrolment and non-attendance.</p> <p>Research commenced on new support models to enhance Student Wellbeing Leader responses to mental health concerns in primary schools.</p>
	<p>Provide tailored supports to identified schools to increase local enrolments.</p>	<p>Of the three Targeted Uplift School Sites, Mount Gambier High School and LeFevre High School have reported enrolment growth, with Oakbank Area School seeing an increase from local in-zone uptake.</p>

Corporate performance summary

The department's corporate functions play a critical role in enabling a world-leading and equitable public education system, safeguarding integrity, and building future capability across the education system.

Corporate functions, services and supports create the conditions for educators and staff to focus on what matters most: learning, wellbeing and opportunity for every child and young person.

Culturally responsive and inclusive workplaces

The department progressed its second Stretch Reconciliation Action Plan (RAP) 2023–2026. As at November 2025, progress against deliverables was as follows:

- 47 deliverables completed (49%)
- 30 deliverables recognised as annual tasks completed to date (31%)
- 17 deliverables on track (18%)
- Two deliverables identified as controlled risks (2%)

Key achievements include:

- Three satellite Reconciliation Week events were held at regional schools.
- The number of Aboriginal and Torres Strait Islander people working in public education increased by 10% from 2024, with 968 Aboriginal employees as at June 2025, up from 877 in June 2024, placing the department on track to achieve its RAP commitment of 3% workforce representation by 2031.
- Spend with Supply Nation registered and accredited businesses increased by 67% from 2023–2024 to 2024–2025.

The department's Culturally Responsive Framework was refreshed, including the release of the first online learning module, *Aboriginal Business is Everyone's Business: the Culturally Responsive Framework*. The module had been completed by nearly 17,000 employees as at December 2025.

Progress toward a public education system free from racism was advanced through the establishment of an Anti-Racism Lived Experience Advisory Group in early 2025, ensuring actions are grounded in lived experience. Anti-Racism Fundamentals for Leaders training was delivered to 243 senior leaders and managers, with broader online training accessed across the workforce.

Enabling organisational effectiveness and performance

The department progressed targeted reforms to reduce workload and support educators to focus on teaching and learning.

- Centralised financial support was delivered to preschools and small schools, streamlining site leaders' workload, enhancing financial reporting and analysis, and supporting more informed strategic decision-making.
- The LEAP app, an AI-powered tool within EdChat, was launched to automatically evaluate student writing and generate teacher-ready reports, reducing administrative workload and freeing thousands of hours for teaching and learning.
- A pilot was led to optimise the deployment of School Services Officers (SSOs) in schools, providing targeted training, resources and implementation support to strengthen collaboration between SSOs, teachers and school leaders, reducing teacher workload and enhancing classroom impact.

- Facilities management was streamlined through several initiatives: FacilitiesChat, an EdChat app integrating the facilities factsheet library; edInfrastructure, an online portal improving access to information and resources; and the development of comprehensive guidelines and training to support new leaders.
- Employee engagement improved across all domains of workplace culture, with increases recorded in Enabling People (4%), Empowering Learning (6%), Driving Effective Change (4%) and Building Shared Meaning (7%).

The department maintained its commitment to a safe and supportive work environment. Work Health and Safety Business Partners conducted 551 site visits during the year, comprising 48 partnership and portfolio engagements and 113 safety system coaching sessions, and inducted 110 site leaders. Annual playground inspections were centralised and a Suicide Prevention Action Plan was developed and launched. Mandatory training processes were reviewed and updated approaches to recording and reporting were embedded in Plink.

Several diversity employee forums were introduced to seek lived experience and advisory input on departmental policies, processes and data. The 2025 Perspective employee experience survey captured responses from 16,640 site-based staff (58%), with results showing an increase in overall employee engagement, including increases of 3% among primary school teachers and 6% among secondary school teachers. Eighty-nine per cent of site-based employees indicated an intention to remain with the department and 72% intended to stay in their current site, both comparing favourably against global and national benchmarks.

The department achieved White Ribbon Australia Workplace re-accreditation in November 2025 for the next five years.

Employment opportunity programs

Program name	Performance
Amy Levai Aboriginal Teaching Scholarship Program	Expanded the Amy Levai Aboriginal Teaching Scholarship program, supporting 42 Aboriginal people on a teaching pathway, an increase of 31% from 2024.
Country Teaching Programs	In 2025, the Teach First in Country Program supported 19 graduates to commence their first teaching roles in country schools and recruited 15 additional graduates to begin in 2026. Country programs also provided scholarships for 41 pre-service teachers undertaking practicum placements across 34 country sites and supported 52 pre-service teachers to participate in regional tours during Terms 2 and 3.
Work While You Study Program (WWYS)	42 Preservice Teachers were supported across 34 different sites; all were studying an Initial Teacher Education degree. Post program, 55% were retained, 17 of those at the same school as their WWYS employment

Agency performance management and development systems

Performance management and development system	Performance
The department’s Performance Review and Development (PRD) process	At the end of the school year, 75% of the workforce had a Performance and Development Plan recorded in our HR system.

Work health, safety and return to work programs

Program name	Performance
WHS Incident and Hazard Management System	The department is transitioning to a new incident reporting platform – Incident 360 – for improved usability. A pilot was undertaken in March 2024 involving two sites (Craigmore High School and Paralowie R-12), followed by an expanded site trial involving four sites in Para Hills (excluding Early Years) in October 2025.

