

Our department

Our vision

Advancing education

Our purpose

Preparing Queenslanders with the knowledge, skills and confidence to participate successfully in the economy and broader community.

Our values

Our values are those of the Queensland Public Sector with the recent addition of a sixth value, *Work safe, Learn safe, Be safe*. The goal of the public sector is to be a high performing, impartial and productive workforce that puts the people of Queensland first.



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people



**Work safe,
Learn safe,
Be safe**

Our strategic direction

Our strategic objectives in the department's [2016–2020 Strategic Plan](#) are aligned to four priority areas.

Priority area	Strategic objectives
Early years	Children engaged in quality early years programs and making positive transitions.
Schooling	Students engaged in learning, achieving and successfully transitioning to further education, training and work.
Training and skilling	Queenslanders skilled to participate successfully in the economy and broader community.
Supporting services	Resources targeted to improve learning and skilling outcomes.

Each strategic objective has a set of strategic outcomes. Our performance towards meeting these objectives and outcomes for the 2016–17 financial period is detailed on pages 16, 22–23 and 31.

Our role

The Department of Education and Training is creating opportunities for Queenslanders through high quality learning and skilling services. These services are focused on preparing Queenslanders with the knowledge, skills and confidence to successfully participate in the community and Queensland's new economy.

Our operating environment

The department has a number of statutory obligations with which to comply. As well as administering various Acts of Parliament (Appendix E), there are statutory obligations imposed on the agency such as compliance with the *Right to Information Act 2009* (Qld) (RTI Act) and the *Information Privacy Act 2009* (Qld) (IP Act).

The department performs a broad range of operations with a particular focus on developing skills for a knowledge-based economy, promoting equality and access to quality learning experiences, improving the quality of teaching, and preparing students to attain post-school vocational and higher level qualifications.

The department's operations also include a range of significant initiatives as part of the government commitments. The department's income and controlled expenses are reported in the Chief Finance Officer's report and financial statements section of this annual report.

Our locations

The department's central office is located at Education House, 30 Mary Street, Brisbane Queensland 4000.

Our early childhood education and care, school education, and training and skills services are integrated at a regional level. This enables cohesive service delivery and strengthens relationships to improve transitions for learners through their learning journey.

Information regarding the location of Queensland state schools and regional offices in the department's seven regions is available online at <http://www.education.qld.gov.au/schools/maps>



Information about Queensland schools can be found in the Schools Directory online at <https://schoolsdirectory.eq.edu.au/>

Our contribution to government objectives

Our service delivery areas as outlined in the department's *2016–17 Service Delivery Statements* are:

- Early Childhood Education and Care
- School Education
- Training and Skills.

These service delivery areas reflect the continuum of learning from early childhood, into schooling, and beyond into post-school training and skilling options and, ultimately, employment.

The delivery of learning and skilling services across Queensland contributes to the Queensland Government's objectives for the community of:

- creating jobs and a diverse economy (through training and skills)
- delivering quality frontline services
- building safe, caring and connected communities
- protecting the environment.

Chief Finance Officer's report

The department achieved an operating surplus of \$28.8 million in 2016–17, mainly due to the treatment of school-based activities. Schools operate on a calendar (academic) year rather than a financial year basis.

The focus on supporting and lifting learning outcomes for all students continues with the allocation of \$102 million over four years to implement the findings of the Review of Administrative and Support Staff which recognise the essential contribution of the administrative and support staff. Further progress is also being made to implement the new senior assessment and tertiary entrance systems to better align with the changing education environment.

The Australian Government recently approved amendments to the *Australian Education Act 2013* to establish a new federal school funding model from January 2018. The department is participating in ongoing negotiations to provide maximum funding certainty for Queensland schools.

As part of our commitment to continuous process improvement, the annual Chief Finance Officer Statement of Assurance process underwent a review to ensure it was risk-based and that any opportunities to streamline the process were adopted. Building on prior year enhancements, a more in-depth focus was placed on assessing internal controls around financially material and other high risk areas.

