# Supporting services

Early years ·········· Schooling ·········· Training and skilling

*More than*
**1000**
new teachers
2016–17

**94.7%**
staff in frontline

*More than*
**85%** 👍
state schools workforce
have job engagement
and satisfaction

**83%** 👍
workforce
positive about
their job

**4.1%**
unplanned absence rate

**5.2%**
WorkCover claim rate

# Resources targeted to improve learning and skilling outcomes

The department is committed to empowering staff and building a skilled, inclusive and diverse workforce, supported by strategic investment to improve safety and wellness.

A framework of legislation, policy and practice supports the department to attract and retain a high quality workforce in schools and the corporate sector so world-class education and training services are delivered for Queensland.

We implement a range of initiatives and supports to build and maintain a skilled, diverse and capable workforce to meet the changing needs of all Queenslanders accessing our early years, schooling and training services.

For more information about our supporting services performance indicators, please refer to Appendix D.

## Workforce profile

As at 30 June 2017, there were:

- 88,175 employees, made up of approximately 69,356 full-time equivalents (FTEs)
- approximately 95 per cent of the department's workforce is based in a school
- 1780.46 FTEs provide corporate services to the department, representing 2.6 per cent of the total workforce
- less than one per cent are Senior Executive Service (SES) Officers, miscellaneous workers and trainees
- the permanent staff retention rate for 2016–17 was 95.0 per cent
- the annual permanent separation rate was five per cent.

During the 2016–17 financial year, three employees received redundancy packages at a cost of $331,518.81. Employees who did not accept an offer of redundancy were offered case management for a set period of time, during which reasonable attempts were made to find alternative employment placements.

The department's staff numbers are based on Quarter 2, 2017 Minimum Obligatory Human Resource Information (MOHRI) point-in-time data.

## Empowering staff to work together to deliver high quality customer outcomes

The department supports the personal and professional growth of all employees through performance and leadership development frameworks across all levels of the organisation.
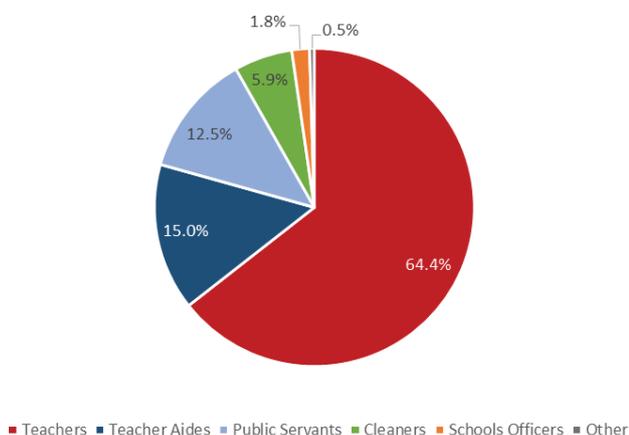
**Key achievements in 2016–17:**

- continued to grow leadership talent, participating in initiatives aligned to the *Whole-of-Government Leadership Talent Management* strategy
- commenced the pilot for the *Highly Accomplished and Lead Teachers* initiative, recognising excellent teachers for their work in the classroom and inspiring them to continue to improve their practice and lead the profession
- provided 71 newly appointed substantive principals and 468 beginning teachers with induction to the department at the *Beginning Teachers* conference
- invested up to $2 million over two years to implement and finalise the *Future Leaders* program with over 90 aspiring first time principals, higher level principals and system leaders
- encouraged 15 aspiring Aboriginal and Torres Strait Islander leaders into higher level leadership positions through the *Aspiring Aboriginal and Torres Strait Islander Leaders* program
- supported 30 *Aspiring Special Education Leaders* in Queensland to access a program to encourage staff into higher level leadership positions in the special education sector
- delivered a range of leadership programs to over 1000 staff members across the department, from Officer to Senior Officer level
- supported Business Managers with a new OnePortal website and over 200 grants to undertake a Diploma of Leadership and Management or a Diploma of Business
- supported the personal and professional growth of all employees through the pre-qualified panel of professional development providers. The panel currently has 50 providers under contract, with 11 of these joining the panel in the 2016–17 financial year.

