Government of South Australia

SACE BOARD OF SOUTH AUSTRALIA

2025 Annual Report

SACE BOARD OF SOUTH AUSTRALIA
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To:

The 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 *SACE Board of South Australia Act 1983* and the requirements of Premier and Cabinet Circular *PC013 – Annual Reporting Requirements*.

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

Submitted on behalf of the SACE Board of South Australia by:

Hassan Mekawy

Acting Chief Executive

Date 31 March 2026 Signature 

From the Chief Executive

The 2025 reporting year marked a period of significant progress, innovation and collaboration for the SACE Board of South Australia. We continued to deliver on our *Passport to Thrive* strategy and our commitment to ensuring every young person can thrive through their SACE journey and beyond.

At the centre of our work this year has been the success of students. In 2025, more than 17,000 students completed the South Australian Certificate of Education (SACE), the highest number since the current qualification was introduced. Many were recognised with subject merits and Governor's Commendation awards, reflecting their outstanding academic achievement and civic contribution. These outcomes are a testament to the dedication of students, educators, families, and school communities across South Australia.

Delivering strategic reform and innovation

Throughout 2025, we evaluated the insights and learnings from previous years to refine our strategic focus and advance major reform initiatives.

A key milestone was the introduction of *Stage 2 Activating Identities and Futures* (AIF) to all schools from Term 1, 2025. AIF replaces the Research Project and has been designed to strengthen student agency, initiative, independent thinking, and transferable learning capabilities. Extensive resources and professional learning have supported teachers to embed AIF into the school curriculum and a growing community of practice.

Another landmark achievement was the implementation of the Recognition of Aboriginal Cultural Knowledge and Learning program following a successful 3-year pilot. This world leading initiative formally recognises Aboriginal students' cultural learning and connection to community, land, and culture as part of their SACE qualification. The program was codesigned with Aboriginal communities, schools, and students and guided by the SACE Aboriginal Education Allyship. Its implementation represents a significant step towards strengthening belonging, recognition, and equity for Aboriginal learners.

Building future focused curriculum and assessment

Substantial progress was made in the Subject Renewal program, a cornerstone of the *Passport to Thrive* strategy. Subjects across all renewal groups continued to progress through redesign phases supported by Subject Renewal Groups, subject associations, lead practitioners, and system stakeholders. This work is modernising curriculum and assessment to enable deeper disciplinary learning, real-world application, and the intentional development of capabilities.

Complementing this reform, 2025 saw a fourth pilot of the Capabilities and Learner Profile program. This work explores how students' growth in capabilities can be developed, evidenced, and recognised alongside subject knowledge. In recognition of the maturity and potential impact of this work, the Board endorsed the next phase, Capabilities within the SACE – A Feasibility Program (2026–27), reaffirming our commitment to capability development as an entitlement for every student.

Responding to emerging challenges and opportunities

The rapid emergence of artificial intelligence (AI) in education has been a key consideration across our work. In 2025, we progressed professional learning and thought leadership with global education futurist Charles Fadel who reinforced the importance of critical thinking, ethical reasoning, and adaptability in curriculum design. In parallel, we strengthened guidance on the appropriate use of AI in SACE assessments, collaborating with expert teachers to support academic integrity while enabling innovation.

Strengthening partnerships and system confidence

Engagement and collaboration remained central to our approach. Highlights included the inaugural SACE Teaching and Learning Leaders event, bringing together more than 170 school leaders, and hosting the annual Australasian Curriculum, Assessment and Certification Authorities (ACACA) conference, strengthening national and trans-Tasman collaboration.

Internationally, the SACE continues to be a globally respected qualification. The SACE International program has now expanded to 27 accredited schools delivering the SACE to 1270 students and generating $2.4 million in gross revenue. Engagements with partner schools in Malaysia, Cambodia, and Vietnam, including the first SACE graduation ceremony in Vietnam, underscored the international confidence in the SACE curriculum and its capacity to prepare students for life beyond school.

Key milestones included launching the SACE in Cambodia with the Australia Cambodia Education Academy (AusCam Academy), celebrated at events by Her Excellency the Honourable Frances Adamson AC, Governor of South Australia and the Australian Ambassador to Cambodia, Mr Derek Yip.

The SACE footprint in China grew with Haileybury Senior School Tianjin commencing SACE Stage 1 in August 2025. New digital platforms were also introduced (including WeChat in China) and partnerships were enhanced through a keynote at the 2025 TISSL Leadership Conference in Sri Lanka. Additionally, SACE International launched Communities of Practice in three subject areas to foster collaboration and knowledge sharing across its network.

Continuous improvement and operational excellence

Alongside strategic reform, we made targeted improvements to business systems and processes to support schools, teachers, and assessment panel members. Initiatives such as enhanced onboarding and piloting in-person moderation training strengthened assessment quality and consistency and supported the integrity of SACE results.

Looking ahead

As we move into 2026, the SACE Board is well positioned to build on the strong work achieved this year. With the full implementation of AIF, continued Subject Renewal, progression of the Capabilities Feasibility program, and ongoing partnership with educators, communities, and stakeholders, we remain committed to delivering a senior secondary qualification that is innovative, inclusive, and future-focused.

I thank our Board members, staff, educators, students, and stakeholders for their continued collaboration and leadership throughout the year. Together, we are ensuring the SACE stays a robust, trusted and empowering qualification for young people in South Australia and beyond.