In accordance with the requirements of section 77(2)(b) of the *Financial Accountability Act 2009*, I have provided the Director-General with a statement that the financial internal controls of the department are operating efficiently, effectively and economically in conformance with section 57 of the *Financial and Performance Management Standard 2009*. As Chief Finance Officer, I have therefore fulfilled the minimum responsibilities as required by section 77(1)(b) of the *Financial Accountability Act 2009*.

Adam Black FCPA CA

*Assistant Director-General, Finance
Chief Finance Officer*

Table 1: Financial snapshot

Financial snapshot	2012–13 \$(000)	2013–14 \$(000)	2014–15 \$(000)	2015–16 \$(000)	2016–17 \$(000)
Controlled revenue					
Departmental services revenue	7 394 773	7 604 826	7 910 179	8 350 390	8 780 098
Other revenues	814 899	755 721	522 252	559 808	575 439
Controlled expenses	8 209 130	8 360 444	8 355 600	8 873 657	9 326 720
Operating surplus/(deficit)	542	103	76 831	36 541	28 817
Administered grants (state)	710 923	773 613	794 329	851 555	848 821
Capital outlays	423 868	532 099	344 322	420 454	582 017
Total assets	18 481 943	18 450 300	17 665 417	19 217 752	20 338 601
Total liabilities	950 005	1 078 339	896 762	1 041 797	1 206 409
Net assets/(liabilities)	17 531 938	17 371 961	16 768 655	18 175 955	19 132 192
	2012–13	2013–14	2014–15	2015–16	2016–17
Employee expenses (\$000)	5 756 319	5 934 253	5 544 265	5 931 087	6 248 689
Number of employees at 30 June (FTE)	66 629	67 952	65 706	68 103	69 356

Source: Department of Education and Training

For a comprehensive set of financial statements covering all aspects of the department's activities, see the financial statements section of this annual report. No totals have been adjusted for commercial-in-confidence requirements.

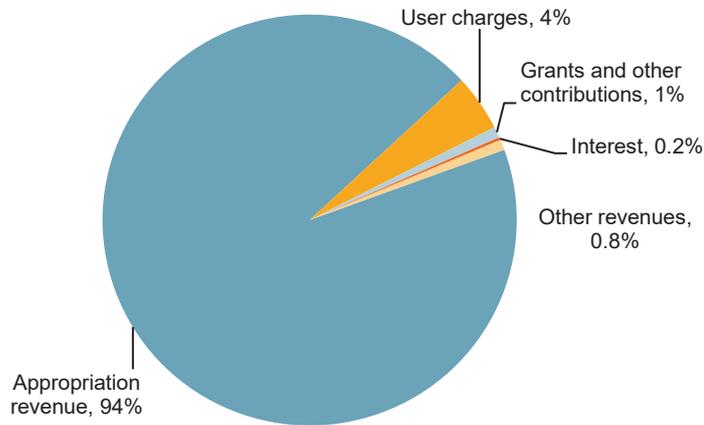
Our income—where the funds come from

We received \$9.356 billion for our operations, an increase of \$445 million from last year, mainly due to increased departmental services revenue.

Departmental services revenue increased by \$430 million. This was largely due to additional funding for state school enrolment growth, enterprise bargaining and increased Australian Government funding under *the National Education Reforms—Students First* program. These increases have been partially offset by funding deferrals, particularly in the training skills reform and early childhood areas.

The department also received \$3.242 billion in administered funding, an increase of \$151 million from 2015–16. Administered funding includes Commonwealth funding transfers to non-government schools, as well as state grants to statutory authorities, peak bodies for non-state schools, and other entities, enabling them to deliver agreed services to Queenslanders.