WHS Verified Self-Assessment program	The WHS Unit provided support to sites to complete identified corrective actions throughout 2025.
Preventing and responding to challenging behaviour and violence	The WHS Management System includes policies and procedures focused on supporting sites in the prevention of workplace violence and challenging student behaviour, with the aim of reducing such incidents.
Wellbeing in Schools	<p>The department's employee mental health and wellbeing procedure includes information on how to assess hazards that can impact employee wellbeing and psychological safety.</p> <p>Training in conflict management and personal safety and psychological first aid training is available for staff on Plink. Employee Assistance Program (EAP) services are available in employee counselling, manager assist program and peer support programs for leaders in sites.</p>
Risk Based Review Concurrent Duties	The managing external contractors' procedure has been reviewed. The procedure is currently undergoing consultation. Training to support the updated process is under development.
Managing WHS training	The WHS Unit has strengthened resources to manage and coordinate WHS training. Enhancements within Plink to record and monitor completion of mandatory WHS training.
Review of First Aid arrangements	The revised first aid procedure was published in March 2025. Sites have been provided with increased funding to enable them to train additional staff to meet the new requirements.
Installation of Automated External Defibrillators (AEDs)	<p>The <i>Automated External Defibrillators (Public Access) Act 2022 (AED Act)</i> required the installation of an AED in every school by 1 January 2025. A similar requirement applied to corporate offices over 400m² with public access.</p> <p>The department made a one-off purchase of AEDs to meet the requirements of the AED Act. An AED has been provided to every site to which the Act applies.</p>

Playground and Nature Play Safety	The department has entered into a centrally managed contract with Kidsafe SA to conduct annual playground inspections at all department sites with playgrounds. Annual inspections have been scheduled over a 12-month period by portfolio, with inspections commencing from July 2025. Completion of any maintenance identified by an inspection is then followed up at the site level.
Enforceable Undertaking (EU)	SafeWorkSA agreed to extend 1 action under the EU until July 2026. All remaining actions were completed on time and within budget.

Workplace injury claims	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total new workplace injury claims	800	734	8.99
Fatalities	0	0	-
Seriously injured workers*	0	2	-
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	11.1	11.7	-5.13%

**number of claimants assessed during the reporting period as having a whole person impairment meeting the relevant threshold under the Return to Work Act 2014 (Part 2 Division 5)*

Work health and safety regulations	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	112	86	30.23%
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	25	283	-91.17%

The large decrease in improvement and prohibition notices over 2023-24 FY to 2024-25 is due to the SafeWork SA Nature Play and Playground Proactive Compliance Campaign conducted during that period. These primarily relate to soft fall and equipment wear/maintenance issues.

Return to work costs**	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$26,456,949.00	\$23,997,832	10.25%
Income support payments – gross (\$)	\$11,547,704.00	\$9,988,434	15.61%

***before third party recovery*

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/work-health-and-safety-and-return-to-work-performance-reporting-by-the-department-for-education>

Executive employment in the agency

Executive classification	Number of executives
Chief Executive	1
SA Executive Services Level 1	80
SA Executive Services Level 2	21
SA Executive Services Specialist	1
Principal Band A-2	57
Principal Band A-3	150
Principal Band A-4	105
Principal Band A-5	88
Principal Band A-6	70
Principal Band A-7	30
Principal Band A-8	21
Principal Band A-9	30
Principal Band A-9 plus	15
Education and Children’ Services Act Section 121 Negotiated Conditions	225
Preschool Director Band A-2	11
Preschool Director Band A-3	48

Note: Workforce Information Collection as at the last pay day in June 2025

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/executive-employment-in-the-department-for-education>

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2022-2023 are attached to this report.

Statement of Comprehensive Income	2024-25 Budget \$000s *	2024-25 Actual \$000s	Variation \$000s	2023-24 Actual \$000s
Total Income	5,025,168	4,656,337	(368,831)	4 664 809
Total Expenses	4,935,844	4,567,249	(368,595)	4 791 383
Net Result	89,324	89,088	(236)	(126 574)
Total Comprehensive Result	89,324	554,868	465,544	454 927

***Reflects original budget reported in the 2023-24 State Budget*

Our income – where it comes from

The total income received by the department and schools from controlled operations for the 2024-25 financial year was \$4.7 billion, which was a decrease of \$8.5 million from the previous financial year.

Key factors contributing to the movement include:

- Appropriation from the SA Government decreased by \$54.0 million to \$3.4 billion in 2025. This reduction was due to \$310.6 million appropriation received in 2024 for Skills SA, which transferred to the Department of State Development from 1 July 2024, that was partly offset by additional appropriation received by the department in 2025 relating to indexation, capital projects and continuing investment in strategies.
- Commonwealth sourced grants and funding increased by \$62.8 million, reflecting an additional \$100.3 million funding received by the department in 2025 relating to the Better and Fairer Schools Agreement, the Preschool Reform Agreement, the Schools Upgrade Fund, and \$6.8 million from other initiatives. The 2024 Commonwealth grants received included \$37.5 million for Skills SA with these grants redirected in 2025 to, the Department of State Development following the transfer of this function.
- Intra-government transfers revenue decreased by \$28.3 million, reflecting a decrease of \$16.8 million relating to the Teachers Enterprise Agreement funding from 2023-24 and an \$11.5 million decrease for funding transferred to the Department of State Development.
- Sale of goods and services increased by \$4.3 million overall relating to increases of \$4.5 million in user fees and charges, \$3.7 million in fee for service income from schools, offset by a \$4.0 million drop in student enrolment fee revenue.
- Other income increased by \$10.0 million mainly due to the receipt of insurance monies relating to a high school fire.

- Investment income decreased by \$2.9 million due to lower interest rates across 2024-25.

