

Department of Education, Training and Employment

Strategic Plan 2012–16

Our vision

Education • Training • Employment
Brighter Futures

Our purpose

To provide Queenslanders with the knowledge, skills and confidence to maximise their potential and contribute productively to the economy.

Our values

Trust and respect

We trust and respect each other and value our diversity.

Productive relationships

We foster productive partnerships with families, community and industry and collaborative relationships in our schools, TAFEs and workplaces.

Excellence and equity

We provide positive client experiences and have high expectations of our people, and for all children and students.

Leadership and accountability

We promote innovation and leadership, efficiency and effectiveness and are focussed on achieving our objectives.

Health, safety and sustainability

We promote health and well-being by creating safe and sustainable work and learning environments.



Our contribution to whole-of-government objectives

The department's objectives and strategies as outlined in this plan support the Government's five policy objectives to:

- grow a four pillar economy based on tourism, agriculture, resources and construction by investing in Queenslanders' skills and employment initiatives in these areas
- lower the cost of living for families by cutting waste and reducing red tape
- deliver better infrastructure and better planning for kindies, schools and TAFEs
- revitalise front line services for education, training and employment
- restore accountability in government.

These objectives are underpinned by the Government's target to reduce unemployment in Queensland to four per cent within six years.

Our work with the Australian Government

The department's key strategies support the Council of Australian Governments' (COAG) agenda through National Agreements, National Partnerships and other initiatives, including:

- early childhood education
- student with disabilities
- closing the gap for Indigenous students and Indigenous economic participation
- literacy and numeracy
- students from low socio-economic backgrounds
- improving teacher quality
- empowering local schools
- the Australian Curriculum
- the digital education revolution
- youth attainment and transitions
- skills and workforce development
- the Australian Sustainable Schools Initiative
- collaboration in the delivery of employment services.

Our critical issues

- Delivery of services to a diverse and growing population that includes increasing numbers of vulnerable and disadvantaged Queenslanders.
- The gap between Indigenous and non-Indigenous attendance and outcomes.
- Seamless transitions for students and workers through early years, education, training and into employment.
- Regulation of early childhood education and care services to enable high quality services for Queensland families.
- Accessibility to quality kindergarten programs across Queensland.
- Readiness of all Queensland children to start school.
- Academic outcomes including literacy, numeracy and science for every child in every classroom.
- Senior schooling retention and attainment rates.
- Responsiveness and efficiency of the post-secondary education and training sector.
- Queenslanders with trade, training and tertiary qualifications that meet the needs of Queensland industries.
- Contribution to the Government's target to reduce unemployment in Queensland to four per cent within six years.
- Workforce participation across Queensland's regions and industries.
- Systems and infrastructure that support effective and contemporary service delivery now and into the future.
- Attraction, retention and development of high-quality teachers, staff and leaders within a geographically diverse state.
- Operational efficiency and the reduction of red tape in our operations.

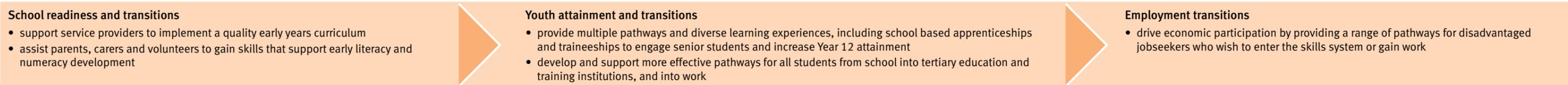
Our commitment

Every staff member, in every location, every day is committed to providing positive experiences for everyone who comes into contact with our department.