Graph 1: Income 2016–17

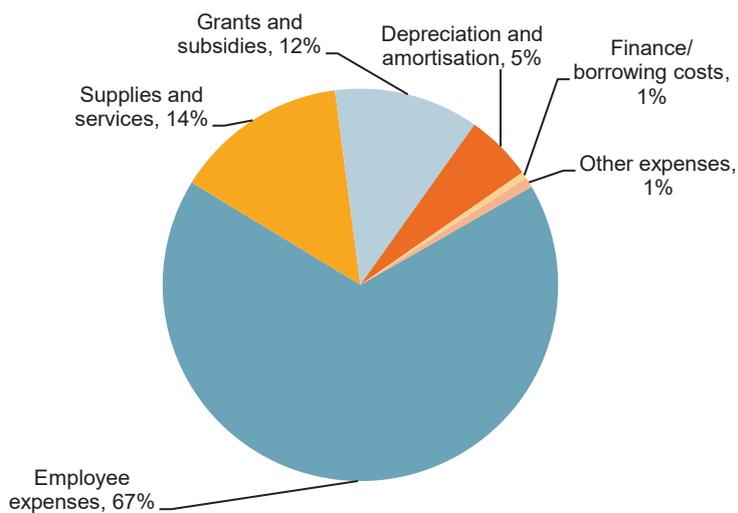


Source: Department of Education and Training

Our expenses—how the funds are spent

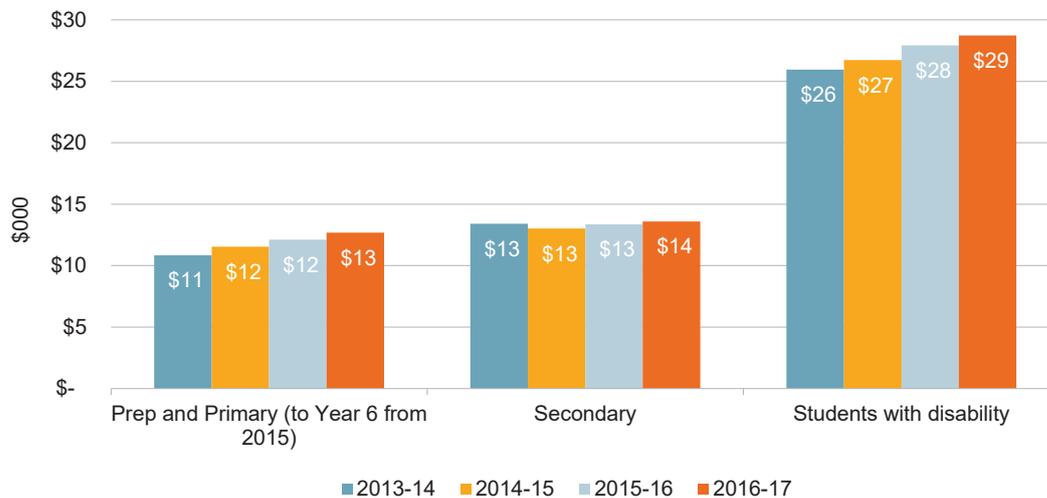
The department's total expenses for 2016–17 were \$9.326 billion, an increase of \$453 million from last year. Salaries and wages remain the agency's major expense component at 67 per cent of total expenses. This is in line with the agency's commitment to improved student outcomes by supporting teachers to focus on student needs through providing more teachers in schools.