Our expenditure – how our funds were spent

Total operating expenses of the department and schools for controlled operations for the 2024-25 financial year was \$4.6 billion, which was a decrease of \$224.5 million from the previous financial year. The decrease in expenditure from the previous financial year is predominantly attributed to:

- Employee benefit expenses increased by \$154.5 million, mainly attributable to enterprise agreement salary increases and FTE increases. There were also increases in superannuation and payroll tax costs; and
- Supplies and services decreased by \$12.9 million and Grants and subsidies decreased by \$363.8 million which was primarily due to the transfer of Skills SA to the Department of State Development from 1 July 2024 totalling \$384.7 million

Statement of Financial Position	2024-25 Budget \$000s *	2024-25 Actual \$000s	Variation \$000s	2023-24 Actual \$000s
Current assets	1,488,687	1,504,228	15,541	1,406,865
Non-current assets	6,789,610	7,714,096	924,486	7,247,072
Total assets	8,278,297	9,218,324	940,027	8,653,937
Current liabilities	720,938	569,978	-150,960	531,766
Non-current liabilities	1,095,465	1,116,708	21,243	1,090,411
Total liabilities	1,816,403	1,686,686	-129,717	1,622,177
Equity	6,461,894	7,531,638	1,069,744	7,031,760

***Reflects original budget reported in the 2023-24 State Budget*

Summary of our assets – what we own

The value of assets for the department and schools totalled \$9.2 billion as at 30 June 2025, which represented an increase of \$564.4 million compared with the previous financial year.

Property, plant and equipment increased by \$480.0 million resulting primarily from additional capital expenditure on construction projects and the revaluation of assets, which were partly offset by depreciation expenses.

Cash and cash equivalents increased by \$55.6 million, and receivables were \$43.0 million higher than the previous financial year.

Summary of our liabilities – what we owe

The value of liabilities for the department and schools totalled \$1.7 billion as at 30 June 2025, an increase of \$64.5 million compared with the previous financial year.

This increase was mainly due to increased employee related liabilities of \$56.3 million, increased payables of \$5.2 million and increased provisions of \$17.8 million,

partly offset by a decrease of \$13.9 million in other financial liabilities as at 30 June 2025.

Materials and services charges

The materials and services charge set by each governing council is for materials and services used or consumed by individual students during the course of their study and shall reflect the cost of the materials and services provided.

For 2025, the prescribed amount as determined in accordance with the Education and Children's Services Regulations 2020 was \$300 for primary students and \$396 for secondary students. Governing councils are able to poll their school communities to seek majority support to charge an amount greater than the prescribed amount as well as including specific subject charges where applicable.

For the 2024-25 financial year, the actual amount recorded by schools for material and services charges was \$51.3 million. It is noted that for the 2025 school year eligible families were provided with a rebate of the 2025 materials and services charge, which is not included in this amount.

Consultants disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
All consultancies below \$10,000 each - combined	Various	\$10,582

Consultancies with a contract value above \$10,000 each

Consultancies	Purpose	\$ Actual payment
Flinders University	Otitis Media Project 2023–2025 (Aboriginal Hearing Screening – APY Lands).	\$80,409
Kerry Dollman	Consultation regarding the Aboriginal Funding Reform.	\$78,000
Alex Semmens Consulting	Strategic design of digital teaching and learning initiatives for the department’s Digital Strategy.	\$56,000
Scyne Advisory Pty Ltd	Preparation of a Regional Precincts and Partnerships Program grant submission for the Mount Gambier Research, Education and Training Precinct on behalf of the department.	\$51,039
Meld Collective Pty Ltd	Professional services relating to the Personalised Learning Project.	\$50,650
Scyne Advisory Pty Ltd	Review and independent advice to determine needs for the Children and Students with Disability program, delivery options and funding models.	\$49,988
Acer	Evaluation and recommendations for the first year of implementation of the Autism Inclusion Teacher initiative.	\$49,525

Consultancies	Purpose	\$ Actual payment
KPMG	Professional services relating to the review of the NAPLAN service and cost model.	\$49,465
Ernst & Young	Market and industry research and vendor scan to inform a future pulse-check survey product.	\$48,000
The Kids Research Institute Australia	Implementation and evaluation of a Positive Behaviour and Learning pilot.	\$43,712
3arc Social Pty Ltd	High-level evaluation of the implementation of mid-year intake in SA preschools and schools.	\$38,756
Ruchi Sinha	Advisory sessions to establish My Wellbeing in 2024, including dashboard support.	\$29,750
Rogue Networking	Support for the roll-out of Tailored Learning in SA secondary schools.	\$15,564
Monash University	Support for implementation of Multi-Tiered Systems of Support in SA schools.	\$15,279
KPMG	Review of the OSHC projection model.	\$15,000
Scyne Advisory Pty Ltd	Independent assurance report on compliance with section 22A(1) of the Australian Education Act.	\$10,053
	Total	\$681,409

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/consultants-engaged-by-the-department-for-education>

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

Contractors disclosure

The information contained is sourced from the department’s general ledger and invoices, and it is noted that sampling has occurred for some individual vendors with significant volumes.

Transactions between the department and government schools and preschools have been excluded from the below transactions in addition to some transactions that were identified that are not in the nature of contractors.