Hassan Mekawy

Acting Chief Executive

SACE Board of South Australia

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Overview: about the agency

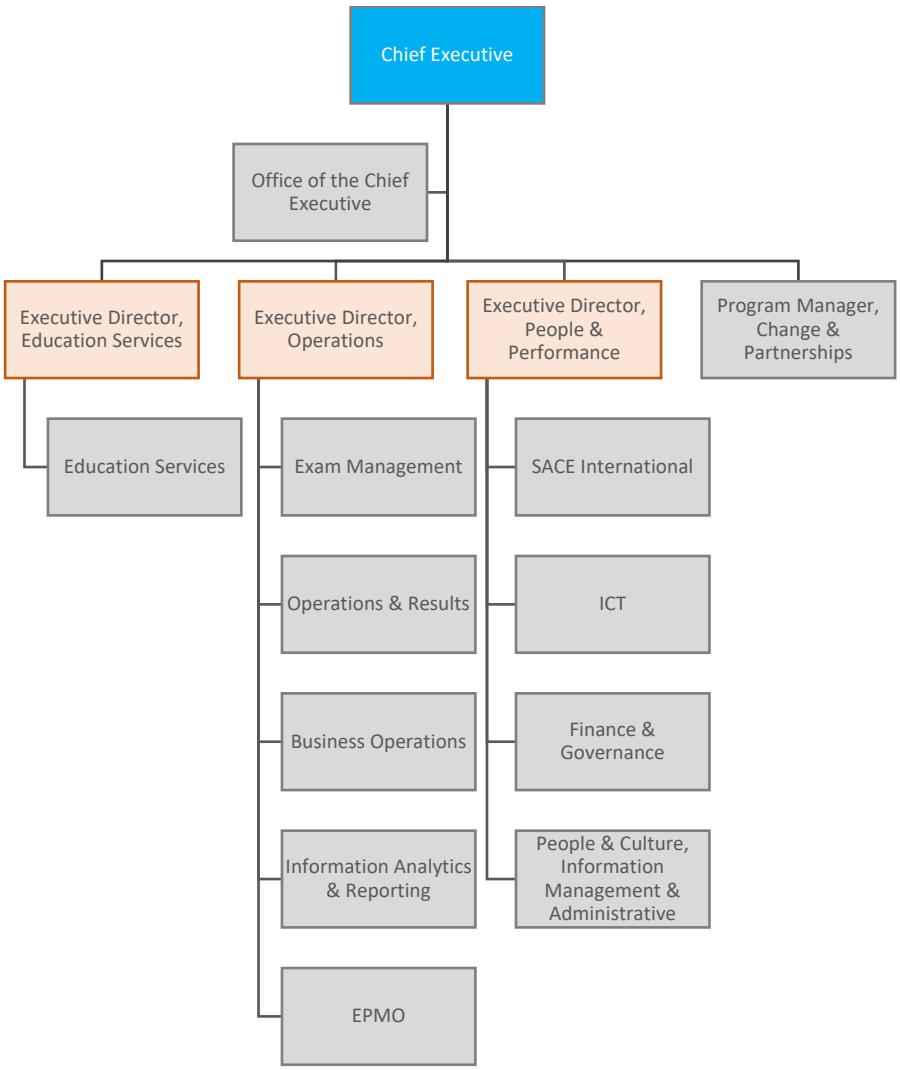
Our strategic focus

Our Purpose	Shaping Education so that Students Thrive.
Our Vision	To provide young people with the skills, capabilities, knowledge, and understanding that will help them live, connect, learn, and earn well throughout their lives.
Our Values	The SACE Board of South Australia upholds the public sector values through its decisions, actions, and interactions. In addition, we are committed to our agency values: • Connecting with purpose • Respecting one another • Finding better ways • Working with the unknown
Our functions, objectives and deliverables	The *SACE Board Strategic Plan 2024-2027* focuses on building a qualification that provides young people with the skills, capabilities and knowledge to flourish in a changing and unpredictable world. The SACE Board Strategic Plan has three key priorities: • A Qualification for a Changing World – To maintain and further develop a qualification through which students can thrive and which provides evidence of their knowledge, skills, capabilities, and attributes that will connect them to tertiary education, industry sectors, and other pathways. • Engine Room - Genuinely partnering for results delivery, while ensuring systems and processes are solid and teachers and leaders are supported through continuity and stability. • Bold Leadership – To maintain and further develop the SACE Board as a leader in education and as an exemplary public service agency. We seek to be agile in work, collaborative in approach and to have a beneficial impact on education for our young people. The SACE Board functions include: • maintaining the South Australian Certificate of Education (SACE) qualification, ensuring that it provides for the learning to which students are entitled on leaving school and for a successful transition to their next step, whether that be employment, a traineeship or apprenticeship, or a pathway through TAFE or university

	• determining the requirements for the achievement of the SACE and assessing achievement, and developing those requirements over time in response to the changing needs of students, employers, and the wider community • accrediting subjects and courses and approving learning frameworks. • maintaining records of assessments or achievements • supporting educators and influencing stakeholders to ensure that the intended impact and value of students' education is achieved.

Our organisational structure

SACE Board organisational structure as at 31 December 2025.



A Board and three standing committees oversee the governance of the SACE Board of South Australia.

The Board

The Board consists of 11 members nominated by the Minister and appointed by the Governor of South Australia, along with the Chief Executive (ex officio). Membership of the Board is by expression of interest and, as per section 8(2) of the *SACE Board of South Australia Act 1983*, Board membership comprises persons who:

(a) together provide a broad range of backgrounds that are relevant to the activities and interests of the Board; and

(b) together have the abilities, knowledge and experience necessary to enable the Board to carry out its functions effectively.

Board members

Name	Position	Term dates	Number of meetings (2025)
Michaela Bensley	Chief Executive		5
Ruth Blenkiron	Presiding Member	09/03/2023 to 30/04/2026	5
Pamela Ronan	Deputy Presiding	01/07/2024 to 21/09/2025	5
Timothy Browning	Board Member	01/07/2021 to 30/06/2027	6
Eliza Chui	Board Member	01/07/2021 to 28/02/2025	0
Georgette Elston	Board Member	11/12/2023 to 10/12/2026	6
Jayne Heath	Board Member	13/11/2025 to 01/11/2027	0
Becky Hirst	Board Member	13/11/2025 to 01/11/2027	1
Eva Kannis-Torry	Board Member	25/07/2024 to 30/06/2027	6
Diarmid Lee	Board Member	11/12/2023 to 10/12/2026	6
Daniel Lynch	Board Member	25/07/2024 to 30/06/2027	6
Peter Prest	Board Member	01/07/2024 to 30/06/2026	6
Marilyn Sleath	Board Member	11/12/2023 to 21/09/2025	5
Ben Temperly	Board Member	25/07/2024 to 30/06/2027	6

The Standing Committees

Finance, Risk and Compliance Standing Committee

The Finance, Risk and Compliance Standing Committee oversees the SACE Board's budget, monitors its financial performance, supervises internal and external risk management and the SACE Board's audit strategies.

Accreditation, Recognition and Certification Standing Committee

The Accreditation, Recognition and Certification Standing Committee recommends to the Board the accreditation of subject outlines and the recognition towards the SACE of courses delivered and quality assured by schools, institutions, and other authorities and organisations.

Governance and Nominations Standing Committee

The Governance and Nominations Standing Committee supports the Board by providing advice and recommendations on governance arrangements, structures, and processes to ensure compliance with the *SACE Board of South Australia Act 1983* and associated regulations. The Committee oversees the impact of new and amended legislation on the SACE Board and considers proposals to establish, amend, or abolish policies that require Board approval.

Changes to the agency

In 2025, the agency's objectives remained unchanged. There was, however, a change in the Executive structure. The SACE Board now operates with management responsibilities shared between three Executive Directors working alongside the Chief Executive in the Executive Team.

A new standing committee was introduced — the Governance and Nominations Standing Committee — which considers the impact of new and amended legislation on the SACE Board.

Our Minister



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

Minister Boyer represents the electorate of Wright in Adelaide's North-Eastern suburbs.

Our Executive Team



Chief Executive Michaela Bensley leads the SACE Board of South Australia. Michaela is accountable for the leadership and management of the SACE Board of South Australia's policies and the provision of its curriculum, assessment, certification, reporting, and data and information services.



Sam Mill, Executive Director People and Performance, has responsibility for the strategic leadership and management of the agency's corporate services functions, finance, procurement, people, and governance, as well as executive oversight of SACE International.



Hassan Mekawy, Executive Director Education Services, has responsibility for strategic development, recognition and implementation of curriculum, assessment, and quality assurance.



Claire Tola, Executive Director Operations Transformation and Enterprise Portfolio Manager, has responsibility for strategic operations, the operating model, and project delivery.

Legislation administered by the agency

- *SACE Board of South Australia Act 1983*
- SACE Board of South Australia Regulations 2023

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

- Department for Education
- TAFE SA
- Teachers Registration Board
- Education Standards Board
- South Australian Skills Commission

The agency's performance

Performance at a glance

During 2025, the SACE Board of South Australia led a range of programs, initiatives, policies, and activities to achieve its priorities.

- Implemented improvements to enhance assessment panellist's experience and to strengthen collaboration. These changes were designed to support panel members more effectively in their assessment work and included the introduction of new onboarding training modules.
- Held in-person SACE coordinator information sessions in Adelaide, Mount Gambier, and Port Lincoln and online sessions for SACE coordinators in Northern Territory and SACE International schools. The sessions allowed the SACE Board to consolidate the partnership with SACE coordinators and use their feedback and insights in the co-design of system improvements.
- Delivered system-wide implementation of the compulsory SACE subjects, Stage 1 Exploring Identities and Futures (EIF) and Stage 2 Activating Identities and Futures (AIF).
- Implemented system-wide Recognition of Aboriginal Cultural Knowledge and Learning.
- Launched a comprehensive subject renewal program to revitalise 57 subjects at Stage 1 and Stage 2.
- Completed the fourth pilot phase of the Capabilities and Learner Profile Program and launched the next phase, Capabilities within the SACE – A Feasibility Program (2026–27).
- Executed a stakeholder engagement plan to collaborate with key stakeholders, including the three schooling sectors.
- Invested in professional learning with global education futurist Charles Fadel to rethink the design of learning experiences that will foster critical thinking, ethical reasoning, and adaptability through the thoughtful application of AI.
- Hosted the annual conference of the Australasian Curriculum, Assessment and Certification Authorities (ACACA), bringing together SACE Board counterparts from interstate and New Zealand.
- Launched a comprehensive Learning and Wellbeing program for all staff, including two student mentoring events, AUSLAN workshop, LGBTIQA+ diversity workplace workshop, corporate health insurance, and an Emerging Leaders program.
- Successfully implemented and optimised a financial model for SACE International to support accurate forecasting, performance monitoring, and informed decision-making.

A snapshot of achievements for South Australia's class of 2025 include:

- 17,243 students completed the SACE.
- 3,546 students completed a VET Certificate III as part of their SACE.
- 497 Aboriginal students completed the SACE.
- 62 Aboriginal students also completed a VET Certificate III in their SACE studies.
- 48 Aboriginal students also received recognition for Aboriginal Cultural Knowledge and Learning.
- 1,468 merit certificates were awarded to 1,221 students for outstanding achievement in Stage 2 subjects.
- 581 students completed the SACE by studying at least one modified subject. Modified subjects meet the learning needs of students with a significant impairment in intellectual functioning or adaptive behaviours.

The following tables summarise the objectives, indicators and performance for the SACE Board of South Australia for the 2025 year.