Graph 2: Expenses 2016–17



Source: Department of Education and Training

Graph 3: Average cost per student in state schools



Source: Department of Education and Training

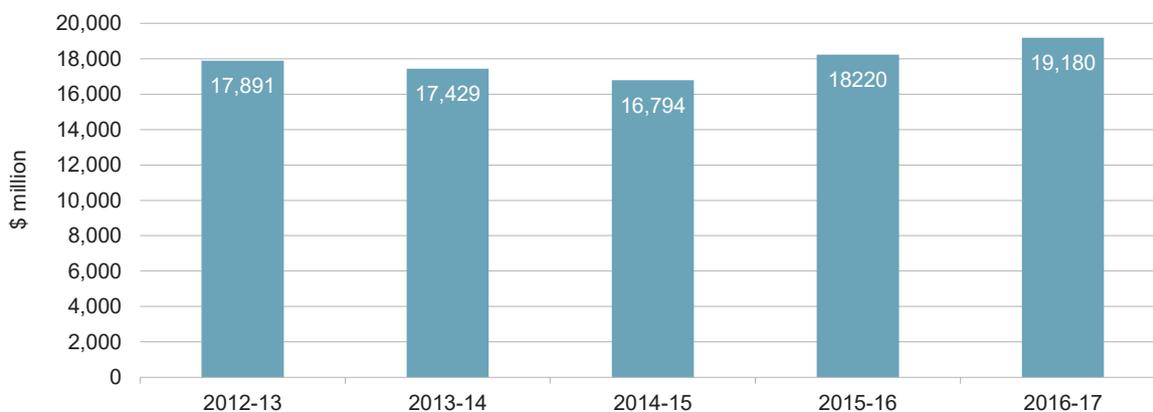
Our assets—what we own

The department held assets totalling \$20.339 billion at 30 June 2016, an increase of \$1.121 billion on 2015–16.

The majority of our assets are in land and buildings. Property, plant and equipment increased by \$961 million mainly due to ongoing asset revaluations and increased capital works including the *Advancing Queensland Schools* program.

There was also an increase in the department’s cash position mainly due to timing of payments for capital works and training subsidies.

