



Department of Education, Training and Employment

# Strategic Plan 2013–17

Engaging minds. Empowering futures.



# Strategic Plan 2013–17

## Our vision

Engaging minds. Empowering futures.

## Our purpose

Providing high quality learning and skilling focused on preparing Queenslanders with the knowledge, skills and confidence to participate effectively in the community and the economy

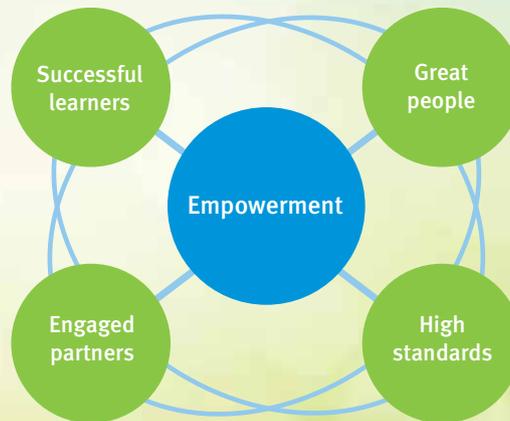
## Our focus

### Successful learners

Strong foundations for lifelong learning and global citizenship  
Creative thinkers shaped by inspiring and challenging learning experiences  
Improved outcomes for all students  
Successful transitions to further learning and work  
Skilling to enhance employability

### Engaged partners

Parents and carers involved in their child's learning and development  
Students, parents, carers, the community and industry involved in decision making  
Employers engaged in identifying and prioritising the critical skills for the economy  
Strong cross-sector relationships



### Empowerment

Autonomous schools delivering improved outcomes  
Empowered leaders making local decisions in consultation with communities, business and industry  
Evidence informed practice and collaboration driving innovation and improvement

### Great people

Skilled and committed workforce focused on high quality care for each child  
Professional and dedicated teachers focused on each student's learning and achievement  
High quality industry experienced trainers focused on student and apprentice completions

### High standards

Performance information focused on improving services and outcomes  
Quality standards and regulation  
Safe and inclusive learning and working environments

## Our outcomes

### Early years

Queensland families accessing quality early years services

### School education

Queensland students engaged in learning and successfully transitioning to further education, training and work

### Skills and employment

Queenslanders skilled to successfully participate in the economy and broader community

### Resourcing and capability

Resources targeted to improve learning and skilling outcomes

## Our values

---

### Customer focus

Creating positive experiences for children, students, families, communities and industry through enabling choice, being responsive and providing inclusive services

### Innovation

Recognising and cultivating innovation for better outcomes

### High performance

Working efficiently and effectively, with high expectations of each other, our services and our students

### Accountability

Promoting evidence informed decision making, transparency and accountability

### Our people

Developing and empowering our people through relationships based on trust, respect and valuing diversity

## Our contribution to whole-of-government objectives

---

The department's objectives and strategies support the government's five objectives for the community to:

- grow a four pillar economy based on tourism, agriculture, resources and construction by investing in Queenslanders' skills in these areas
- lower the cost of living for families by cutting waste and reducing red tape
- deliver better infrastructure and better planning for kindergartens, schools and TAFEs
- revitalise frontline services
- ensure 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 performance indicators\*

---

Participation in early childhood education programs

Regulatory compliance

Literacy and numeracy achievement

Year 12 or equivalent attainment

Student and parent satisfaction

Outcomes for Indigenous Queenslanders

Transitions to further education, training or employment

Participation in further education and training

Successful completions

Graduate and employer satisfaction

Efficiency and effectiveness of services

Staff satisfaction

---

\* Performance measures will be disaggregated by identified groups where appropriate.

## Queensland families accessing quality early years services

# Early childhood education and care

We know that giving children the best possible start in life improves their educational, social and economic prospects. Parents, carers, families and service providers play an essential role in shaping a child's early development. Supporting children's development through access to quality early childhood services ensures positive care experiences for children and assists parents to participate in the workforce.

Over the life of this plan:

- Children will have access to high quality education and care responsive to their needs.
- Families will be encouraged to enrol their children in approved kindergarten programs and to actively engage in their child's learning and development.
- Education and care services will continue to implement the National Quality Framework, ensuring high standards across the sector.
- Coordinated and seamless support for families and children who need it most will be provided through integrated services.
- Government investment in the early years will be directed so that Queensland families can access a quality early years program with a focus on those children, families and communities with most need.