Agency objectives	Indicators	Performance
Assessment and quality assurance	Progress electronic assessment for marking, moderation, and examination. Subjects have a stronger focus on new technology and 21st century learning. Students have the flexibility to present assignments in various modes and file types. Increased use of online tools to facilitate better collaboration with schools outside metropolitan Adelaide; teachers can undertake learning at times that suit them. Teachers interpret and apply performance standards consistently to students' work.	• Successfully delivered and marked 15 electronic examinations. • Received submissions and moderated all Stage 2 subjects online. • Provided online courses for teachers on calibration of standards. • Successfully delivered a hybrid online quality assurance process for Stage 1 Moderation. • Trained all SACE Board appointed assessors with reference to the performance standards, so that students in all classes across all schools received comparable grades. • Successfully delivered front-loaded quality assurance methods that enhance student learning outcomes, provide better feedback, and help build teachers' capability. • Implemented improvements in processing assessment and results to increase automation.

Agency objectives	Indicators	Performance
Professional learning and support for teachers	A high-quality teaching workforce. Strengthen and further develop educators' expertise in assessment and pedagogical practice. Changes to teacher practice that improves student learning.	• Provided curriculum and assessment professional learning by offering over 140 online professional learning courses. • Implemented an online professional learning and collaboration platform for teachers and established an online community of practice for 1,200 Stage 2 "Activating Identities and Futures" teachers. • Delivered a series of regional and metro, in-person and online workshops to over 450 SACE coordinators. • Delivered a seminar on education for the age of artificial intelligence with Charles Fadel for over 160 educators. • Delivered professional learning with a strategic focus on supporting SACE International teachers with high enrolment subjects. • Delivered a community assessor training workshop to over 60 assessors including teachers.
Curriculum development and support	Innovate SACE curriculum, assessment, and quality assurance to ensure the SACE suitably prepares young people for work, life, and future pathways. Increased recognition among South Australians of the SACE as a high-quality international secondary-school qualification. An education system that defines success through the development of capabilities alongside their curriculum achievement.	• Progressed through a comprehensive program of subject renewal to ensure all SACE subjects reflect our rapidly changing world. • Approved and implemented Recognition of Aboriginal Cultural Knowledge and Learning. • Completed the pilot phase of the Capabilities and Learner Profile Program and launched the next phase, Capabilities within the SACE – A Feasibility Program (2026–27).

Agency objectives	Indicators	Performance
Community and stakeholder engagement	Build capacity to listen and respond to stakeholders through research, and new systems and processes. Increased recognition among South Australians of the SACE as a qualification that entitles students to thrive.	• Communicated SACE relevance and value to the community through public events, media, and marketing, including the SACE Merit Ceremony, SACE Art Show, and the results release media event. • Continued the monthly communications, *The Standard*, with the latest news and updates from the SACE Board. • Delivered 10 SACE coordinator sessions. • Established Subject Renewal Groups (SRGs) for 57 subjects involving over 530 teachers from a range of school locations, sectors and experience. • Facilitated over 190 SRG co-design engagements. • Facilitated subject renewal consultation and engagements with over 80 SACE Lead Practitioners and 50 subject association representatives. • Facilitated three meetings of the SACE Operations Group involving nominated sector leader representatives. • Facilitated five meetings of the Sector Monitoring Evaluation and Learning Group involving nominated sector leader representatives. • Facilitated learning events for the first-year implementation of Stage 2 Activating Identities and Futures, Subject Renewal program and the fourth Learner Profile and Capabilities pilot, involving over 100 stakeholders, including sector leaders, students, and teachers. • Continued partnership and collaboration with the Northern Territory Department of Education. • Continued consultative approach with the Australian Education Union in quarterly meetings throughout the year

Agency objectives	Indicators	Performance
SACE International	Deliver sustainable growth in SACE Board revenue by exporting the SACE value proposition to students and school internationally.	• Managed 27 accredited SACE schools delivering the SACE to 1,270 students across seven countries, including China, Vietnam, Malaysia, Sri Lanka, Cambodia, New Caledonia, and Vanuatu, delivering $2.4 million in gross revenue. • Established new digital platforms and content, including WeChat in China, to build SACE brand awareness and increase student enrolments in the SACE International school network. • Launched the SACE in Cambodia with the Australia Cambodia Education Academy (AusCam) through events attended by Her Excellency the Honourable Frances Adamson AC, Governor of South Australia, Australian Ambassador to Cambodia Mr Derek Yip, and the Cambodian Minister for Education, Youth and Sports His Excellency Dr Hangchuon Naron. • Extended the SACE footprint in China by offering the SACE at Haileybury Senior School Tianjin, commencing Stage 1 in August 2025. • Partnered with the Association of International Schools of Sri Lanka (TISSL) and contributed a keynote presentation at the 2025 TISSL Leadership Conference in Negombo, building the SACE brand in Sri Lanka. • Established SACE International Communities of Practice in three subject areas, providing SACE International teachers with an online platform to strengthen professional collaboration and knowledge sharing across the SACE International school network.

Corporate performance summary

During 2025, the SACE Board of South Australia led a range of corporate and operational initiatives and activities. Highlights include:

- The SACE Board advanced a comprehensive program of strategic initiatives to deliver on the *SACE Board Strategic Plan 2024–2027*, achieving strong alignment with organisational priorities and Board-approved objectives. Progress was tracked across multiple workstreams with evidence of milestone achievement, resource efficiency, and impact.
- SACE Board delivered an extensive and highly effective stakeholder engagement program with activities reaching a total of 2,311 educators and leaders through a diverse range of events.
- Progressed implementation of the organisation's *Innovate Reconciliation Action Plan*.
- Implementation of a formal year-long development program for senior managers and those identified as emerging leaders to support leadership development and succession planning.
- Developed financial and procurement literacy and engagement across the SACE Board through effective business partnering, supporting informed decision-making, and delivering key initiatives in 2025.
- Commitment to strengthening the employee lifecycle addressing attraction, retention, onboarding, development, engagement, performance, and transition.
- Supported by a disciplined operating model and strong cross-functional collaboration, delivery was accelerated across 5 strategic multi-year programs and 17 projects. This represented 80% of the effort invested in direct stakeholder impacts. In parallel, we advanced 42 internal initiatives that elevated operational excellence and reinforced the foundations for the next phase of the strategic plan.

Employment opportunity programs

Program name	Performance
Disability Employment	During 2025, the SACE Board did not engage any individuals via the Disability Employment Program.
Aboriginal Employment	During 2025, the SACE Board did not engage any individuals via the Employment Programs.
Graduate Program	During 2025, the SACE Board did not engage any individuals via the Graduate Program.

Agency performance management and development systems

Performance management and development system	Performance
All employees are required to take part in a formal performance management and development discussion with their manager biannually	80% of SACE Board of South Australia employees participated in a performance and development review within the past 12 months, covering two performance cycles (January to June and July to December).

Work health, safety and return to work programs

Program name	Performance
Work health and safety management	The SACE Board of South Australia completed the following initiatives to meet our legislative requirements: • Quarterly Work, Health and Safety (WHS) committee meetings with employees and certified Health Safety Representatives (HSRs) for consultation, representation, and participation on WHS matters as they relate to the SACE Board. • Annual workplace inspection. • WHS training and information sharing.
Injury management	The SACE Board of South Australia continued its Service Level Agreement with the Department for Education for provision of injury management services.
Employee Assistance Program	An Employee Assistance Program (EAP) is available to support employees and their families. A total of 23 consultations were conducted, comprising 18 consultations for staff members and 5 for family members.
Health and wellbeing	A focus on health and wellbeing included: • a Learning and Wellbeing program open to all employees • staff trained as Mental Health First Aiders • flu vaccinations offered to all employees • ergonomic assessments conducted by an external occupational therapist made available to employees on request.

Workplace injury claims	2025	2024	% Change (+ / –)
Total new workplace injury claims	0	0	0%
Fatalities	0	0	0%
Seriously injured workers*	0	0	0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	0	0	0%

*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* (section 22).

Work health and safety regulations	2025	2024	% Change (+ / –)
Number of notifiable incidents (*Work Health and Safety Act 2012, Part 3)*	0	0	0%
Number of provisional improvement, improvement and prohibition notices (*Work Health and Safety Act 2012,* sections 90, 191 and 195)	0	0	0%

Return to work costs**	2025	2024	% Change (+ / –)
Total gross workers compensation expenditure	$0.00	$178.00	–178%
Income support payments – gross	$0.00	$0.00	0%

**Before third-party recovery.

Data for previous years is available at: SACE Board of South Australia – Organisations – data.sa.gov.au

Executive employment in the agency

Executive classification	Number of executives
Executive Level C (Not SAES)	1
Executive Level B (Not SAES)	1
Executive Level A (Not SAES)	2

Data for previous years is available at: SACE Board of South Australia – Organisations – data.sa.gov.au

The Office of the Commissioner for Public Sector Employment has a webpage titled, Workforce Information 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 summary of the overall financial position of the agency. Full audited financial statements for 2025 are attached to this report.