**Graph 5: The department's workforce**



- Permanent employees ■ Temporary employees ■ Casual or Contract employees
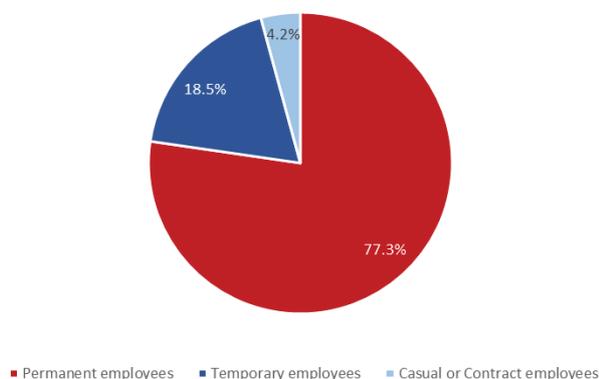
**Graph 6: The main occupational groups in the department**



- Teachers ■ Teacher Aides ■ Public Servants ■ Cleaners ■ Schools Officers ■ Other

# Strategic workforce planning

**Key achievements in 2016–17:**

- delivered the *Restart Teaching* program to 140 participants
- supported more than 3000 teacher mentors across Queensland to complete the *Mentoring Beginning Teachers* program so every new teacher has access to a trained mentor.

# Workforce relations

**Key achievements in 2016–17:**

- finalised the negotiations for *the Department of Education and Training State School Teachers' Certified Agreement 2016*
- completed negotiations and migration of school-based nurses into the *Nurses and Midwives (Queensland Health and Department of Education and Training) Certified Agreement 2016.*

# Safe, healthy and inclusive workplaces

The department is committed to the continual improvement of health, safety and wellbeing outcomes for our staff and students. In 2017 this commitment has been further enhanced by the inclusion of a sixth departmental value for Health, Safety and Wellbeing (HSW), entitled *Work safe, Learn safe, Be safe.*

**Key achievements in 2016–17:**

In line with the Queensland Government's commitment to working to eliminate domestic and family violence (DFV), the department has:

- developed new resources and commenced rollout of a statewide DFV training program to increase employee capability
- participated in the corporate *White Ribbon Workplace Accreditation* program to influence organisational culture change in relation to DFV
- partnered with Our Watch and the Luke Batty Foundation to implement the *Creating a Violence free future: developing a whole school approach to Respectful Relationships Education in Primary Schools* pilot in 10 primary schools
- embedded HSW as a departmental value, strengthening our commitment to providing safe, healthy and inclusive workplaces
- introduced a wellbeing policy, framework and program that provides a suite of tools, processes and activities for schools and workplaces
- partnered with external health and wellbeing consultants to develop and implement a comprehensive and holistic program for principals aimed at supporting and assisting their ongoing health and wellbeing.

# Diversity and inclusion

The department continues to build a diverse and inclusive workplace to reflect the children, young people and community accessing education and training services.

**Key achievements in 2016–17:**

- increased representation of women in Senior Officer (SO) and SES roles from 50.17 per cent (Q2, 2016) to 51.64 per cent (Q2, 2017)
- increased Aboriginal and Torres Strait Islander workforce representation from 2.08 per cent (Q2, 2016) to 2.18 per cent (Q2, 2017)
- launched the *Queensland public sector LGBTIQ+ inclusion strategy* across the department during May 2017.

## Flexible work practices and work-life balance

The department is committed to fostering a supportive workplace culture where employees are encouraged and assisted to balance work, family and other aspects of personal life.

The department continues to support staff by offering a range of flexible work options including:

- part-time work, part-year work/annualised hours, job sharing, compressed work hours, flexible work hours/shifts and term-time work arrangements
- telecommuting, hot desks, purchased leave/extended leave/deferred salary schemes and leave at half pay.

