

Department of Education, Training and Employment

# Strategic Plan 2014–18

Inspiring minds. Creating opportunities. Shaping Queensland's future.



## Our vision

Inspiring minds. Creating opportunities.  
Shaping Queensland's future.

## Our purpose

Preparing Queenslanders with the  
knowledge, skills and confidence  
to participate effectively in the  
community and the economy

## Our values



### Customers first

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



### Ideas into action

Recognising and cultivating  
innovation for better learning  
outcomes



### Unleash potential

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



### Be courageous

Promoting evidence-informed  
decision making, transparency  
and accountability



### Empower people

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



## Our outcomes

### Early years

Queensland children engaged in quality early years programs and making successful transitions to school

### School education

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

### Training and employment

Queenslanders skilled to participate in the economy and the broader community

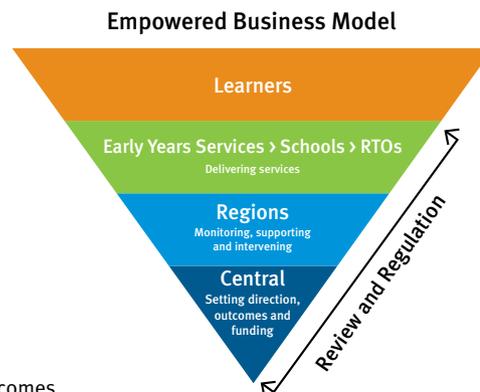
## Collaborative empowerment

The Department of Education, Training and Employment's (DETE) new business model is empowering staff to work together to respond to the unique needs of our customers and stakeholders. This includes supporting innovation through using evidence and experience to lift performance across each of our services and the system.

We are creating a culture of increased autonomy with clear accountabilities by:

- clearly aligning functions to ensure services are focused on customer outcomes
- using review, support and early intervention at the individual, service provider and system level
- providing clear and timely information to support innovation and decision making.

DETE is focused on putting customers first and delivering what matters to lift outcomes.



### Targeted strategies that enable frontline services to focus on delivering outcomes

#### Successful learners

Strengthen learning outcomes through:

- collaborative policy development which is future focused and improves outcomes
- investment which is planned and targeted to maximise value and drive efficiency
- fit for purpose and future focused infrastructure
- contemporary, cost efficient ICT
- reducing red tape

#### Great people

- Promote a high performance culture to attract, retain and develop a quality, agile, skilled and professional workforce
- Empower leaders to be customer focused, high performing, innovative and accountable

#### Engaged partners

- Promote innovative communication and engagement strategies to improve connections with customers, partners and stakeholders
- Foster collaborative partnerships across community, industry, providers, and government to lift learning outcomes
- Strengthen relationships across sectors, agencies and jurisdictions

#### High standards

- Drive improved performance through a focus on business improvement and innovation
- Strengthen evidence-informed decision making using performance data, research, review and evaluation
- Promote accountability through good governance and ethical decision making
- Provide safe, healthy and inclusive work environments

# Early years

Children's educational outcomes are improved if they participate in quality early learning experiences, giving them a positive start to their early development and learning journey. DETE is working with stakeholders to develop a new early childhood strategy that will build on the strong foundations of Queensland's existing vibrant early childhood and care sector. The strategy will focus on improved outcomes for Queensland children and their families, including successful transitions to school.

Photography: Lime



Photography: Lime



## Collaborative empowerment

### Successful learners

- Support Queensland families to participate and engage their children in early childhood programs, with a focus on those families most in need
- Enhance the focus on children's development, continuity and connection of services across early childhood settings and the early years of school
- Develop strategies to support our most vulnerable children to access and participate in early education

### Great people

- Support a highly qualified and sustainable early childhood education and care workforce through up-skilling programs, and targeted training
- Work with the early childhood sector to ensure early years initiatives are effectively targeted and inclusive

### Engaged partners

- Support parents and carers to be actively engaged in their child's learning and development
- Improve the integration of early childhood services across community and government agencies with responsibilities for early childhood development
- Work with the early years and schooling sectors to improve children's outcomes, including transitions to school

### High standards

- Monitor and promote quality outcomes through effective regulatory practice, enhanced performance reporting and the promotion of continuous improvement
- Promote stronger partnerships between early years providers and schools to ensure children make successful transitions into schooling

## Solid partners Solid futures

- Invest in culturally appropriate teaching and learning in the early years
- Increase access and participation of Aboriginal and Torres Strait Islander children in early childhood programs
- Improve transitions and connections between home, early childhood settings and school

## Delivering our outcomes

### Our performance indicators

- Participation in early childhood education programs
- Services and programs meet the National Quality Standards



# School education

DETE is committed to ensuring schools can make the decisions that matter the most to learning. With a focus on school improvement we will increase school autonomy and reduce red tape so our schools can direct their resources to those actions that will lift the quality of teaching and learning in every classroom, every day.