Statement of Comprehensive Income	2025 Budget $000s	2025 Actual $000s	Variation $000s	2024 Actual $000s
Total Income	23 460	25 466	2 006	25 051
Total Expenses	23 062	25 249	(2 187)	25 345
Net Result	**398**	**217**	**(181)**	**(294)**
Total Comprehensive Result	**398**	**217**	**(181)**	**(294)**

Statement of Financial Position	2025 Budget $000s	2025 Actual $000s	Variation $000s	2024 Actual $000s
Current assets	24 194	21 753	2 441	21 243
Non-current assets	5 717	5 877	(161)	6 369
Total assets	**29 910**	**27 630**	**2 280**	**27 612**
Current liabilities	5 477	3 078	2 399	3 213
Non-current liabilities	2 135	2 212	(77)	2 276
Total liabilities	**7 612**	**5 290**	**2 322**	**5 489**
Net assets	**22 299**	**22 340**	**(41)**	**22 123**
Equity	**22 299**	**22 340**	**(41)**	**22 123**

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	$14,415

Consultancies with a contract value above $10,000 each

Consultancies	Purpose	Actual payment
Miller Hill & Partners Pty Ltd	ACACA national brand consultation	$15,995
Evolve Strategy & Performance Pty Ltd	Strategy and performance review of SACE Board	$21,000
University of Adelaide	Exam marking tool investigation	$40,000
	Total	$76,995

Data for previous years is available at: SACE Board of South Australia – Organisations – data.sa.gov.au

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

Contractors with a contract value below $10,000

Contractors	Purpose	$ Actual payment
All contractors below $10,000 each – combined	Various	$ 59,352

Contractors with a contract value above $10,000 each

Contractors	Purpose	$ Actual payment
Bentley's (SA) Pty Ltd	Professional services, crisis management and ICT audit	$ 13,062
Blue Crystal Solutions	Cloud application services	$ 87,674
Braw Media	Project videography	$ 20,973

Contractors	Purpose	$ Actual payment
Charles Fadel	Professional services consultation, ACACA	$ 50,611
Clear Horizon Consulting Pty Ltd	SACE MEL Partnership	$ 15,000
Conigrave Consulting	Design and Facilitation of Faculty Manager team development	$ 15,000
CyberCX Pty Ltd	Security testing services	$ 85,275
DBusiness Pty Ltd	Event management services	$ 50,618
Deloitte Touche Tohmatsu	SACE Board internal audit services	$ 79,284
Fragile to Agile	Software architectural services	$ 45,963
Hannan & Partners	Business continuity and management review	$ 44,714
Hays Specialist Recruitment (Australia) Pty Ltd	Recruitment of temporary staff	$ 205,315
Hughes Public Relations Pty Ltd	Communication management	$ 45,636
Kimberley Wanganeen Consultancy Pty Ltd	Cultural Safety Audit	$ 12,150
Mark Neill	Policy and Procedure review	$ 15,280
Miller Hill Partners Pty Ltd	ACACA international working group national brand strategy	$ 11,425
mwah. Making Work Absolutely Human	Senior leadership training services	$ 12,250
Ochre Dawn Creative Industries Pty Ltd	Customised creation of First Nation artwork	$ 13,050
Paxus Australia Pty Ltd	Recruitment and temporary staff	$ 50,622

Contractors	Purpose	$ Actual payment
Randstad Pty Ltd	Recruitment and temporary staff	$ 112,081
Robert Walters Pty Ltd	Recruitment and temporary staff	$ 38,748
Saxton Speakers Bureau Pty Ltd	Speaker fee for staff development and strategy day	$ 10,499
Talent International (SA) Pty Ltd	Recruitment and temporary staff	$ 135,430
Scope Training and Consultancy	Internal framework review and procurement / contract management training	$ 20,125
TR3 Recruitment Ltd	Recruitment and temporary staff	$ 25,300
	Total	$ 1,216,085

Data for previous years is available at: SACE Board of South Australia – Organisations – data.sa.gov.au

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

Risk Management is an integral part of the SACE Board's operations. The *Risk Management Framework* and *Risk Management Policy* are provided to all staff via the intranet.

Risk and audit items are reported through the Finance, Risk and Compliance Standing Committee (FRCSC). FRCSC focuses on the SACE Board's budget, financial performance, risk management, and oversight of the audit strategies. FRCSC has five committee members who are external to the SACE Board and six committee observers who are employees of the SACE Board.

Fraud detected in the agency

Category or nature of fraud	Number of instances
Nil	–

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

Strategies implemented to control and prevent fraud

The SACE Board has strategies in place to prevent fraud, including:

- The SACE Board adopts the *South Australian Public Sector Fraud and Corruption Control Policy* issued by the Office of the Commissioner for Public Sector Employment. The SACE Board Fraud and Corruption Prevention Policy applies to all SACE Board employees, contractors, consultants and service providers. The policy formalises and communicates the processes and systems in place for preventing, detecting, managing and reporting fraud and corruption.
- Staff are aware of their obligations under the *SACE Board of South Australia Act 1983* and the *Code of Ethics for the South Australian public sector*.
- The SACE Board, through the agency intranet, email, and other forms of communication, keeps staff informed of integrity activities including, if necessary, the need to reinforce the standards of professional conduct expected of every employee.
- Appropriate segregation of duties — the SACE Board implements controls that ensure individual employees are unable to complete transactions involving procurements, purchase requisitions, and payments to suppliers without approval from a second authorised employee.
- Monthly reconciliations of balance sheet accounts are reviewed according to segregation of duties to facilitate independent review.

- Post-transaction review — regular reconciliations of financial accounts and cash transactions are undertaken. Monthly comparisons of actual financial performance with budget are undertaken by management and variances are investigated and reported to the FRCSC.
- Financial management compliance program — an annual survey, under the authority of the Chief Executive, to review, document and report on the agency's internal controls and their effectiveness relating to critical functions and processes, including the management and control of fraud, corruption, and maladministration risks within the SACE Board.

Data for previous years is available at: SACE Board of South Australia – Organisations – data.sa.gov.au

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*: Nil.

Data for previous years is available at: SACE Board of South Australia – Organisations – data.sa.gov.au

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

Reporting required under any other act or regulation

Act or Regulation	Requirement
SACE Board of South Australia Act 1983	**Part 3 Section 20—Report** (1) The Board must, on or before 31 March in each year, deliver to the Minister a report of its operations during the period of 12 months that ended on the preceding 31 December. (1a) The report must— (a) incorporate the audited accounts of the Board for the relevant year; and (b) include a specific report on the consultation processes that the Board has established or used for the purposes of this Act during the relevant year, including an assessment of the extent to which those processes have assisted the Board in the performance of its functions; and (c) contain any other information required by this Act. (2) The Minister must, within 14 sitting days after receiving a report under this section, cause a copy of the report to be laid before each House of Parliament.

Section 20(1a)(b) – Report on the Consultation Process used during 2025

This report highlights the consultation process that the Board established and used during 2025 to commission the development and review of courses and subjects.

The report also provides an assessment of the extent to which those processes assisted the Board in the performance of its functions.

1. Consultation undertaken by project

The following table highlights each project undertaken, the stakeholders engaged, consultation methods used, the level of engagement, feedback collected and the degree to which the engagement assisted the Board to perform its functions.

Project	Stakeholder	Methods	Levels of engagement	Feedback collected	Level of assistance
Subject Renewal	Students Teacher Lead Practitioners Subject Associations	Surveys Focus groups Co-design	Inform, consult, and collaborate	Ideas for subject renewal Feedback on the impact of subject renewal prototypes on student learning and teacher practice Lead practitioner and subject association representative feedback on the impact of subject improvements on teacher practice, operations and assessment	Assisted the Board to learn which subject renewal drivers have the most impact on student learning and teacher practice. Assisted the Board to review the roadmap for longer term subject transformation.
Capabilities and Learner Profile Pilot 4	Pilot school teachers and students	Monitoring, Evaluation and Learning (MEL) Plan, including quantitative and qualitative evaluation methods	Consult and collaborate	Feedback from pilot schools on the barriers and enablers of assessing student capabilities and representing them visually as a learner profile	Assisted the Board to recognise emerging challenges and launch the next phase, Capabilities within the SACE – A Feasibility Program (2026–27).
Stage 2 Activating Identities and Futures	Stage 2 Activating Identities teachers and students	Monitoring, Evaluation and Learning (MEL) Plan, including quantitative	Consult and collaborate	Feedback from students and teachers on the change impact of Stage 2 Activating	In progress

		and qualitive evaluation methods		Identities and Futures on student learning and teacher practices and opportunities for improvement	

2. Assessment of Effectiveness

Refer to the table above detailing the engagement process, feedback collected and the level of assistance the engagement provided the Board to ensure decisions were well-informed and reflected the needs and perspectives of stakeholders.