Graph 4: Value of property, plant and equipment



Source: Department of Education and Training

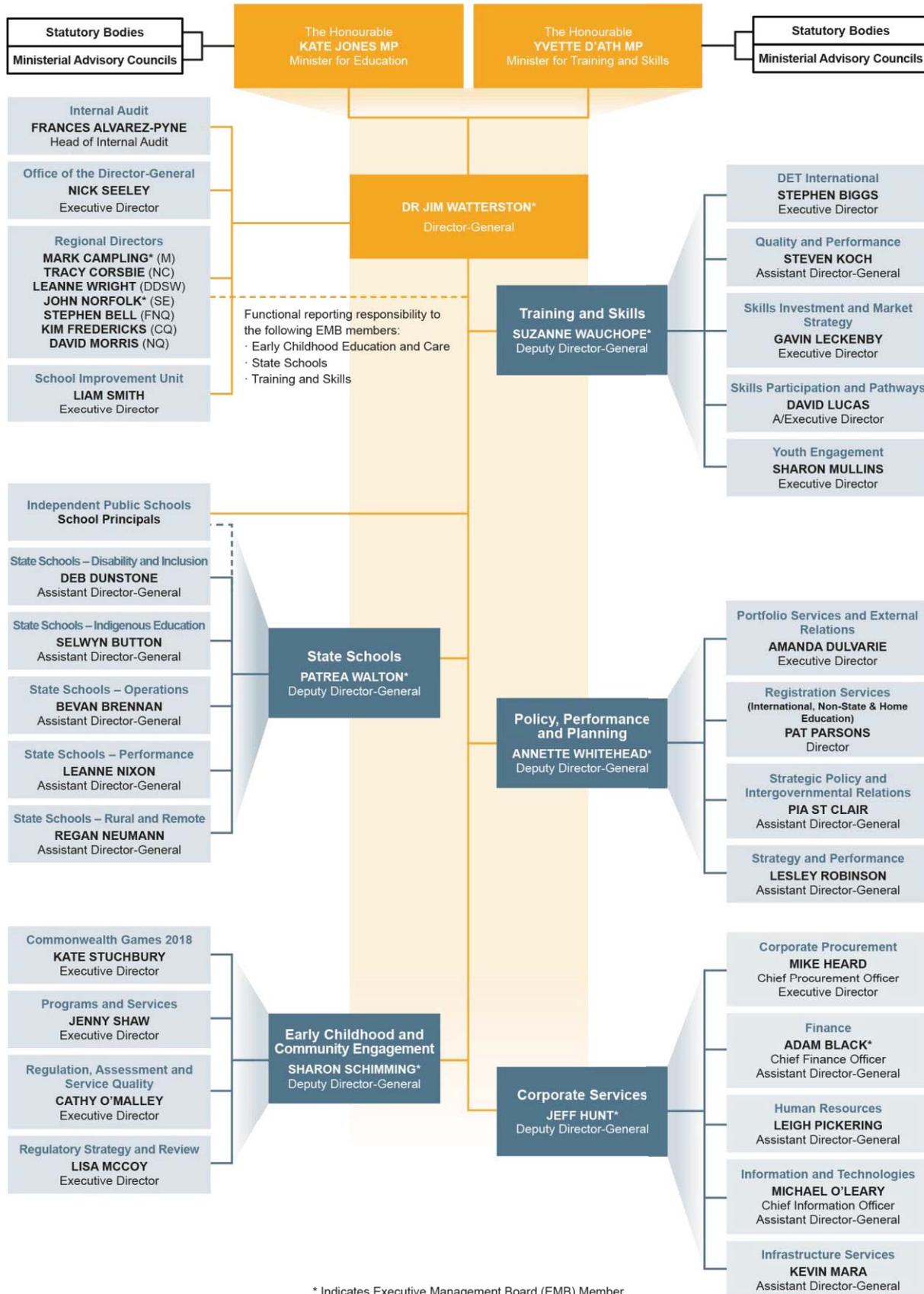
Our liabilities—what we owe

The department held liabilities totalling \$1.206 billion at 30 June 2017, an increase of \$164 million from 2015–16. This increase is mainly due to timing of payments for capital works, and grants payable, and higher finance lease liabilities due to handover of additional facilities under the Queensland Schools—Plenary—Public Private Partnership.

Leased assets and corresponding finance lease liabilities for the Southbank Education and Training Precinct, *Aspire South East Queensland Schools*, and the Queensland Schools—Plenary programs are held by the department and form the majority of our financial liabilities.