Contractors with a contract value below \$10,000

Contractors	Purpose	\$ Actual payment
All contractors below \$10,000 each - combined	Various	\$1,685,696

Contractors with a contract value above \$10,000 each

Contractors	Purpose	\$ Actual payment
3ARC Social Pty Ltd	Provision of support for ICT reform (Site Budget Planning Tool Enhancements)	\$34,877
3NA Pty Ltd	Provision of support for ICT reform (Engaging for Success Application)	\$117,160
ABC Multilingual Pty Ltd	Provision of translation and interpreting services	\$402,607
Aboriginal Basketball Academy	Aboriginal Basketball Academy funding	\$25,000
Action OHS Consulting	Working at Heights External Risk Review	\$46,524
Acuity Partners Pty Ltd	Professional Services for Recruitment	\$21,410
Adelaide Contemporary	Custom design artwork	\$28,916
Adelaide Data Collection	Asset Management Site Audits	\$30,100
Adelaide Uhak Centre	International student support program	\$24,000

Contractors	Purpose	\$ Actual payment
Aim To Succeed Tutoring	Professional tuition services for School Retention Program	\$41,895
Akkodis Australia Talent	Engagement of temporary staffing services	\$470,584
AKTO Pty Ltd	Data Governance Enablement Services	\$48,600
All Adelaide Speech Pathology	Professional Services - Speech Pathology	\$29,517
Ana Tu Psychology	Psychological assessment services	\$41,094
Andre Castellucci Photography	Provision of support for departmental initiatives (Photography)	\$10,405
Anglicare Sa Ltd	Professional mentoring services for School Retention Program	\$330,364
Ann Morrice Language Literacy	Anangu Partnership - Language Literacy	\$11,200
Armadale Consultancy Ltd	Engagement of temporary staffing services	\$211,792
ASI Solutions	Provision of support for ICT infrastructure	\$24,654
Australian Society for Music Education (SA) Chapter Inc	Professional Development Package (Australian Society for Music Education- 2025 Music Can Do Foundation)	\$23,000
Adelaide Training & Employment Centre	Delivery of training services	\$13,660
Atomix Design Pty Ltd	Provision of support for ICT reform (student pathways website)	\$90,035
Aurecon Australasia P/L	Provision of support for strategic asset management	\$154,822
Auslan Services Pty Ltd	Provision of translation and interpreting services	\$98,326

Contractors	Purpose	\$ Actual payment
Austral Tree Services Pty Ltd	Provision of support for bushfire safety	\$281,260
Australian Institute Of	Client Fitness Screenings	\$33,506
Australian Integrated Security	Professional security services	\$162,330
Autism CRC Ltd	Provision of support to the department (research project to inform changes to Initial Teacher Education)	\$89,266
B S P Design Pty Ltd	Bushfire safety assessments - Schools and Preschools	\$38,600
Bain Education Services	Behaviour support planning and implementation	\$19,657
Bao & Co	Numeracy Check Maths Assessment Interview SA	\$21,901
Beyond Brilliant Education	Tuition for young people under the guardianship of the CE	\$10,248
Bob May Workplace Emergency	Delivery of training services	\$15,301
Bookipi Pty Ltd	Annual License Costs (Payroller for Governing Councils)	\$38,966
Bright Space Psychology	Psychological assessment services	\$110,374
Broaden Psychology	Psychological assessment services	\$86,553
Broadtec Services Pty Ltd	Provision of support for ICT infrastructure in schools	\$16,142
Bronwyn Custance Education	Provision of support for departmental initiatives (Learning English: Achievement and Proficiency strategies, planning, support, and training)	\$146,050
BTS Australasia Pty Ltd	Provision of support for departmental initiatives (Future Leaders Program)	\$30,331

Contractors	Purpose	\$ Actual payment
Cablelink Communications	Provision of support for ICT infrastructure in schools	\$33,460
Carmel O'Reilly	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$12,184
Centacare Catholic Family	Provision of support for departmental initiatives (National Student Wellbeing Program)	\$179,017
Center for Curriculum Redesign	Provision of support for departmental initiatives (Curriculum development)	\$54,482
CGI Technologies & Solutions	Provision of support for departmental initiatives (Cyber Escape)	\$40,120
Chamonix IT Management	Professional ICT services for departmental initiatives	\$55,972
Chipit	Professional landscaping services	\$11,450
Click Films Pty Ltd	Filming and video production	\$35,600
Cogs Project Therapy Pty Ltd	Provision of support for the Education Management System project	\$23,760
Colin Macmullin	Psychological assessment services	\$96,375
Collab Pm Services Pty Ltd	Project management services for the department	\$157,684
Communication Republic	Provision of translation and interpreting services	\$59,012
Complete Hospitality Training	Delivery of training services	\$29,460
Complete Tutoring Solutions	Professional tuition services for School Retention Program	\$36,322
Connected Self Pty Ltd	Professional mentoring services for School Retention Program	\$1,013,193

Contractors	Purpose	\$ Actual payment
Corporate Health Group P/L	Health assessment services	\$717,784
Courts Administration	Education Family Conferences Services	\$155,438
Culturalchemy Pty Ltd	Business strategy workshop	\$39,950
Custom Minds Pty Ltd	Psychological assessment services	\$133,482
Dansie's Head to Toe Pty Ltd	Psychological assessment services	\$33,248
Data 3 Ltd	Provision of support for ICT infrastructure (Backup & maintenance)	\$707,710
David O'Brien Consulting	Provision of support for departmental initiatives (Development Experiences Program)	\$36,140
Deaf Services Ltd	Provision of translation and interpreting services	\$109,668
Deakin University	Development of Financial Literacy Professional Learning Program	\$89,200
Dean Angus	Provision of support for departmental initiatives (New Site Leader Program)	\$22,425
Deb Roberts	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$11,390
Dell Australia Pty Ltd	Provision of support for ICT reform (support and equipment)	\$34,171
Deloitte Access Economics	Professional support services for departmental initiatives	\$74,385
Deloitte Financial Advisory	Provision of support for departmental initiatives (School Upgrade)	\$12,462