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	1
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	1
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	Nil
Communication	Communication quality	Inadequate, delayed, or absent communication with customer	Nil
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	Nil
Service delivery	Systems and technology	System offline; inaccessible to customer; incorrect result or information provided; poor system design	Nil
Service delivery	Access to services	Service difficult to find; location poor; facilities or environment poor standard; not accessible to customers with disabilities	Nil
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	4
Policy	Policy application	Incorrect policy interpretation; incorrect	1

Complaint categories	Sub-categories	Example	Number of complaints
		policy applied; conflicting policy advice given	
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	Nil
Service quality	Information	Incorrect, incomplete, out-dated or inadequate information; not fit for purpose	Nil
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	Nil
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	Nil
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service or premises; poor cleanliness	Nil
Service quality	Service responsiveness	Service design does not meet customer needs; poor service fit with customer expectations	3
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	Nil
		Total	10

Additional Metrics	Total
Number of positive feedback comments	Nil
Number of negative feedback comments	3
Total number of feedback comments	3
% complaints resolved within policy timeframes	100%

Data for previous years is available at: SACE Board of South Australia – Organisations – data.sa.gov.au

Service Improvements

The SACE Board has in place, mechanisms which enable stakeholders and customers to make enquiries, provide feedback, and submit grievances.

Channels available to provide feedback, make enquiries and access policy information include:

- Complaints, feedback and enquiries form via the SACE Board website.
- Direct email feedback and requests via the AskSACE platform.
- Direct telephone requests via the AskSACE customer service team.
- Policy information is accessible on the SACE Board website.

The *Procedures for Assessment related grievances, appeals, and investigations* includes processes for submitting assessment related grievances, appeals, and investigations.

A Complaints Management Policy and supporting procedure was implemented in 2024.

Compliance Statement

SACE Board of South Australia is compliant with Premier and Cabinet Circular *PC039 – Complaint Management in the South Australian Public Sector*	Y
SACE Board of South Australia has communicated the content of PC039 and the agency's related complaints policies and procedures to employees. *The SACE Board policies and procedures for grievances are communicated to staff, in addition to the roles and responsibilities of team members who deliver services via the AskSACE mechanisms.*	Y

Appendix: Audited financial statements 2025

INDEPENDENT AUDITOR'S REPORT

Government of South Australia
Audit Office of South Australia

Level 9
State Administration Centre
200 Victoria Square
Adelaide SA 5000
Tel +618 8226 9640
ABN 53 327 061 410
enquiries@audit.sa.gov.au
www.audit.sa.gov.au

To the Presiding Member
SACE Board of South Australia

Opinion

I have audited the financial report of the SACE Board of South Australia (the SACE Board) for the financial year ended 31 December 2025.

In my opinion, the accompanying financial report gives a true and fair view of the financial position of the SACE Board of South Australia as at 31 December 2025, its financial performance and its cash flows for the year then ended in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards – Simplified Disclosures.

The financial report comprises:

- a Statement of Comprehensive Income for the year ended 31 December 2025
- a Statement of Financial Position as at 31 December 2025
- a Statement of Changes in Equity for the year ended 31 December 2025
- a Statement of Cash Flows for the year ended 31 December 2025
- notes, comprising material accounting policy information and other explanatory information
- a Certificate from the Presiding Member, the Acting Chief Executive and the Executive Director People and Performance.

Basis for opinion

I conducted the audit in accordance with the *Public Finance and Audit Act 1987* and Australian Auditing Standards. My responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial report' section of my report. I am independent of the SACE Board. The *Public Finance and Audit Act 1987* establishes the independence of the Auditor-General. In conducting the audit, the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* have been met.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Chief Executive and the SACE Board for the financial report

The Chief Executive is responsible for the preparation of the financial report that gives a true and fair view in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards – Simplified Disclosures, and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive is responsible for assessing the entity's ability to continue as a going concern, taking into account any policy or funding decisions the government has made which affect the continued existence of the entity. The Chief Executive is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

The SACE Board is responsible for overseeing the entity's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987* and section 19A of the *SACE Board of South Australia Act 1983,* I have audited the financial report of the SACE Board for the financial year ended 31 December 2025.

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the SACE Board's internal control

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive
- conclude on the appropriateness of the Chief Executive's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

My report refers only to the financial report described above and does not provide assurance over the integrity of electronic publication by the entity on any website nor does it provide an opinion on other information which may have been hyperlinked to/from the report.

I communicate with the Chief Executive and the SACE Board about, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during the audit.



Daniel O'Donohue
Deputy Auditor-General

31 March 2026

SACE Board of South Australia
Annual Financial Statements for the year ended 31 December 2025

SACE Board of South Australia
Statement of Comprehensive Income
for the year ended 31 December 2025

	Note	2025 $'000	2024 $'000
Income			
Intra-government transfers	2.1	17,703	17,230
Fees and charges	2.2	48	59
Sales of goods and services	2.3	6,113	6,351
Resources received free of charge	2.4	162	139
Replacement teachers' write-back	2.5	81	56
Other income	2.6	1,359	1,216
Total income		**25,466**	**25,051**
Expenses			
Employee related expenses	3.3	16,100	16,097
Supplies and services	4.1	7,654	7,504
Depreciation and amortisation	5.1	1,443	1,377
Replacement teachers' expense	4.2	52	367
Total expenses		**25,249**	**25,345**
Net result		**217**	**(294)**
Total comprehensive result		**217**	**(294)**

The accompanying notes form part of these financial statements.
The net result and total comprehensive result are attributable to the SA Government as owner.

SACE Board of South Australia
Annual Financial Statements for the year ended 31 December 2025

SACE Board of South Australia
Statement of Financial Position
as at 31 December 2025

	Note	2025 $'000	2024 $'000
Current Assets			
Cash and cash equivalents	6.2	20,943	20,444
Receivables	6.3	810	799
Total current assets		**21,753**	**21,243**
Non-current Assets			
Receivables	6.3	9	12
Plant and equipment	5.2	352	653
Intangible assets	5.3	5,516	5,704
Total non-current assets		**5,877**	**6,369**
Total assets		**27,630**	**27,612**
Current Liabilities			
Payables	7.2	358	608
Contract liabilities	2.3	784	589
Employee related liabilities	3.4	1,752	1,703
Replacement teachers	7.3	149	282
Provisions	7.4	35	31
Total current liabilities		**3,078**	**3,213**
Non-current Liabilities			
Payables	7.2	4	-
Employee related liabilities	3.4	1,762	1,839
Provisions	7.4	446	437
Total non-current liabilities		**2,212**	**2,276**
Total liabilities		**5,290**	**5,489**
Net assets		**22,340**	**22,123**
Equity			
Retained earnings		22,340	22,123
Total equity		**22,340**	**22,123**

The accompanying notes form part of these financial statements.
The total equity is attributable to the SA Government as owner.

SACE Board of South Australia
Annual Financial Statements for the year ended 31 December 2025

SACE Board of South Australia
Statement of Changes in Equity
for the year ended 31 December 2025

	Note	Retained Earnings $'000	Total Equity $'000
Balance at 1 January 2024		22,417	22,417
Net result for 2024		(294)	(294)
Total comprehensive result for 2024		(294)	(294)
Balance at 1 January 2025		**22,123**	**22,123**
Net result for 2025		217	217
Total comprehensive result for 2025		217	217
Balance at 31 December 2025		**22,340**	**22,340**

The accompanying notes form part of these financial statements.
All changes in equity are attributable to the SA Government as owner.

SACE Board of South Australia
Annual Financial Statements for the year ended 31 December 2025

SACE Board of South Australia
Statement of Cash Flows
for the year ended 31 December 2025

	Note	2025 $'000	2024 $'000
Cash Flows from Operating Activities			
Cash Inflows			
Intra-government transfers		17,703	17,230
Sales of goods and services		6,611	7,132
Fees and charges		48	59
Interest received		853	916
GST recovered from the ATO		373	413
Other receipts		649	417
Cash generated from operations		**26,237**	**26,167**
Cash Outflows			
Employee benefit payments		(16,127)	(15,383)
Payments for supplies and services		(8,553)	(8,160)
Replacement teachers		(104)	(137)
Cash used in operations		**(24,784)**	**(23,679)**
Net cash provided by (used in) operating activities		**1,454**	**2,487**
Cash Flows from Investing Activities			
Cash Outflows			
Purchases of intangible assets		(955)	(965)
Purchase of PP&E		-	(47)
Net cash provided by (used in) investing activities		**(955)**	**(1,012)**
Net increase (decrease) in cash and cash equivalents		**499**	**1,475**
Cash and cash equivalents at the beginning of the calendar year		20,444	18,969
Cash and cash equivalents at the end of the calendar year	6.2	**20,943**	**20,444**

The accompanying notes form part of these financial statements.