## Our priority actions

<b>Successful learners</b>	Support Queensland families to enrol their children in kindergarten programs, with a focus on those families with most need
<b>Great people</b>	Support the early childhood education and care workforce through up-skilling programs, teacher scholarships, fast-track skilling programs and targeted training
<b>Empowerment</b>	Work with the early childhood sector to ensure early years initiatives are effectively targeted and inclusive
<b>Engaged partners</b>	Work with parents and carers to be actively engaged in their child's learning and development  Integrate early years service delivery by funding 'wrap around' models such as Early Years Centres and Children and Family Centres
<b>High standards</b>	Implement the National Quality Framework (NQF) and equivalent regulatory requirements for non-NQF services

Queensland students engaged  
in learning and successfully  
transitioning to further  
education, training and work

## School education

Ensuring students have strong foundational skills to participate in society and the workforce is essential to securing their future and the future of Queensland. The education Queensland students receive in our schools should stand up to comparison with the best education systems in the world. To achieve this, our schools must have an unrelenting focus on improvement with teacher excellence at its centre. Building the capacity of our teachers, raising the standards of professional practice and identifying those achieving excellence will drive improved educational outcomes across Queensland schools.

Over the life of this plan:

- Students will be at the centre of decision making with a focus on improving literacy and numeracy outcomes and providing enriching learning experiences to engage and inspire them to become lifelong learners. The unique needs of each student will be recognised to ensure their successful transition through each phase of schooling and to further study and work.
- Teachers will improve their professional practice to ensure the needs of each student are met. Excellence in teaching will be recognised and rewarded, acknowledging that it is in the classroom where the most difference is made for students.
- School leaders will be empowered to make the decisions that matter about teaching and learning in their schools. Increased autonomy will be supported by ensuring schools have access to the right resources and information to make the best decisions about how to improve learning outcomes.
- The diversity of Queensland students, families and communities will be recognised through supporting a range of schooling choices and providing efficient registration services to non-state schools, parents choosing home education and those providing courses to overseas students.
- Government investment in all schools will be targeted to improve outcomes for all Queensland students including those with most need.



## Our priority actions

<b>Successful learners</b>	<p>Focus on the core learning priorities (reading, writing, numeracy and science) to ensure all students have solid foundations to effectively engage in the community</p> <p>Improve attendance, retention, attainment and transition of students at key points in their schooling journey</p> <p>Support whole-of-school approaches that effectively target resources to meet the needs of every student</p>
<b>Great people</b>	<p>Support teachers to build their professional capacity, provide meaningful feedback on their performance and identify those performing at the highest level</p> <p>Ensure every school has consistent and effective teaching and learning practices that include a focus on enhancing students' digital capability</p>
<b>Empowerment</b>	<p>Drive autonomy and empower school principals to make decisions to address the learning needs of their school community with an unrelenting focus on improvement</p>
<b>Engaged partners</b>	<p>Develop productive partnerships with parents and the community to support improved student learning opportunities</p> <p>Welcome parents to be actively engaged in their child's learning</p>
<b>High standards</b>	<p>Improve learning outcomes through consistent curriculum and analysis of student data to inform whole-of-school and individual improvement strategies</p> <p>Conduct reviews to ensure processes, school supports and regulation are best practice</p> <p>Ensure every school offers a safe and disciplined environment, where students and their parents understand the expectations of their school and their responsibilities as members of the school community</p> <p>Focus on efficient and effective registration services to ensure consistency of standards across schooling options</p>

This plan should be read in conjunction with:

- *Great teachers = Great results: A direct action plan for Queensland schools*
- *United in our pursuit of excellence: Agenda for improvement 2012–2016*

Queenslanders skilled to successfully participate in the economy and broader community



Photography: Tony Phillips

## Skills and employment

In an increasingly knowledge-based and globalised world, post-secondary education and training is an important catalyst for transforming lives and boosting labour market productivity. Investment in post-school education and training offers individuals enhanced career options, employers a source of competitive advantage and supports a flexible and resilient economy.