Contractors	Purpose	\$ Actual payment
Deloitte Touche Tohmatsu	Provision of support for departmental initiatives (Business Continuity Management - Resilience Framework)	\$91,574
Denise Higgins	Mentoring services for new site leaders	\$17,530
DFP Recruitment Services	Engagement of temporary staffing services	\$193,335
Di Robertson	Provision of support to the department (mentoring for new site leaders)	\$14,297
Dialog Pty Ltd	Enterprise Architect	\$316,600
DK Psychology	Psychological assessment services	\$65,763
Driven From Within	Delivery of training services	\$37,400
DXC Technology Australia	Provision of support for ICT infrastructure in schools	\$227,343
Dylan William	Delivery of training services	\$42,096
Edge Recruitment	Engagement of temporary staffing services	\$334,356
Edith Cowan University	Provision of support for departmental initiatives (curriculum development)	\$17,000
Education Services Australia	Hosting and maintenance of the my future career information service 2024-25	\$102,751
Elevare Studio	Professional Support Services	\$42,300
Elevate Management Consulting	Project services and implementation	\$449,578
Emotous Pty Ltd	Delivery of training services	\$62,820
Ernst & Young	Work health and safety operating model assessment	\$65,697

Contractors	Purpose	\$ Actual payment
Escient Pty Ltd	Business analysis and strategy services - 3 yr old Preschool Program	\$10,392
Exelnet Pty Ltd	Delivery of training services	\$20,538
Exceptional Learners Assessment	Psychological assessment services	\$16,558
Expose Data Pty Ltd	Engagement of temporary staffing services	\$136,788
Feelbetter Limestone Coast	Professional Services (School Mental Health Services)	\$18,370
Ford Psychology	Psychological assessment services	\$21,783
Fragile To Agile (Asia Pacific) Pty Ltd	Enrolment services market scan	\$47,000
Fujifilm Data Management	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$702,839
Fusion5 Pty Ltd	Provision of support for departmental initiatives (ICT and business strategy / architecture)	\$46,192
Graham Wood	Provision of support for departmental initiatives (New Site Leader Program)	\$17,744
Grow And Learn Together	Delivery of training services	\$19,660
Growth Coaching International	Coaching masterclass program	\$47,309
Guy Claxton	Provision of support to the department (Empowering Effective Leaders)	\$12,000
Halcyon Knights Pty Ltd	Engagement of temporary staffing services	\$418,612
Harrison McMillan Pty Ltd	Engagement of temporary staffing services	\$300,274

Contractors	Purpose	\$ Actual payment
Hays Specialist Recruitment	Engagement of temporary staffing services	\$6,037,348
HDAA Australia Pty Ltd	School Mental Health Accreditation	\$16,009
Heather Heading	Provision of support for departmental initiatives (New Site Leader Program)	\$24,060
Hero Head Quarters Pty Ltd	Delivery of training services	\$57,500
Hoban Recruitment Pty Ltd	Engagement of temporary staffing services	\$352,455
Hudson Global Resources (Aust)	Engagement of temporary staffing services	\$199,500
Human Psychology	Psychological assessment services	\$907,112
Hydon Consulting Pty Ltd	Early childhood development and parenting outcomes framework practice guide	\$7,000
Ialign Pty Ltd	Psychometric assessment and reporting	\$37,619
Ian Carswell	Professional tuition services for School Retention Program	\$16,554
IEEE South Australia Section	Women in engineering regional workshop	\$13,000
Incompro Aboriginal Association	Professional mentoring services for School Retention Program	\$297,258
Infrastructure and Transport	Redleap project lessons learnt workshop	\$12,500
Inspired Psychology	Psychological assessment services	\$19,060
Insync Solutions Pty Ltd	Provision of support for departmental initiatives (Education Internet Management Services deliverable)	\$770,190

Contractors	Purpose	\$ Actual payment
Interpreting & Translating Ctr	Provision of translation and interpreting services	\$21,328
Intuito Pty Ltd	Enrolment services market research study	\$49,823
IOT TEK	Professional audio-visual support services	\$46,198
Iron Mountain Australia Group	Provision of support for departmental services (Data Management)	\$24,625
Jade Thelda Cleasby	Provision of translation and interpreting services	\$79,488
James Alexander Ellis	Business analysis, strategy and development services for the Bilingual Schools Project	\$15,578
Jodie Benveniste Brave New	Psychological first aid leadership program	\$17,000
Jones Lang Lasalle Pty Ltd	Provision of support for departmental initiatives (property portfolio strategy)	\$47,000
Julia Atkin Pty Ltd	Learning and development consulting	\$191,219
Julie Dini Psychology	Psychological assessment services	\$21,674
K Welsh & Co Pty Ltd	Professional financial administration services to support Wiltja Residential Program	\$12,705
Kids First Australia	Professional mentoring services for School Retention Program	\$135,515
Kidsafe SA Inc	Delivery of training services	\$224,595
KIK Innovation Ltd	Autism Pre Pathway Program assessment and development workshops	\$45,908
Kodaly Music Education Institute	Delivery of training services	\$28,000

Contractors	Purpose	\$ Actual payment
KPMG	Fee for professional services (cleaning services review)	\$175,770
KPP Ventures Pty Ltd	Engagement of temporary staffing services	\$89,856
Kristy Lyn Sinkovic	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$11,396
Lady Gowrie Child Centre Inc	Delivery of training services	\$48,568
Latitude It Pty Ltd	Provision of support for departmental initiatives (Digital Transformation)	\$98,613
Learning Lab Psychology	Psychological assessment services	\$16,772
Learning Through Doing Pty Ltd	Provision of support for departmental initiatives (Mathematics, learning through doing)	\$135,000
Life Without Barriers	Professional mentoring services for School Retention Program	\$62,987
Lisa Williams	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$13,959
Little Bee Psychology	Psychological assessment services	\$18,853
Luisa Sergi	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$18,860
Lyn Langeluddecke	Provision of support for departmental initiatives (New Site Leader Program and mentoring)	\$10,438
M&M Group of Companies Pty Ltd	Professional Landscaping Services	\$20,672