SACE Board of South Australia
Annual Financial Statements for the year ended 31 December 2025

Notes to the Financial Statements

1. About the SACE Board of South Australia (the SACE Board)

The SACE Board of South Australia is an independent statutory authority established under the *SACE Board of South Australia Act 1983* (the Act). The SACE Board does not control any other entity and has no interests in unconsolidated structured entities. The SACE Board has not entered into any contractual arrangements that involve the sharing of control or significant influence over another entity. The financial statements and accompanying notes include all the controlled activities of the SACE Board.

1.1 Basis of preparation

These financial statements are general purpose financial statements prepared in compliance with:

- section 23 of the *Public Finance and Audit Act 1987*;
- Treasurer's Instructions and Accounting Policy Statements issued by the Treasurer under the *Public Finance and Audit Act 1987*; and
- relevant Australian Accounting Standards, applying simplified disclosures.

For the purposes of preparing the financial statements, the SACE Board is a not-for-profit entity.

The financial statements are prepared based on a 12 month reporting period and presented in Australian currency. The historical cost convention is used unless a different measurement basis is specially disclosed in the note associated with the item measured.

All amounts in the financial statements and accompanying notes are rounded to the nearest thousand dollars ($'000).

Income, expenses, and assets are recognised net of the amount of GST except:

- when the GST incurred on a purchase of goods or services is not recoverable from the Australian Taxation Office, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item applicable; and
- receivables and payables, which are stated with the amount of GST included.

Cash flows include GST in the Statement of Cash Flows.

Assets that are to be sold, consumed or realised as part of the 12 month normal operating cycle have been classified as current assets. Liabilities that are due to be settled within 12 months after the end of the reporting period or for which the department has no right to defer the settlement for at least 12 months after the end of the reporting period are classified as current liabilities. All other assets and liabilities are classified as non-current.

Material accounting policies are set out throughout the notes.

1.2 Objectives and programs

The SACE Board aims to achieve student success through the South Australian Certificate of Education (the SACE), by providing a locally and internationally respected qualification that gives all students the capabilities to move successfully into further learning and work as confident and responsible citizens.

The SACE Board is actively pursuing three key strategic priorities:

- Bold Leader - further develop the SACE Board as a leader in education and as an exemplary public service agency.
- A Qualification for a Changing World - further develop a qualification through which students can thrive and provide evidence of their knowledge, skills, capabilities and other attributes that will connect them to industry sectors and other pathways.
- Engine Room - genuinely partnering for results delivery is at the core of what we do, while ensuring systems and processes are solid and teachers and leaders are supported through continuity and stability.

The main programs of the SACE Board, prescribed by the *Act*, are to:

- establish a qualification to be called the SACE;
- determine the requirements for the achievement of the SACE;
- accredit subjects and courses that will be recognised by the SACE Board as being suitable for the purposes of the SACE;
- assess achievements in or satisfactory completion of subjects or courses;
- assure the quality and suitability of processes and standards used to assess the achievements of students for the purposes of the SACE; and
- prepare and publish information and guidelines in relation to the requirements of the SACE.

The SACE Board is predominantly funded from grants provided by the State Government.

2. Income

2.1 Intra-government transfers

	2025 $'000	2024 $'000
Transfers from the Department for Education	17,703	17,230
Total intra-government transfers	**17,703**	**17,230**

The transfer of funds is recognised as revenue when the SACE Board obtains control over the funding. Intra-government transfers are recognised as income upon receipt.

Total revenues consist of $16,807,000 (2024: $16,360,000) for operational funding and $896,000 (2024: $870,000) for capital projects.

2.2 Fees and charges

Students are charged for replacement certificates. Income is recognised when fees are received.

	2025 $'000	2024 $'000
Regulatory fees	48	59
Total fees and charges	**48**	**59**

2.3 Sales of goods and services

All revenue from the sales of goods and services is revenue recognised from contracts with customers and therefore *AASB 15* has been applied.

	2025 $'000	2024 $'000
Northern Territory Government	2,983	2,910
SACE International Program	2,390	2,773
Overseas students studying in South Australia	740	668
Total sales of goods and services	**6,113**	**6,351**

Northern Territory Government Arrangement

The SACE Board has an exclusive agreement with the Northern Territory Government to have the SACE delivered through all Northern Territory government schools.

This contract includes a number of performance obligations with related transaction prices allocated against each obligation. The majority of the performance obligations are recognised over the academic year as services are provided. The provision of results, being one of the performance obligations, is recognised at a point in time at the end of the academic year.

SACE International Program

SACE International program provides services to schools in China, Vietnam, Vanuatu, Malaysia, New Caledonia, Sri Lanka, and Cambodia to support the provision of the SACE to students who select to undertake it.

Contracts with each school include performance obligations. In such cases, the transaction price is allocated to each obligation to determine when revenue is recognised based on expected work effort. Two components of the transaction price are outlined below:

- A program fee annually charged to the school represents the provision of services to enable the school to offer the courses of study in accredited subjects. This is recognised over the academic year.
- Student fees are charged per student and recognised at completion of the academic year when results are released.

Overseas students studying in South Australia

The SACE Board charges fees to international students who hold a sub-class visa 500 under the *SACE Board of South Australia Regulations 2008*.

The SACE Board has assessed that there is an implied contract between the SACE Board and each student with the performance obligation being the release of results and certificate. The revenue is recognised when the performance obligation is met at the end of the academic year.

Contract balances

	2025 $'000	2024 $'000
Receivables from contracts with customers included in 'Receivables'	18	39
Revenue received in advance	766	550
Total revenue from contracts with customers	**784**	**589**

Under revenue standard *AASB 15 Revenue from Contracts with Customers,* receivables relate to the sales of goods and services from contracts with customers and contract liabilities relate to cash received or receivable from SACE International schools who have prepaid their fees. Revenue from contract liabilities will be earned within the next 12 months.

2.4 Resources received free of charge

	2025 $'000	2024 $'000
Services received free of charge - Shared Services SA	105	84
Services received free of charge - Audit Office of SA	57	55
Total resources received free of charge	**162**	**139**

The resources received free of charge are measured at fair value.

The SACE Board receives accounting services from Shared Services SA free of charge. The SACE Board also receives audit services free of charge from the Audit Office of South Australia relation to work performed under the Public Finance and Audit Act 1987. No other services were provided by the Audit Office of South Australia.

2.5 Replacement teachers' write-back

	2025 $'000	2024 $'000
Replacement teachers' write-back income	81	56
Total Replacement teachers' write-back income	**81**	**56**

The write-back relates to outstanding amounts previously recorded as expenses, for which schools have not sought reimbursement within the allowable claimable timeframe. This write-back is recorded as revenue in the Statement of Comprehensive Income in accordance with accounting standards. Refer to Note 7.3 for additional explanation of the liability for replacement teachers.

2.6 Other income

	2025 $'000	2024 $'000
Miscellaneous income	513	300
Interest on cash and cash equivalents	846	916
Total other income	**1,359**	**1,216**

Miscellaneous income includes the scaling grant, provided by the South Australian Tertiary Admissions Centre (SATAC) for the SACE Board to provide services on their behalf. This revenue has been recognised under *AASB 15* over the academic year and is charged annually.

3. Board, committees and employees

3.1 Key management personnel

Key management personnel of the SACE Board include the Minister, the Chief Executive Officer, Board members, the Deputy Chief Executive Officer, the Director of People and Performance, the Director Education Services and the Director Operations Transformation and Enterprise Portfolio Manager. Total compensation for the SACE Board's key management personnel was $1,441,000 (2024: $1,368,000).

The compensation disclosed in this note excludes salaries and other benefits the Minister for Education, Training and Skills receives. The Minister's remuneration and allowances are set by the Parliamentary Remuneration Act 1990 and the Remuneration Tribunal of SA respectively and are payable from the Consolidated Account (via the Department of Treasury and Finance) under section 6 of the Parliamentary Remuneration Act 1990.

The SACE Board has not identified any material transactions with key management personnel and other related parties during 2025.

3.2 Board and committee members

Members during the 2025 calendar year were:

SACE Board of South Australia
Presiding Member
Ms Ruth Blenkiron
Members
Mr Timothy Browning
Ms Eliza Chui
Ms Georgette Elston
Ms Jayne Heath
Ms Becky Hirst
Ms Eva Kannis-Torry*
Mr Diarmid Lee
Mr Daniel Lynch
Mr Peter Prest
Ms Pamela Ronan
Ms Marilyn Sleath
Mr Ben Temperly*

*These board members are current SA Government employees. In accordance with the Premier and Cabinet Circular 016, government employees did not receive any remuneration for board/committee duties during the calendar year.