Photography: Lime



## Collaborative empowerment

### Successful learners

- Transition students successfully from early years programs to school, through the stages of schooling and into further education, training and employment
- Improve learning outcomes for all students with an emphasis on reading, writing, numeracy and science
- Target strategies so students achieve at the highest level
- Embed junior secondary principles to ensure a successful move of Year 7 into secondary
- Use early warning indicators, including attendance, to identify students at risk of disengaging with learning to target interventions

### Great people

- Build principal leadership capability by providing differentiated coaching for principals and more regular feedback
- Lift the quality of instruction by supporting teachers to understand their practice through professional feedback, rewarding high performance and encouraging collaboration

### Engaged partners

- Empower families to be engaged in their child's learning and the school community by improving access to information about their child and their school
- Develop partnerships that contribute to improving student engagement and learning outcomes
- Build autonomy by strengthening engagement with school communities in local decision making

### High standards

- Improve learning outcomes through consistent curriculum and analysis of student data to inform whole-of-school and individual improvement strategies
- Use external review to inform the support and intervention needed to lift performance of schools and the system
- Review the state school resourcing framework to support autonomy and focus on learning outcomes
- Provide safe and supportive learning environments for staff and students

## Solid partners Solid futures

- Monitor the progress of Aboriginal and Torres Strait Islander students and proactively case manage students needing additional support
- Develop the skills and knowledge of our staff in culturally appropriate teaching and learning strategies
- Create learning partnerships between schools, parents and communities to meet student needs

## Delivering our outcomes

### Our priority initiatives

DETE is supporting schools to deliver these actions through:

- *Great teachers = Great results*
- State Schooling Strategy
- Great Results Guarantee
- Independent Public Schools
- *Solid partners Solid futures*
- Flying Start
- Red Tape Reduction Strategy
- Fresh Start

### Our performance indicators

- School attendance
- Literacy and numeracy achievement
- Retention and Year 12 or equivalent
- Transitions to further education, training and employment
- Outcomes for Aboriginal and Torres Strait Islander students



# Training and employment

Queensland must look at ways of boosting productivity and increasing participation in the workforce to support our growing economy. DETE is working in partnership with industry to create a new era for training characterised by greater student choice, more contestability in the training market, an improved apprenticeship system and investment guided by industry advice leading to employment outcomes.

Photography: Lime



## Collaborative empowerment

### Successful learners

- Deliver the *Certificate 3 Guarantee* providing access to subsidies for training up to and including the first Certificate III qualification in priority skilling areas
- Improve student choice through better information about training and career options to gain qualifications that lead directly to employment
- Support disadvantaged learners through the Community Learning program

### Great people

- Promote flexibility and industry responsiveness of Queensland's registered training organisations

### Engaged partners

- Support partnerships with industry through the Ministerial Industry Commission to identify skilling needs and prioritise training
- Work with employers and industry to increase apprenticeship commencements, streamline and simplify processes for employers and develop more flexible training pathways

### High standards

- Enhance monitoring of registered training organisations and market intervention to ensure better training outcomes that link directly to employment

## Solid partners Solid futures

- Increase qualifications for Aboriginal and Torres Strait Islander students in priority skill areas through strategies that include fee relief, mentoring and support
- Improve employment outcomes for Aboriginal and Torres Strait Islander people through the Indigenous Training Strategy

## Delivering our outcomes

### Our priority initiatives

DETE is delivering these actions through implementing:

- Great skills. Real opportunities.

### Our performance indicators

- Participation and completions in training
- Graduate and employer satisfaction
- Graduates in employment or further education and training
- Outcomes for Aboriginal and Torres Strait Islander Queenslanders



# About us

DETE touches the lives of over 1 million Queenslanders every day and has a presence, whether physical or virtual, in every community across the state.

Our customers range from:

- children, families, carers and non-government organisations
- students, families, carers and communities in school education
- students, apprentices and trainees, employers and industry in training and employment.

DETE is the largest employer in the state. It is our people that make the difference to the lives of Queenslanders every day.

Our focus is on life-long learning where all Queenslanders are able to access and participate in learning that meets their needs and is appropriate for their stage in life.

We will achieve this through creating positive learning experiences by working together across boundaries to deliver a more seamless experience.



## Our contribution to government objectives

DETE is creating opportunities for every learner to be successful by 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.

To achieve this outcome the department is focused on contributing to the government's objectives for the community to:

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

## Our challenges

- Improving learning outcomes for all Queensland students with a widely dispersed population that has significant proportions of vulnerable and disadvantaged individuals
- Enabling seamless transitions for all children and students through early years, education, training and into employment
- Successfully move Year 7 to secondary with a particular focus on transition in 2015
- Closing the gap between Indigenous student attendance, achievement and transitions
- Implementing a comprehensive program of reform to ensure the training system is flexible and responsive to the needs of learners and Queensland industries
- Ensuring our workforce supports effective and contemporary service delivery in an environment of changing leadership expectations and skills requirements
- Maintaining systems and infrastructure that support effective and contemporary service delivery now and into the future
- Ensuring systems, processes and practices support greater autonomy in state schools
- Establishing new ways of working with local communities to achieve the best outcomes for customers.

## Our renewal initiatives

Delivering quality outcomes for Queenslanders relies on continual renewal and reinvigoration. The department continues to engage an ongoing process of renewal to maximise resources, boost frontline services and devolve decision making.

---