Contractors	Purpose	\$ Actual payment
Matthew Nairn	Psychological assessment services	\$51,780
Maureen Hegarty	Provision of support for departmental initiatives (Mathematic - Thinking Maths Program)	\$102,900
Maxima Training Group (Australia)	Engagement of temporary staffing services	\$92,905
Maybo	Delivery of training services	\$24,767
McArthur Management Services	Engagement of temporary staffing services	\$36,506
McNeil Consulting	Wellbeing assessment services	\$16,900
MEGT (Australia) Ltd	Engagement of temporary staffing services	\$1,381,331
Microsoft Pty Ltd	Unified Enterprise Support	\$96,330
Mindful Pathways Psychological	Psychological assessment services	\$16,681
Mindset Procurement	Engagement of temporary staffing services	\$140,525
Miri Kawi Services	Provision of support for departmental initiatives (Aboriginal Funding Reform)	\$49,903
Mixed Mediums Enterprises	Provision of support for departmental initiatives (multimedia production)	\$19,830
MTX Australia Pty Ltd	Provision of support for departmental initiatives (digital architecture and support)	\$58,728
Murdoch Children's Research	Provision of support for departmental initiatives (Children's centre review)	\$90,335
Nathan Rice	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$10,620

Contractors	Purpose	\$ Actual payment
Nation Creative Pty Ltd	Provision of support for departmental initiatives	\$39,897
Nec Australia Pty Ltd	Provision of support to support ICT delivery (Corporate site upgrades)	\$335,496
Neil White	School site visits, reporting and consultation services relating to incidents	\$36,040
Newman Education	Professional tuition services for School Retention Program	\$12,150
Nharangga Warra Wambana	Nharangga language scope & sequence document	\$10,800
Nicholas Kingsley	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$11,351
North Eastern Metrostars Inc	Provision of support for departmental initiatives (South Australian Aboriginal Secondary Training Academy - Indigenous Cup)	\$39,535
Nutshell Systems Pty Ltd	Provision of support for departmental initiatives (EdAnalytics)	\$201,040
Oakhill Farm	Anangu lands partnership conference 2025	\$32,619
Olivia Kathigitis	Delivery of training services	\$25,185
Oncall Language Services Pty Ltd	Provision of translation and interpreting services	\$14,055
Opex Nominees Pty Ltd	Provision of support for departmental initiatives (Procurement services)	\$387,492
Orff Schulwerk Association of SA Inc	Delivery of training and development services	\$28,458
Our Global Table	Delivery of training services	\$25,000

Contractors	Purpose	\$ Actual payment
Outsidein Group	Observation and Report Writing Services	\$143,350
Pamela Grigg	Video production	\$6,639
Patrick Moran	Mentoring services for new site leaders	\$5,138
Pauline Carter Educational	Provision of support for departmental initiatives (Mathematic - Thinking Maths Program)	\$59,500
Paxus Australia Pty Ltd	Engagement of temporary staffing services	\$2,461,759
Peoplebank Australia Ltd	Engagement of temporary staffing services	\$83,090
Perks People Solutions Pty Ltd	Provision of support for departmental initiatives (Recruitment)	\$12,572
Pernix Pty Ltd	Provision of support for the Education Management System project	\$534,100
Peter Gandolfi	Delivery of training services	\$112,773
Peter Heydrich	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$14,232
Phil Jenkins	Provision of support for departmental initiatives (Leader Advisor Program)	\$18,087
Plan IT Test Management Solutions	Professional Framework and Practice Development	\$395,338
Pop Education Pty Ltd	Creation of Learning Materials / Resources	\$145,455
Power To Move	Fitness Program Facilitation	\$10,600
Project Green Pty Ltd	Provision of support for bushfire safety	\$241,300

Contractors	Purpose	\$ Actual payment
Promind Psychology	Psychological assessment services	\$173,627
Psychmed	Psychological assessment services	\$44,201
Qualtrics LLC	Business analysis and strategy services	\$124,280
Rachael Furner Speech Path	Professional Services (Speech Pathology)	\$55,287
Randstad Pty Ltd	Engagement of temporary staffing services	\$3,987,122
Reconciliation South Australia	Provision of support for departmental initiatives (Reconciliation Action Plan)	\$3,000
Richard Costi	Provision of support for departmental initiatives (Pitjantjatjara Yankunytjatjara Education Committee Governance and Implementation Project)	\$30,612
RKM Consulting Pty Ltd	Provision of support for departmental initiatives (Human Resources Management Information System Design)	\$21,094
RNTT Pty Ltd	Engagement of temporary staffing services	\$112,550
Robert Eldridge	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$11,571
Robert Walters Pty Ltd	Engagement of temporary staffing services	\$992,283
Ronald Berger	Delivery of training services	\$36,089
Rosa Enterprises	Provision of support for departmental initiatives (Leader Advisor Program)	\$15,369