Board and committee remuneration

The number of members whose remuneration received or receivable falls within the following bands:	**2025** No.	2024 No.
$0	2	4
$1 to $19,999	10	9
$20,000 to $39,999	1	1
Total number of members	**13**	**14**

The total remuneration received or receivable by members was $134,000 (2024: $150,000). Remuneration of members includes all costs paid/payable to board members, such as sitting fees, superannuation contributions, salary sacrifice benefits, fringe benefits and related fringe benefits tax.

3.3 Employee related expenses

	2025 $'000	2024 $'000
Salaries and wages	9,908	9,621
Casual salaries external assessment	2,157	2,074
Casual salaries moderation	710	656
Casual salaries other	27	41
Long service leave	(17)	459
Annual leave	807	809
Skills and experience retention leave	28	51
Superannuation	1,611	1,518
Board and committee fees	128	134
Other employee related expenses	741	734
Total employee related expenses	**16,100**	**16,097**

Superannuation

The superannuation employment on-cost charge represents the SACE Board's contributions to superannuation plans in respect of current services of current employees.

Employee remuneration

	2025 No.	2024 No.
The number of employees whose remuneration received or receivable falls within the following bands:		
$166,001 to $171,000*	-	1
$171,001 to $191,000	-	1
$191,001 to $211,000	1	2
$211,001 to $231,000	-	1
$231,001 to $251,000	2	1
$251,001 to $271,000	1	-
$331,001 to $351,000	-	1
$351,001 to $371,000	1	-
Total	**5**	**7**

* This band has been included for the purpose of reporting comparative figures based on the executive base level remuneration rate for 2024.

The total remuneration received by those employees for the year was $1,307,000 (2024: $1,560,000).

The table includes all employees whose normal remuneration was equal to or greater than the base executive remuneration level during the year. Remuneration of employees reflects all costs of employment including salaries and wages, payments in lieu of leave, superannuation contributions, salary sacrifice benefits and fringe benefits and any fringe benefits tax paid or payable in respect of those benefits as well as any termination benefits for any employees who have left the department.

3.4 Employee related liabilities

	2025 $'000	2024 $'000
Current		
Accrued salaries and wages	243	120
Annual leave	917	942
Long service leave	137	209
Skills and experience retention leave	61	69
Employment on-costs	394	363
Total current employee related liability	**1,752**	**1,703**
Non-current		
Long service leave	1,595	1,668
Employment on-costs	167	171
Total non-current employee related liability	**1,762**	**1,839**
Total employee related liability	**3,514**	**3,542**

Employee related liabilities are accrued as a result of services provided up to the reporting date that remain unpaid. Apart from long service leave liability, employee related liabilities are measured at nominal amounts.

Long service leave

The long service leave (LSL) liability is measured at the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. The expected timing and amount of long service leave payments are determined through whole-of-government actuarial calculations applied to the SACE Board's employee data. The calculations are based on actuarial assumptions of expected future salary and wage levels, experience of employee departures and periods of services. These assumptions are based on employee data over SA Government entities. The discount rate is reflective of long-term Commonwealth Government bonds.

The yield on long-term Commonwealth Government bonds has increased from 4.25% (2024) to 4.75% (2025).

This increase in the bond yield results in a decrease in the reported long service leave liability.

The current portion of employee related liabilities reflects the amount for which the department does not have the right to defer settlement for at least 12 months after the reporting date. For long service leave, the amount relates to leave approved before year end that will be taken within 12 months, expected amount of leave to be approved and taken by eligible employees within 12 months, and expected amount of leave to be paid on termination to eligible employees within 12 months.

Employment on-costs

Employment on-costs include payroll tax, Return to Work SA levies and superannuation contributions, and are settled when the respective employee benefits that they relate to are discharged.

The SACE Board makes contributions to several South Australian Government and externally managed superannuation schemes. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries, as they have been assumed by the respective superannuation schemes. The only liability outstanding at reporting date relates to any contributions due but not yet paid to either the South Australian Superannuation Board, or non-SA Government funds.

As a result of an actuarial assessment performed by the Department of Treasury and Finance, the estimated proportion of long service leave taken as leave has remained the same in 2025 (44%), and the average factor for the calculation of employer superannuation on-cost has increased in 2025 (12%) from 2024 (11.5%). These rates are used in the employment on-cost calculation. The net financial effect of the changes in the current year is not material. The impact on future periods is impracticable to estimate as the long service leave liability is calculated using a number of assumptions.

4. Expenses

Employee related expenses are disclosed in note 3.3.

4.1 Supplies and services

	2025 $'000	2024 $'000
Office accommodation	1,293	1,215
Computing and communication	1,115	1,065
Shared Services SA charges	129	126
Consultants	91	24
Contractors	1,275	1,625
Printing	198	144
Motor vehicle transport	25	25
Travel and accommodation	240	182
Postage, courier, and freight	174	318
Software	1,508	1,526
Venue hire	227	189
Hospitality	219	206
Equipment hire	205	128
Advertising	171	151
Cleaning	71	107
Staff development	367	157
Impairment loss on receivables	32	3
Other	314	313
Total supplies and services	**7,654**	**7,504**

Office Accommodation

The SACE Board's accommodation is provided by the Department for Infrastructure and Transport under Memoranda of Administrative Arrangement issued in accordance with Government-wide accommodation policies. These accommodation costs are recognised as expenses as they become due, as the arrangements do not meet the definition of a lease set out in AASB 16.

Other

The Audit Office of SA provided services free of charge of $57,000 (2024: 55,000) for work performed under the Public Finance and Audit Act 1987. No other services were provided by the Audit Office of SA.

4.2 Replacement teachers' expense

	2025 $'000	2024 $'000
Temporary replacement teachers	52	367
Total replacement teachers' expense	**52**	**367**

This expense relates to costs incurred by schools for the release of teachers to undertake duties for the SACE Board. The SACE Board issues schools with vouchers entitling them to make a claim for reimbursement of their costs. The expense comprises a total of the amount of claims paid by the SACE Board plus an estimate of the cost of outstanding claims not yet received. The estimate of the cost of claims not yet received is equal to the number of unclaimed vouchers issued to schools at a value per voucher of the average cost per claim in 2025.

See also Note 7.3 for details of the unclaimed funds as at 31 December 2025.

5. Non-financial assets

The SACE Board is required to manage a large range of information, including students' results over many years. Bespoke IT systems deliver the required functionality to manage the integrity of the information. Software is under constant development and enhancement to support the SACE Board's functions, with much of this effort capitalised in accordance with Australian Accounting Standards. The SACE Board does not require significant physical assets to perform its functions.

5.1 Useful life and depreciation

Depreciation and amortisation	2025 $'000	2024 $'000
Equipment	7	5
Leasehold improvements	293	294
Intangible assets	1,143	1,078
Total depreciation and amortisation	**1,443**	**1,377**

All non-current assets with a limited useful life are systematically depreciated/amortised over their useful lives in a manner that reflects the consumption of their service potential.

Useful life

Depreciation and amortisation are calculated on a straight-line basis.

Leasehold improvements are depreciated over the lease term. Owned plant and equipment and intangible assets are depreciated and amortised over the estimated useful life as follows:

Class of asset	Useful Life (Years)
Equipment	3 - 10 years
Computer Equipment	3 - 8 years
Off the Shelf Software	5 - 10 years
Internally Developed Software	5 - 10 years
Leasehold improvements	Lease term

The useful lives of intangible assets are assessed to be either finite or indefinite. The SACE Board only has intangible assets with finite lives.

Review of accounting estimates

Assets' residual values, useful lives and depreciation/amortisation methods are reviewed and adjusted if appropriate, on an annual basis. Changes in the expected life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for prospectively by changing the time period or method, as appropriate.

In 2025, the SACE Board reviewed the useful life of internally developed computer software and did not make any adjustments.

5.2 Plant and equipment

Equipment comprises owned assets.

	2025 $'000	2024 $'000
Leasehold improvements		
Leasehold improvements at fair value	1,659	1,659
Accumulated depreciation at the end of the period	(1,342)	(1,048)
Total leasehold improvements	**317**	**611**
Equipment		
Equipment at cost (deemed fair value)	47	89
Accumulated depreciation at the end of the period	(12)	(47)
Total equipment	**35**	**42**
Computer equipment		
Computer equipment at cost (deemed fair value)	-	475
Accumulated depreciation at the end of the period	-	(475)
Total computer equipment	**-**	**-**
Total plant and equipment	**352**	**653**

Owned equipment with a value equal to or in excess of $10,000 is capitalised, otherwise it is expensed.