Strong educational foundations

Skills for the economy

| Objectives | | Objectives | |
|--|---|---|--|
| Queensland families will have access to quality early years services that lay the foundations for learning | Every young Queenslander will be prepared with the educational foundations for successful transitions to further education, training and work | Queenslanders will be skilled to maximise their opportunities and productively contribute to Queensland's economy | Queensland's economic growth is supported by a strong and healthy labour market |
| Services | | Services | |
| Early childhood education and care | School education | Training and tertiary education | Employment |
| Key strategies | | | |
| <p>Sector, parent and community partnerships</p> <ul style="list-style-type: none"> enhance stakeholders' understanding of the benefits of quality early years programs work with stakeholders to provide parenting support and promote kindergarten participation <p>Integration of early years services</p> <ul style="list-style-type: none"> strengthen integrated early years services that support children and their families <p>Universal access to kindergarten programs</p> <ul style="list-style-type: none"> build additional kindergartens and support the long day care sector to provide approved kindergarten programs increase kindergarten participation of children from at-risk groups; living in small or remote communities; and who are Indigenous <p>Quality standards</p> <ul style="list-style-type: none"> implement the National Quality Framework for Early Childhood Education and Care, including standards and streamlined regulatory requirements simplify regulation of early years services not covered by the national quality framework work with the sector to attract and retain a highly skilled and diverse workforce | <p>School, parent and community partnerships</p> <ul style="list-style-type: none"> strengthen partnerships with parents, communities and stakeholders to improve student learning outcomes <p>Core learning priorities</p> <ul style="list-style-type: none"> focus on the core learning priorities: reading, writing (including spelling, grammar and punctuation), numeracy and science improve retention, attainment and transition of students at key junctures of schooling close the gap between the attendance and outcomes of Indigenous and non-Indigenous students <p>School curriculum</p> <ul style="list-style-type: none"> continue implementation of the Australian Curriculum deliver high quality digital resources targeted at curriculum <p>Teaching practice</p> <ul style="list-style-type: none"> support high quality teaching practices focusing on improvement and achievement of every student transition Year 7 to secondary provide a safe, supportive, inclusive and disciplined learning environment foster collaboration within and across schools to optimise instructional practices use system and local performance data to drive improvement and support differentiated learning <p>Principal leadership and school capability</p> <ul style="list-style-type: none"> further develop school leadership to promote inclusive environments and foster a culture of high expectations and enhanced school performance cultivate instructional leadership that builds capability and collaboration in teaching and learning practice with a commitment to sustained improvement support principals through moderated supervision that develops collective capacity and ensures consistency of practice | <p>Employer, business and industry partnerships</p> <ul style="list-style-type: none"> work with industry to support training investment and skills reform improve pathways through collaboration between industry, the training sector and the higher education sector develop international partnerships and markets for education and training sectors <p>Improved outcomes</p> <ul style="list-style-type: none"> increase participation and completions in higher level qualifications, particularly in skills shortage areas reform funding arrangements to remove financial barriers to participation in Vocational Education and Training (VET) improve training completion rates for all students improve participation and qualification outcomes for Aboriginal and Torres Strait Islanders and people with disabilities <p>Public Provider</p> <ul style="list-style-type: none"> clarify the role and purpose of the VET public provider enhance TAFE Institutes' leadership and staffing capacity to support performance in the contemporary training market to deliver the Government's policies for employment and the economy <p>Training and tertiary reform</p> <ul style="list-style-type: none"> reduce red tape to remove barriers created for employers to hire new apprentices and trainees improve alignment of skills outcomes with jobs through a demand driven training system reposition VET within the broader tertiary education sector implement regulatory reform and improved teacher and provider quality and transparency improve VET system information to allow consumers to make informed decisions and choices regarding training options focus on skills to support tourism, agriculture, resources and construction industries, as the platform for a stronger economy | <p>Industry and community partnerships</p> <ul style="list-style-type: none"> work with industry to develop workforce strategies that meet skills and labour needs and contribute to community and government objectives build capacity in communities to develop responses to support the local labour market and contribute to regional economic growth <p>Workforce participation</p> <ul style="list-style-type: none"> provide flexible and integrated services tailored to individuals improve the skills and job readiness of disadvantaged jobseekers to increase their competitiveness for job opportunities <p>Coordinated responses</p> <ul style="list-style-type: none"> lead coordinated responses across all tiers of government to intervene in the labour market connect strategic labour market drivers and influences with localised responses |



| Key performance indicators | | | |
|---|--|--|--|
| Proportion of Queensland children enrolled in an early childhood education program | Proportion of students at or above the national minimum standard and in the upper two bands in reading, writing and numeracy | Proportion of Queenslanders with higher qualifications | Proportion of people who are working or in training 12 months after receiving employment assistance |
| Proportion of Indigenous children enrolled in an early childhood education program | The gap between Indigenous and non-Indigenous attendance; reading, writing and numeracy achievements; and Year 12 outcomes | Proportion of VET graduates in employment or further study | Proportion of Indigenous people who are working or in training 12 months after receiving employment assistance |
| Proportion of disadvantaged children enrolled in an early childhood education program | Proportion of 20-24 year olds having attained Year 12 or equivalent | Proportion of graduates and employers satisfied with the overall quality of their training | Proportion of funding that aligns to local skill demand areas |
| | Proportion of students who, in the year after completing Year 12, are participating in education, training or employment | | |
| | Proportion of parents satisfied with their child's school | | |

A capable, agile and sustainable organisation

| Objective | | | | |
|--|--|---|---|--|
| We will manage our resources effectively to strengthen service delivery | | | | |
| Key strategies | | | | |
| <p>Partnerships</p> <ul style="list-style-type: none"> maximise opportunities through effective partnerships | <p>Workforce</p> <ul style="list-style-type: none"> attract, retain and develop a high-quality, agile, skilled and professional work-force promote safe and healthy work environments | <p>Infrastructure</p> <ul style="list-style-type: none"> deliver high-quality, fit for purpose and future focussed built and ICT infrastructure | <p>Financial sustainability</p> <ul style="list-style-type: none"> deliver cost effective services, maximise value and plan for future resource allocation and investment | <p>Performance</p> <ul style="list-style-type: none"> promote accountability through good governance and robust business practices strengthen use of performance information, research and evaluation |
| Key performance indicators | | | | |
| Achievement of a balanced budget | Percentage of identified Government capital commitments delivered on time and within budget | Proportion of departmental staff in frontline service delivery roles | Proportion of staff who are satisfied that the department is a good place to work | Rates of Work Cover claims and short term absences |