## Planning and targeting investment to maximise outcomes

The department continues to evolve its approach to investment based on best practice and emerging technology. Investing for outcomes ensures investment is responsive and reflects the needs and aspirations of the customers serviced by the department.

**Spotlight**—School budget solution

The School Budget Solution—Staffing functionality was successfully deployed to all Queensland state schools. For the first time all state schools could easily access their notional staffing budget allocations. More than 85 per cent of schools have accessed their allocation information and prepared a staffing budget profile for their school. Work is continuing on enhancing the existing Finance budget and multi-year forecasting functionality.

**Key achievements in 2016–17:**

- implemented a category-management approach to procurement through a strategically focused procurement plan
- delivered procurement savings for 2016–17 of $50.4 million against a target of $67.4 million

- invested $1.57 billion on goods and services to support the department's central and regional offices
- continued focus on supporting business solutions and Information and Communications Technology (ICT) infrastructure, including:
  - piloting an online document storage service with 14,280 staff in state schools
  - upgrading broadband connectivity to 448 school sites including Aurukun, Birdsville and Jundah State School—since the upgrades began in 2015, 1062 state schools are experiencing faster network and internet speeds, helping them connect with digital ways of learning and assessing
  - significantly raised the department's capability in managing security threats
  - introduced assessment, exam, excursions and events information in the *QParents* application (app) to support parents—over 700 schools and 50,000 parents are using the app
  - continued customer service improvement, with the ICT Service Centre achieving an average rating of 9.4 out of 10 throughout the year in customer experience review surveys.

**Spotlight**—Building Future Schools Fund

To meet inner city growth the Queensland Government announced funding of $500 million over five years for the *Building Future Schools Fund* to address enrolment growth pressures within inner city schools.

The *Building Future Schools Fund* will:

- deliver a new state secondary school at the former Fortitude Valley State School site
- establish a new high school in the inner city south, working with the University of Queensland
- support the expansion of West End State School
- fund master planning for state schools within a five kilometre radius of the Brisbane CBD
- fund strategic land purchases in the inner city.

# Delivering fit-for-purpose and future-focused infrastructure

Building and maintaining modern, efficient and effective infrastructure to meet the diverse learning needs of Queenslanders and improve outcomes for students across a range of abilities and year levels remains a high priority for the department.

## Spotlight—New Queensland State Schools opened in 2017

Under the *Queensland Schools Public Private Partnership* (PPP) agreement, 10 new schools are being built in high growth areas of South East Queensland over a five-year period. Stage one of three new schools opened for the commencement of the 2017 school year:

- Pumicestone State School—a new primary school in Caboolture North East
- Fernbrooke State School—a new primary school at Redbank Plains
- Bellbird Park State Secondary College—a new high school at Bellbird Park.

The department has also opened a new special school in Woree—Cairns State Special School.

**Key achievements in 2016–17:**

- allocated $19 million as part of a $45 million total funding investment (excluding an expense component of $5 million) to commence construction of the new primary school in north-west Townsville
- supported future schooling infrastructure needs by injecting $57.6 million as part of the $147.3 million total funding over five years to commence construction of three new primary schools in the high growth areas of Caloundra South, Coomera and Yarrabilba (Logan)
- invested $19.3 million as part of $22.5 million budget (excluding an expense component of $2.5 million) to complete the construction of the new Cairns Special School
- invested $115.3 million to undertake new stages for four recently opened schools and provide additional classrooms at existing schools in growth areas throughout the state
- allocated $3.2 million enhancement funding to refurbish existing early childhood education and care facilities
- continued investment in maintenance of existing state schools as part of the third year of the

government's $300 million four-year commitment to supplement the state schools maintenance program
- boosted funding for maintenance and trialling new models of delivery in state schools to improve the way we deliver maintenance in schools
- continued funding of $10 million for the second year of a three-year $30 million commitment under the *Education Minor Works Fund*
- invested $17.25 million in the state's training assets to modernise, renew and reinvigorate existing training facilities to maximise training and skilling for Queenslanders
- launched the *Advancing Clean Energy Schools* program, seeking energy market advice on innovative ways state school energy costs can be reduced through the installation of solar and energy efficiency measures.