Owned equipment is recorded at fair value.

Impairment

There were no indications of impairment, as at 31 December 2025.

Reconciliation 2025	**Leasehold improve-ments** $'000	**Equipment** $'000	**Computer equipment** $'000	**Total** $'000
Carrying amount at 1 January 2025	611	42	-	653
Depreciation	(293)	(7)	-	(300)
Carrying amount at 31 December 2025	**317**	**35**	**-**	**352**

5.3 Intangible assets

	2025 $'000	2024 $'000
Internally developed computer software		
Internally developed computer software	15,890	14,971
Accumulated amortisation	(10,738)	(9,625)
Total Internally developed computer software	**5,153**	**5,346**
Purchased computer software		
Purchased computer software	29	381
Accumulated amortisation	(7)	(274)
Total Purchased computer software	**22**	**107**
Work in progress		
Internally developed computer software	341	251
Total Work in progress	**341**	**251**
Total intangible assets	**5,516**	**5,704**

Intangible assets are initially measured at cost and are tested for indications of impairment at each reporting date. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and any accumulated impairment losses.

The acquisition of or internal development of software is capitalised only when the expenditure meets the definition and recognition criteria and when the amount of expenditure is greater than or equal to $10,000.

The internally developed computer software relates to the SACE Board's Schools Online and Students Online systems. These systems are recorded in the SACE Board's asset register as a consolidated asset with a carrying amount of $5,153,000 and are being amortised with a useful life of 10 years.

Reconciliation 2025

	Internally developed computer software $'000	Other computer software $'000	WIP $'000	Total $'000
Carrying amount at 1 January 2025	5,346	107	251	5,704
Additions	-	-	1,010	1,010
Disposals	-	(54)	-	(54)
Transfers (Work in progress)	920	-	(920)	-
Amortisation	(1,112)	(31)	-	(1,143)
Carrying amount at 31 December 2025	**5,153**	**22**	**341**	**5,516**

6. Financial assets

6.1 Financial assets

	Notes	2025 Carrying amount $'000	2024 Carrying amount $'000
Financial assets			
Cash and equivalents			
- Cash and cash equivalents	6.2	20,943	20,444
Financial assets at amortised cost			
- Receivables	6.3	161	300
Total financial assets		**21,104**	**20,744**

All financial assets are measured at amortised cost.

Receivables as disclosed in this note do not include statutory amounts and prepayments as these are not financial instruments.

6.2 Cash and cash equivalents

	2025 $'000	2024 $'000
Operating account	9,332	9,281
Deposit with SAFA	11,611	11,163
Total cash and cash equivalents	**20,943**	**20,444**

6.3 Receivables

	2025 $'000	2024 $'000
Current receivables		
Contractual receivables		
Receivables from sale of goods and services	65	194
Less: impairment loss on contractual receivables	(7)	-
Overpayment recoveries	56	60
Less: provision for salary overpayments	(23)	(31)
Accrued revenues	70	77
Total contractual receivables	**161**	**300**
Statutory receivables		
GST receivable	38	121
Total statutory receivables	**38**	**121**
Prepayments	611	378
Total current receivables	**810**	**799**
Non-current receivables		
Prepayments	9	12
Total non-current receivables	**9**	**12**
Total receivables	**819**	**811**

Receivables, prepayments and accrued revenues are non-interest bearing. Contractual receivables are held with the objective of collecting the contractual cash flows and they are measured at amortised cost. The GST included as part of the receivables is the net amount recoverable from the ATO.

Contractual receivables
Contractual receivables arise in the normal course of selling goods and services to other government agencies and to the public. Contractual receivables are normally settled within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

Impairment losses relate to contracts with customers external to SA Government.

Statutory receivables
Statutory receivables do not arise from contracts with customers. They are related to taxes and tax equivalents as well as statutory fees and charges. Statutory receivables are recognised and measured similarly to contractual receivables (except impairment) but are not classified as financial assets for disclosure purposes.

Allowance for impairment loss on receivables	**2025** $'000	2024 $'000
Carrying amount at 1 January 2025	31	41
Amounts written off	(33)	(13)
Increase/(decrease) in the allowance	32	3
Carrying amount at 31 December 2025	**30**	**31**

7. Liabilities

Employee benefits liabilities are disclosed in note 3.4.

7.1 Financial liabilities

	Notes	2025 Carrying amount $'000	2024 Carrying amount $'000
Financial liabilities measured at amortised cost			
- Contractual payables	7.2	362	604
- Other financial liabilities (Replacement Teachers)	7.3	149	282
Total financial liabilities		**511**	**886**

All financial liabilities are measured at amortised cost.

7.2 Payables

	2025 $'000	2024 $'000
Current		
Contractual payables	(1)	71
Accrued expenses	359	533
Statutory payables	-	4
Total current payables	**358**	**608**
Non-current		
Unclaimed Monies	4	-
Total non-current payables	**4**	**-**
Total payables	**362**	**608**

Payables and accruals are raised for all amounts owing but unpaid. All payables are non interest bearing.

Contractual Payables
Contractual payables are normally settled within 15 days from the date the invoice is first received. The carrying amount of payables represents fair value due to their short term nature.

Statutory Payables
Statutory payables do not arise from contracts with customers, and include government taxes and equivalents as well as statutory fees and charges.

Statutory payables are carried at cost. They are not financial liabilities.

GST payable
The net amount of GST recoverable from the ATO is included as part of receivables. However, if a net GST payable arises then this amount would be disclosed in this Payables note.

7.3 Replacement teachers

	2025 $'000	2024 $'000
Current		
Temporary replacement teachers	149	282
Total replacement teachers' liability	**149**	**282**

The liability for replacement teachers represents the estimated cost of amounts owing to schools but not yet claimed as at 31 December 2025.

7.4 Provisions

	2025 $'000	2024 $'000
Current		
Provision for workers' compensation	35	31
Total current provisions	**35**	**31**
Non-current		
Provision for workers' compensation	99	91
Make good provision	346	346
Total non-current provisions	**446**	**437**
Total provisions	**481**	**468**

Movement in provisions	2025 $'000	2024 $'000
Carrying amount at the beginning of the period	468	466
Additional provisions recognised	13	2
Carrying amount at the end of the period	**481**	**468**

A provision has been reported to reflect unsettled workers' compensation claims. The workers' compensation provision is based on an actuarial assessment of the outstanding liability as at 30 June 2025 provided by a consulting actuary engaged through the Office of the Commissioner for Public Sector Employment. The provision is for the estimated cost of ongoing payments to employees as required under current legislation.

The SACE Board is responsible for the payment of workers' compensation claims.

During the reporting year the make good provision for our Waymouth Street tenancy premises remained the same. The provision is based on advice received from the Department for Infrastructure and Transport. The provision is for the estimated cost of repairs and maintenance required to complete decommissioning activities.

8. Outlook

8.1 Unrecognised commitments

Commitments arising from contractual or statutory sources are disclosed at their nominal value and inclusive of non-recoverable GST.

Expenditure commitments

	2025	2024
	$'000	$'000
No later than one year	3,242	2,791
Later than one year but not longer than five years	5,114	2,694
Later than five years	831	-
Total other commitments	**9,188**	**5,485**

The SACE Board's expenditure commitments are for a range of outsourcing services and contracts including printing and distribution of SACE results, ICT services, and facility maintenance.

Office accommodation is provided for via Memoranda of Administrative Arrangements with the Department for Infrastructure and Transport.

8.2 Contingent assets and liabilities

The SACE Board does not have any contingent assets and liabilities.

8.3 Events after the reporting period

The previous Enterprise Bargaining Agreement (EBA) expired in July 2025. As at 31 December 2025 the replacement EBA is still under negotiation. Any required adjustment will be recognised in the period in which the EBA is finalised.

To the best of our knowledge and belief we certify that the attached draft general purpose financial statements for the SACE Board of South Australia:

- comply with relevant Treasurer's Instructions issued under section 41 of the *Public Finance and Audit Act 1987* and relevant Australian Accounting Standards;
- are in accordance with the accounts and records of the SACE Board of South Australia; and
- present a true and fair view of the financial position of the SACE Board of South Australia as at 31 December 2025 and the results of its operations and cash flows for the calendar year.

We certify that the internal controls employed by the SACE Board of South Australia for the calendar year over its financial reporting and its preparation of the general purpose financial statements have been effective throughout the reporting period.

Ruth Blenkiron
Presiding Member

Date: 20th March 2026

Hassan Mekawy
Acting Chief Executive

Date: 26/3/26

Sam Mill
Executive Director People and Performance

Date: 26/3/26