Contractors	Purpose	\$ Actual payment
Royal Life Saving Society Aust	Delivery of training services	\$36,450
Rupert Wegerif	Delivery of training services	\$17,501
SA Netball Association Inc	Provision of support for departmental initiatives (South Australian Aboriginal Secondary Training Academy)	\$32,820
Sammy D Foundation	Professional mentoring services for School Retention Program	\$204,382
Sarah McDonagh	Delivery of training services	\$17,500
Schools Ministry Group	National Student Wellbeing Program	\$5,374,254
Scyne Advisory Pty Ltd	EMS program assurance and management	\$34,732
Sean Fitzgibbon	SA curriculum engagement data analysis tool development	\$14,400
Seedling Education Pty Ltd	Professional tuition services for School Retention Program	\$133,789
Semaphore Consulting	Provision of support for departmental initiatives (data collection)	\$23,975
She Creative Pty Ltd	CE Dialogues week zero resources: Areas of impact work	\$78,807
Simfoni Analytics Ltd	Provision of support for departmental initiatives (Procurement analytics)	\$78,022
Sitback Solutions Pty Ltd	Online Digital Edspark work	\$47,349
Smaart Pty Ltd	Engagement of temporary staffing services	\$152,483
Smiles All Round	Psychological assessment services	\$55,583
Soji Pty Ltd	Delivery of training services	\$63,867

Contractors	Purpose	\$ Actual payment
Sonder	Psychological assessment services	\$133,149
Stanislaw Pulgies	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$10,870
Switch Education Recruitment	Provision of support for departmental initiatives (Future Leaders Program)	\$50,447
Synergy Iq Pty Ltd	Delivery of training services	\$137,871
System Solutions Engineering	Heating, ventilation and cooling systems review to inform update of the department's design standards	\$26,250
Tafe SA	Delivery of training services	\$523,455
Talent International (SA) Pty Ltd	Engagement of temporary staffing services	\$2,379,794
Talk Speech Pathology	Professional Services (Speech Pathology)	\$165,034
Taptu Pty Ltd	Application modernisation and finance system reform program	\$74,355
Taysols Pty Ltd	Provision of support for departmental initiatives (Financial Consolidation Project)	\$126,793
Telstra Ltd	Provision of support for ICT delivery (ICT and telecommunication expenses)	\$1,187,443
Telus Health (BG Australia)	Psychological first aid leadership program	\$518,081
Terry Sizer	Provision of support for departmental initiatives (New Site Leader Program)	\$26,783
The Benevolent Society	Professional Services (Speech Pathology)	\$11,062

Contractors	Purpose	\$ Actual payment
The Eventful Learning Co	Provision of support for departmental initiatives (Public Education Purpose Design)	\$29,318
The French Beauty Academy Pty Ltd	Aboriginal pathways pilot program	\$24,000
The Learning Hook Pty Ltd	Development of custom learning resources	\$45,000
Think Tank Consulting Aust	Provision of support for departmental initiatives (Business analysis and strategy)	\$130,631
Thirdera Aus Pty Ltd	ICT service delivery consulting	\$256,991
Trainable Pty Ltd	Delivery of training services	\$10,027
Transforming Education	Provision of support for departmental initiatives (English as an Additional Language or Dialect Project)	\$19,600
Translation Consultants	Provision of translation and interpreting services	\$22,445
Trevor Lovegrove	Injury Management Services	\$40,000
Trisan Australia Pty Ltd	Testing and supply of electrical appliances	\$48,785
Turner Townsend Thinc Pty Ltd	Provision of support for departmental initiatives (Department for Education modular review)	\$281,850
Unified Solutions Group Pty	Provision of support for ICT infrastructure in schools	\$29,000
Uniting Communities	Professional Services - School Mental Health Services	\$121,030
Uniting Country SA Ltd	Professional mentoring services for School Retention Program	\$99,578
University of Adelaide	Australian Curriculum scope and sequence - linguistic expertise Aboriginal Languages	\$16,143

Contractors	Purpose	\$ Actual payment
University of New England	Provision of support for departmental initiatives	\$2,924
University of South Australia	Chinese Bilingual Quality Assurance	\$90,655
Upstream Health Pty Ltd	Psychological assessment services	\$173,267
Victoria Mckinnon	Provision of support for delivery of National Assessment Program Literacy and Numeracy	\$10,530
Vincent Raymond Riviere	Professional assessment services	\$13,870
Vision Australia Ltd	Sensory learning materials for those with impaired vision	\$14,633
Vivienne Wright	Provision of support for departmental initiatives (Leader Wellbeing Program)	\$13,725
Vonnie Dolling	Provision of support for departmental initiatives	\$20,823
Wattle Psychology Studio	Psychological assessment services	\$33,518
Wiltalk Speech Pathology	Professional Services (Speech Pathology)	\$22,406
Win-Win Matters Pty Ltd	Delivery of training services	\$17,250
With the 18th Pick Pty Ltd	Provision of support for departmental initiatives (Sports Program)	\$21,875
Work Safety Hub	Delivery of training services	\$37,440
WSP Australia Pty Ltd	Provision of support for departmental initiatives (Sports Program)	\$13,020
XP School Trust Ltd	Delivery of training services	\$64,178

Contractors	Purpose	\$ Actual payment
Xtreme Kites & Paddle	Provision of support for departmental initiatives (School Aquatics Program)	\$65,964
Yamagigu Consulting Pty Ltd	Provision of support for departmental initiatives (Aboriginal Adult Education and Trainings Strategy)	\$20,300
Your Dream Inc	National Student Wellbeing Program	\$549,756
Zed Management Consulting	Inclusive Education Support Program Funding Application Development	\$257,802
Zertain Pty Ltd	Provision of support for departmental initiatives (Digital transformation work)	\$928,728
	Contractors over \$10,000 Total	\$50,337,175

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/contractors-reporting-by-the-department-for-education>

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts.](#)

The website also provides details of [across government contracts.](#)

Risk management

Risk and audit at a glance

The Audit and Risk Committee (ARC) provide independent assurance and advice to the Chief Executive and the Senior Executive Group on the department’s risk, control and compliance framework, and its external accountability responsibilities.