## Spotlight—Advancing Queensland Schools

The *Advancing Queensland Schools* program, announced in March 2017, provides a capital investment of $200 million and an acceleration of $95.6 million of capital works projects. Projects include:

- over $83 million in land acquisitions for new schools
- over $116 million for 30 new and refurbished school halls
- 68 schools to benefit through projects to start in 2016–17 which involve upgrades to:
  - existing classrooms
  - administration and special education units
  - shade structures or covered learning areas.

## Implementing innovative, efficient and integrated ICT solutions

A key focus for the department continues to be supporting business solutions through the improved delivery of high quality, cost-effective and contemporary ICT infrastructure.

**Key achievements in 2016–17:**

- delivered the *Global Learning Environment* platform, focused on connecting students across Queensland, Australia and the Commonwealth to provide learning and development opportunities focused on the upcoming 2018 Commonwealth Games
- implemented bandwidth-enhancing solutions to schools, saving up to 50 per cent of schools' bandwidth
- continued the *Create Queensland Regional Roadshow*, to engage and upskill over 3300 Queensland students and teachers in 60 primary schools across the state.

## Building strong relationships across sectors, agencies, portfolio bodies and jurisdictions

The department values collaboration and engagement with its partners at national, state and local levels. This includes the close partnerships with other Queensland Government agencies and statutory authorities, such as the Queensland College of Teachers, Jobs Queensland, Non-State Schools Accreditation Board, Queensland Curriculum and Assessment Authority and TAFE Queensland. The department also works with the Australian Government, other state and territory governments, community groups, peak representative bodies, non-government organisations, the non-state schooling sectors and private and community providers of early childhood education and care, school education and training.

These strong partnerships support improved outcomes across the early childhood, schooling and training sectors. They enable the development and implementation of innovative policies, practices and services that reflect the needs and aspirations of the customers we serve. Working together allows us to deliver on our shared responsibility to:

- engage early with families and students to give them the best start
- lift educational outcomes for every student
- prepare students for the world of tomorrow
- support Queenslanders to skill and re-skill for the changing world.

## Collaborative policy development

During 2016–17 the department continued to support collaborative policy development with the Australian Government through participation in national discussions on early childhood, school education, VET and higher education issues, and strong advocacy for Queensland.

To progress the Council of Australian Governments' priorities, the department supported ministerial representation at the Education Council, Industry and Skills Council and across a wide range of supporting committees.

**Key achievements in 2016–17:**

- released a consultation draft of the *Advancing Aboriginal and Torres Strait Islander education and training* action plan to drive improved outcomes in early childhood, school education and training for Aboriginal and Torres Strait Islander Queenslanders
- developed a suite of products to support the implementation of *Advancing education* including *Global schools through languages supporting plan*, *Schools of the future STEM strategy*, *Youth Engagement Plan* and a *Disability Review Response Plan*
- released a consultation draft of *Advancing skills for the future: a strategy for vocational education and training in Queensland* to ensure that Queensland's VET system is best-placed to meet the skilling needs of all Queenslanders now and into the future
- worked in partnership with key stakeholders through the Ministerial Senior Secondary Assessment Taskforce to release *Advancing futures: New senior assessment and tertiary entrance systems in Queensland*
- released the *Independent Public Schools Policy Framework*, setting out the key features of Queensland's IPS initiative
- successfully completed the structural reform milestones and training outcomes in the National Partnership Agreement on Skills Reform, which expired on 30 June 2017
- successfully completed all milestones under the Project Agreement for the *Schools Security Programme*, which expires on 30 June 2018
- successfully completed all implementation requirements under the Project Agreement for IPS, which expired on 30 June 2017
- exceeded milestone requirements under the National Partnership Agreement on Specified Projects—Schedule B MoneySmart Teaching, which expired on 30 June 2017
- successfully negotiated the 2017 Memorandum of Understanding with New South Wales and

Victoria for delivery of the *National School for Travelling Show Children*.