Over the life of this plan:

- Students will have greater choice and access to training to complete their first Certificate III qualification in areas of skill need.
- Industry and employers will be at the centre of the training system. Government and industry will partner to identify and prioritise the critical skills for the economy so that government training investment is targeted to priority skill areas.
- Employers will also invest in the skill needs of their workforce and partner with government in strategic market interventions designed to meet critical skill shortages in specific industry sectors as they emerge.
- An effective, fully contestable training market will be created where public and private training providers will be more responsive to the skilling and economic demands of Queensland. High standards of training and assessment will ensure students completing qualifications are well prepared for the workforce and further education and training.
- TAFE Queensland will undergo reforms to ensure it is competitive, responsive, innovative and flexible.
- Government investment in skills will be targeted towards those occupations and skills directly aligned with the needs of industry and employers.

## Our priority actions

<b>Successful learners</b>	<p>Implement the <i>Certificate 3 Guarantee</i> providing Queenslanders with access to government subsidies for training up to and including their first Certificate III in priority skilling areas</p> <p>Improve student choice through better information about training and career options and providing flexible and relevant pathways to qualifications</p>
<b>Great people</b>	<p>Enhance the capability of the Vocational Education and Training workforce to deliver high quality training and assessment</p>
<b>Empowerment</b>	<p>Enable providers to be responsive to local skilling needs and economic demands through enhanced contestability</p>
<b>Engaged partners</b>	<p>Develop a genuine partnership with industry through the Ministerial Industry Commission to identify skilling and funding priorities</p> <p>Work with employers to increase apprenticeship and traineeship commencements, streamline and simplify processes for employers and develop more flexible training pathways</p>
<b>High standards</b>	<p>Deliver high quality training outcomes directly linked to employment through creating a fully contestable and diverse training market</p>

This plan should be read in conjunction with:

- ***Great skills. Real opportunities: The Queensland Government reform action plan for further education and training***

Resources targeted to improve learning and skilling outcomes

## Resourcing and capability

Our people are critical to ensuring our service delivery is world class. Supporting our professional workforce to focus on improving performance and outcomes for Queenslanders is a priority. Finding and developing new and innovative ways of delivering services through customer engagement, learning from each other, benchmarking our performance and more effectively understanding how good practice can occur everyday, in every location across Queensland is the key to meeting the challenges of the future.

Over the life of this plan:

- Effort will continue on attracting, retaining and developing a professional workforce across the organisation.
- Delivery of improved infrastructure for our schools, TAFEs and other direct service delivery areas will be a priority.
- Evidence informed decision making and professional practice will be supported by optimising the use of information and communication technologies (ICT) to improve performance and learning and skilling outcomes.
- Staff will be supported to develop best practice solutions to meet the needs of their clients through improved business intelligence about performance at the individual and systemic level.
- Partnerships will be developed across government, with business and the community, to maximise the efficiency and effectiveness of corporate services.
- Investments will be directed to those strategies that work and maximising funding to direct service delivery as part of the development of our long-term financial strategy.

## Our priority actions

<b>Workforce</b>	<p>Promote a performance culture to attract, retain and develop a high quality, agile, skilled and professional workforce</p> <p>Empower leaders to be customer focused, high performing, innovative and accountable</p> <p>Promote safe, healthy and inclusive work environments</p>
<b>Financial sustainability</b>	<p>Strengthen service outcomes through maximising value, driving efficiency and planned and targeted investment</p>
<b>Infrastructure</b>	<p>Deliver high quality, fit for purpose and future focused infrastructure through innovative delivery models</p>
<b>Information technologies</b>	<p>Support business solutions and better educational outcomes through improved delivery of high quality, cost efficient, contemporary ICT</p>
<b>Governance and performance</b>	<p>Drive improved corporate service provision through a focus on business improvement, contestability and innovation</p> <p>Strengthen evidence informed decision making using performance data, research, review and evaluation</p> <p>Promote accountability through good governance and ethical decision making</p>

This plan should be read in conjunction with the following department corporate plans:

- *Workforce Strategic Plan*
- *Long-term Financial Plan*
- *Corporate Procurement Plan*
- *Information and Knowledge Strategic Plan*