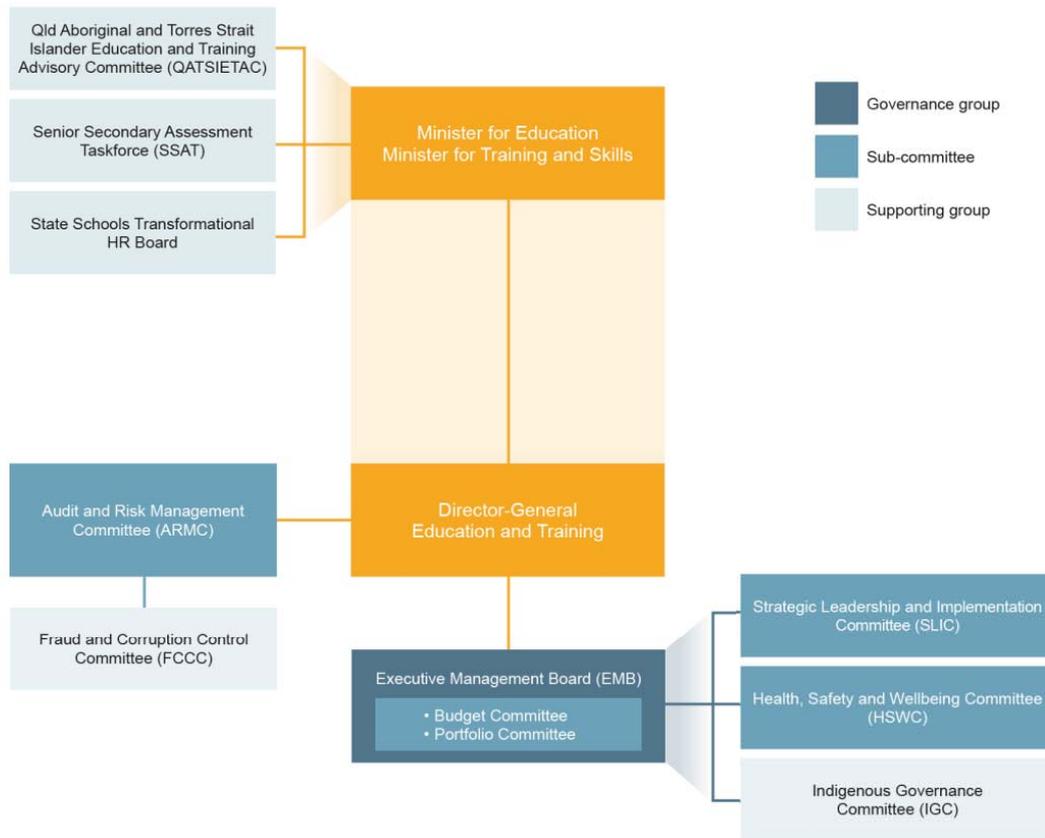
Our organisational structure

As at 30 June 2017

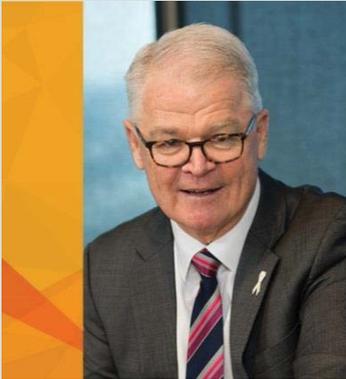


Our governance committees

As at 30 June 2017



Our executive management board



Dr Jim Watterston

Director-General,
Department of
Education and
Training (Chair)

From his first job as a teacher in a remote Indigenous Australian classroom, to standing at the helm of one of Queensland's biggest employers, Dr Jim Watterston brings more than 30 years experience across all levels of education to the role of Director-General of the Department of Education and Training.

His commitment to strengthening education has been built from the ground up—from classrooms to boardrooms all over Australia—and he firmly believes that successful learners have a better chance in life.

With a focus on empowering staff to succeed, Dr Watterston is driving the department to boost participation and quality in early childhood, improve the performance of schools, and deliver a more responsive vocational education and employment sector.

An accomplished academic with a Doctorate and Masters degree in Education, Dr Watterston is an active advocate for the sector with board memberships including Education Services Australia.



Annette Whitehead

Deputy Director-
General, Policy,
Performance and
Planning

Annette Whitehead is responsible for bringing a strategic approach to the portfolio's policy development across early childhood, schooling, tertiary education, training and Aboriginal and Torres Strait Islander education, at a whole-of-government and national level.

Annette oversees the development of the portfolio's legislation, performance monitoring and reporting, governance and planning, and grants management programs for non-state education. Her responsibilities also include regulating home education, the Non-State Schools Accreditation Board, the Australian Music Examinations Board, and registration of education providers to international students.

Annette has extensive experience across a diverse range of portfolios including education, ageing, child care, disability, child safety and the Department of the Premier and Cabinet.



Sharon Schimming

Deputy Director-General, Early Childhood and Community Engagement

As Deputy Director-General of Early Childhood Education and Care, Sharon is responsible for providing strategic leadership in the development and implementation of the innovation policy, funding and regulatory frameworks that shape the vibrant early childhood education and care sector in Queensland.

As a long-serving educator including over twenty years of principalship, Sharon has worked with a range of students in environments across Queensland from Aboriginal and Torres Strait Islander communities and regional towns west of the Great Divide to metropolitan schools on the north side of Brisbane.

Sharon gained further insight into a wide range of schools across Queensland during her time as a Teaching and Learning Auditor. She has also held the role of Principal of the Queensland Curriculum into the Classroom business unit, supporting the statewide implementation of the Australian Curriculum.

In Sharon's previous role as Regional Director, North Queensland, Department of Education and Training, her priority was to prepare Queenslanders with the knowledge, skills and confidence to participate effectively in the community and the economy. The role required her to lead the implementation of the Queensland Government's policies and programs across state schools, training and early childhood.