*Information about the outcomes, objectives, targets and performance indicators in National Agreements and National Partnership Agreements under the Intergovernmental Agreement on Federal Financial Relations is available at* [http://www.federalfinancialrelations.gov.au/content/npa/default.aspx](http://www.federalfinancialrelations.gov.au/content/npa/default.aspx).

## Legislative reform:

- progressed key reforms under *the Education and Other Legislation Amendment Act 2016* including, Preparatory Year (Prep) as the compulsory first year of school education in Queensland
- completed a review of the establishing Acts for Queensland's seven public universities to reduce regulatory burden on universities and modernise the legislative framework.

# Continuous quality improvement through evidence-informed practices, good governance and accountable decision-making

Good governance and evidence-informed practice are essential for the department to operate effectively. The department continues to improve its frameworks to balance performance and accountability requirements.

**Key achievements in 2016–17:**

- implemented a new *Enterprise Risk Management Framework*
- incorporated elements of the *Working for Queensland* survey instrument into the department's *School Opinion Survey*
- launched the *Project Management Capability and Competency Strategy 2017* to build organisational capability
- established a Portfolio Committee to have strategic oversight of the department's portfolio, improve strategy execution, and monitor Portfolio, Program and Project Management maturity
- developed the departmental *Customer Complaints Management Framework*, policy and procedure
- funded 17 research projects under the $1 million per annum *Education Horizon research grant scheme*, to build the local evidence base for education and training
- prepared a submission to the Productivity Commission draft report on its inquiry into the *National Education Evidence Base*.

## Statutory bodies and portfolio entities

The department supports a number of statutory bodies and entities to table separate annual reports in Parliament.

Further information about these statutory bodies and portfolio entities is available in Appendix H.

### *Public Sector Ethics Act 1994*

All departmental employees are required to comply with the public sector ethics principles (the principles) set out in the *Public Sector Ethics Act 1994*. This is achieved through department-wide implementation of the *Code of Conduct for the Queensland Public Service* and the department's *Standard of Practice*, which contextualises the Code to the department's unique environment.

Employees are required to undertake public sector ethics education and training upon commencement of their employment with the department, and at intervals of no more than 12 months thereafter. This training relates to the operation of the Act, the application of ethics principles and obligations to employees' daily work, and the contents of the Code and the Standard.

As well as ensuring employees are aware of their ethics-related rights and obligations through targeted education and training, these principles are embedded in the department's strategic plan, operational plans, individual employee performance plans, policy instruments and procedures.

**Key achievements in 2016–17:**

- provided all employees with access to appropriate education about public sector ethics via online and face-to-face training
- modernised and updated all mandatory training packages for online course delivery
- developed strong relationships with regional teams to identify risk areas, implement misconduct-prevention strategies, improve awareness and promote ethical culture, practices and decision-making across the organisation
- successful delivery of the first annual Fraud Awareness Week Senior Leaders Forum
- reviewed all policies and procedures related to the administration of the *Public Sector Ethics Act 1994*, the *Integrity Act 2009*, the *Public Interest Disclosure Act 2010* and allegations of employee misconduct.

## Risk management

The *Australian/New Zealand and International Standard for Risk Management (AS/NZS ISO 31000:2009)* underpins the department's risk management framework and processes, which involve understanding the impact of uncertainty on the achievement of the department's objectives. The department's *Enterprise Risk Management Framework* is available at https://det.qld.gov.au/publications/management-and-frameworks/enterprise-risk-management-framework

## Our legislation

Our functions and powers are derived from administering various Acts of Queensland Parliament in accordance with *Administrative Arrangements Order (No. 2) 2017.* This is available online at http://www.qld.gov.au/about/how-government-works/government-responsibilities/

For a complete list of legislation administered by the department please refer to Appendix E.

## External scrutiny

The department is subject to a number of external reviewers, including the Queensland Auditor-General, the Office of the Information Commissioner (Queensland), the Crime and Corruption Commission (Queensland), and the Queensland Ombudsman.