The ARC comprises three members from senior management and three independent external members. Representatives of the Auditor-General's Department attend as observers. The committee met on five occasions during 2025.

During 2025, the ARC has focused on the following matters:

- Corporate governance and risk management frameworks.
- External accountabilities and financial legislative compliance.
- Internal audit coverage and review of significant issues identified in audit reports and actions taken.
- External audit oversight of implementation and actions taken to address issues raised in Auditor General’s audit reports.

Fraud detected in the agency

Category/nature of fraud	Number of instances
Maladministration	0
Misconduct	4
Corruption	0

NB: Fraud reported includes actual and reasonably suspected incidents of fraud.

Strategies implemented to control and prevent fraud

The department is committed to maintaining a working environment free of fraud and corrupt behaviour and prompts this position through the department’s fraud and corruption control policy and framework. The policy and framework articulate the department's prevention, detection and response strategies and provides the processes for managing suspected and/or actual fraud or corruption.

Fraud control risks are reviewed and assessed annually to ensure that processes are in place to adequately manage potential fraud risks.

Any instances of misconduct are treated seriously by the department, and where these occur, prompt action is taken to ensure that they are thoroughly investigated and that those responsible are held to account.

Data for previous years is available at: [Annual Report open data fraud 2013-2025.csv](#)

Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

0

Data for previous years is available at: [Annual report open data public interest disclosure 2013-2025.csv](#)

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

Reporting required under any other act or regulation

Reporting required under the *Carers' Recognition Act 2005*

The Department for Education reports under the *Carers Recognition Act 2005* in accordance with section 7, which requires applicable organisations to include information on their obligations under section 6 of the Act in their annual report.

The department supports carers who are employees and students across three areas:

- **Awareness** - A system is in place to ensure management, staff, volunteers, parents and students understand the Act and Carers Charter.
- **Consultation** - A system is in place to ensure carers, or persons or bodies that represent carers, are consulted in the development and review of human resource plans, policies, procedures and practices.
- **Practice** - A system is in place to ensure the principles of the Carers Charter are reflected in human resource practices.

Public complaints

Number of public complaints reported in 2025

Complaint categories	Sub-categories	Example	Number of Complaints
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	215
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or irrelevant information provided	157
Professional behaviour	Staff knowledge	Out of date knowledge of processes/services/supports	2
Communication	Communication quality	Inadequate, delayed or absent communication with customer, language difficult for the customer to understand	52
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	11
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor record keeping operating system design	2
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities, lack of access for parents	24
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process does not meet customer's needs	114
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	192

Complaint categories	Sub-categories	Example	Number of Complaints
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	22
Service quality	Information	Information is incorrect, incomplete, out-dated or inadequate	7
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	1
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); advised timelines not met	3
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness or SunSmart practices	134
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations, funding or learning opportunities and or staff resources needed	159
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	1
		Total	1,096

Additional Metrics	Total
Number of positive feedback comments	44
Number of negative feedback comments	310
Total number of feedback comments	354
% complaints resolved within policy timeframes	82%

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/public-complaints-received-by-the-department-for-education>

Service Improvements

Aligned with PC039 – Complaint Management in the South Australian Public Sector, the departments central complaint management system (CMS) has been instrumental in driving improvements through effective data capture, analysis, and reporting. Key business improvements include:

Enhanced Case Management Capability:

CMS system enhancements were implemented to strengthen how complex complaint matters are recorded and managed. Improvements to the system introduced more accurate categorisation of unreasonable conduct and communication strategies, enabling faster retrieval of information and supporting more consistent, accountable decision making.

Improved Accessibility and Inclusivity of Complaint Resources:

Complaint resources for schools were enhanced to be more user-centred, inclusive and easy to navigate. These updates focused on improving accessibility for students and parents with disability, ensuring clearer guidance, flexible pathways, and more equitable support for diverse needs across school communities.

Strengthened Professional Capability in Managing Complex Customer Interactions:

Targeted training on complaint management was delivered across customer facing areas within the department, supporting staff to respond confidently, consistently, and safely to challenging issues and behaviours. This enhanced capability, reinforcing clear communication, appropriate boundaries and a respectful approach to resolving enquiries and complaints.

The department has made considerable improvements to school operations by using complaints and feedback more effectively to identify issues, improve processes, and the overall experience for students, families, and school communities.

Key sites (school and preschool) business improvements:

Stronger Alignment with Department Policies:

Schools and preschools strengthened their understanding and application of departmental policy requirements. Improvements were made in behaviour support local policy requirements, accurate recording of parental responsibility, item inspection procedures, and student health related needs. These actions support more consistent, compliant, and transparent practices across several sites.

Local Policy and Practice Reviews:

A number of sites undertook comprehensive reviews of their local policies and operational practices, with a strong focus on strengthening communication with families. Key areas addressed include processes relating to excursion information, transition processes, parental contact procedures, communication following incidents, and timely updates regarding changes to school routines. These

improvements promote clearer expectations and more responsive engagement with school communities.

Targeted Training and Professional Development:

As a result of reviewing practices within complaint management, many staff engaged in training to enhance service quality, safety and inclusivity for all students. Key areas included updates to suspension and exclusion procedures, management of head related incidents, and implementing appropriate adjustments for students with a disability. This investment in capability supports safer environments and more equitable outcomes for students.

Compliance Statement

The Department for Education is compliant with Premier and Cabinet Circular 039 – complaint management in the South Australian public sector	Y/N
The Department for Education has communicated the content of PC 039 and the agency’s related complaints policies and procedures to employees.	Y/N

Appendix: Audited financial statements 2024-25