Patrea Walton

Deputy Director-General, State Schools

A commitment to the vision of every student succeeding has driven Patrea Walton on a career-long journey in Queensland education, which began at a chalkboard in Surat State School. Her journey has included service as a school teacher and principal, as Chief Executive of the former Queensland Studies Authority, and now as Deputy Director-General responsible for the operations and performance of Queensland state schools.

With responsibility for more than half a million students, 1239 schools and staff from Tagai to Tallebudgera, Patrea knows that great student outcomes are built on a foundation of empowered principals, highly skilled teachers and valued support staff. Patrea is a passionate leader of—and advocate for—Queensland education in a range of forums, including the Australian Curriculum, Assessment and Reporting Authority, the Queensland Curriculum and Assessment Authority, and the Asia Education Foundation.

In 2016 Patrea's outstanding contributions to education were recognised by the Queensland branch of the Australian Council for Educational Leaders, who awarded her with the Certificate of Excellence in Educational Leadership. In 2017 her services to public education were recognised through the award of a Public Service Medal.



Suzanne Wauchope

Deputy Director-General, Training and Skills

Since commencing as Deputy Director-General in August 2015, Suzanne Wauchope has provided strategic leadership for the training and skills area of the department, including working to identify investment priorities and increasing the quality of training in Queensland.

After starting with the department as the Head of Internal Audit in early 2015, Suzanne led the planning and delivery of departmental audit activities. This included a cyclical review of school operations, a risk-based review, and assessment of department operations and performance.

Prior to joining the department, Suzanne gained 25 years experience in risk evaluation and management, governance, business development and improvement, operational effectiveness and stakeholder engagement, and management in both the private and public sectors.



Jeff Hunt

Deputy Director-General, Corporate Services

Jeff Hunt is responsible for the department's procurement, finance, human resources, information technologies, and infrastructure services functions.

In his role Jeff provides strategic leadership across the department's Corporate Services division to ensure that these functions partner to deliver government initiatives, better utilisation of facilities and resources, increased organisational productivity, and accountability from the department's investment in both business and education outcomes.

Jeff's previous roles included: Assistant Director-General, Corporate Strategy and Performance; Executive Director, Performance Monitoring Reporting; Director, Workforce Modelling and Resourcing; and Assistant Director Human Resources.

Jeff is a former preschool and primary school teacher, and primary school principal, and has almost 30 years experience in the department.



Mark Campling

Regional Director,
Metropolitan Region

Mark Campling was appointed Regional Director of Metropolitan Region in March 2014 after five years as Assistant Director-General, State Schools—Performance. He has more than 20 years experience as a Principal in primary, secondary and P–12 schools, and over three decades of principal and executive experience across a diverse range of schools and regions in Queensland.

Metropolitan Region is the largest, fastest growing region in Queensland with over 28 per cent of state school enrolments, one-third of early childhood education and care facilities and over 560 registered training organisations.

The performance and welfare of students has been the moral compass for all of Mark's work. As Assistant Director-General, he oversaw the statewide delivery of the *Curriculum into the Classroom* (C2C) project, Teaching and Learning Audits and the introduction of Independent Public Schools. As Regional Director, Mark has embedded a strong culture of differentiated support for principals with an emphasis of developing professional learning communities focused on school improvement. Mark's motto is 'If better is possible, good is not enough.'

Mark was awarded Life Membership into the Queensland Association of State School Principals in 2010 and currently serves as an Executive Member of the Queensland branch of the Australian Council for Educational Leaders.



Adam Black

Assistant Director-
General, Finance—
Chief Financial Officer

Adam provides strategic financial advice to the department's Executive and overall leadership of the department's finance functions. He also has responsibilities under section 77 of the *Financial Accountability Act 2009*. Adam has nearly 25 years experience in the Queensland public sector and has been the department's Chief Finance Officer since 2009.

Prior to Adam's appointment to the department, he served as Chief Finance Officer in another Queensland government department. During his time with the department, Adam has worked in senior finance roles in both regional and central offices.

Adam has significant experience in managing large projects and transformational leadership. Adam is a Fellow Certified Practising Accountant and a Chartered Accountant.