Information about significant external audits and reviews of the department during the 2016–17 financial year is available in Appendix F.

## Audit and risk management committee

Pursuant to sections 15 and 28 of the *Financial and Performance Management Standard 2009* (FPMS), the department has established an audit and risk management committee to manage strategic and operational risks.

The department's Audit and Risk Management Committee (ARMC) provides independent advice to the Director-General in the discharge of his responsibilities, imposed under the *Financial Accountability Act 2009,* on matters relating to the financial statements, risk management, internal control, performance management, internal audit and external audit within the scope of its duties and responsibilities.

The ARMC meets on a quarterly basis and has observed the terms of its charter, and has had due regard to the Audit Committee Guidelines.

In addition, monitoring the implementation progress of agreed actions against all Queensland Audit Office (QAO) audit recommendations is performed.

Details about the ARMC including membership and a description of the committee's role, functions, responsibilities and achievements for 2016–17 are available in Appendix G.

## Customer complaints management system

The department has introduced a department-wide approach to managing complaints categorised as 'customer complaints' under section 219A of the *Public Service Act 2008*.

The new approach is supported by a *Customer Complaints Management Framework,* a policy and a procedure focused on managing customer complaints in an accountable, transparent, timely and fair manner. We are committed to promoting better practice across the state and are actively monitoring the transition to the new approach.

Information about the department's customer complaints can be obtained at https://det.qld.gov.au/publications/reports/annual-report

## Internal audit

Internal Audit provides risk-based audit and advisory services across the department including centralised and regional functions, information systems, frontline service delivery areas, as well as providing advice on departmental programs and projects.

The Head of Internal Audit reports to the Director-General and to the ARMC, in accordance with Queensland Treasury's *Audit Committee Guidelines.* The Head of Internal Audit is suitably qualified as a Professional Member of the Institute of Internal Auditors Australia.

Internal Audit complies with its charter developed in accordance with the *International Standards for the Professional Practice of Internal Auditing* and the *Financial Accountability Act 2009* to ensure the effective, efficient and economical operation of the branch.

Internal Audit develops an annual plan using various inputs including departmental priorities, strategic and operational risks and stakeholder consultation. The plan is endorsed by the ARMC and approved by the Director-General. During 2016–17, Internal Audit completed or was completing:

- 312 audits in schools including Independent Public Schools
- 20 general audits
- nine information systems audits.

Internal Audit also audited several financial acquittals, provided ad hoc advice on audit and assurance services to a number of departmental ICT-

enabled projects, targeted audit enquiries, conducted school theme-based reviews, and carried out independent payroll verification checks on several payroll rate changes.

**Key achievements in 2016–17:**

- completed a risk-based *Internal Audit Plan* that incorporates key enterprise and strategic risks across the department, including providing advice to key departmental projects
- participated in key governance, working group and steering group committees and forums to contribute from a risk identification and mitigation perspective
- enhanced internal audit reporting and collaboration with management to address department risks using pragmatic solutions
- worked with key stakeholders to implement the follow-up process for tracking and monitoring agreed management actions identified in Unsatisfactory and Minimal school audit reports
- improved reporting to the ARMC for school audits, overdue high risk rated findings, and summary reports, as well as improved reporting to the Executive Management Board and Director-General
- followed-up QAO audit recommendations to assess progress and completion (See Appendix F)
- continued improvement and establishment of new data analytics procedures to broaden the scope of computer-assisted audit techniques to identify and report exceptions to management in an efficient manner.

## Information systems and recordkeeping

Pursuant to section 7 of the *Public Records Act 2002*, the department must make and keep full and accurate records of its activities and have regard to any relevant policy, standards and guidelines made by the archivist about the making and keeping of public records.

**Key achievements in 2016–17:**

- reviewed policies and procedures relating to ICT, Information Management and Recordkeeping
- promoted recordkeeping and information security awareness
- upgraded the department's Electronic Document and Records Management System—HPE Records Manager 8.3
- worked with Queensland State Archives to review the department's Retention and Disposal Schedule for education and training sector records.