

# Strategic Plan 2024–28

Our vision is for equity and excellence in everything we do

## Our purpose

*Delivering a high equity, high quality early childhood and education system and a vibrant arts and cultural sector for Queenslanders.*

### Our commitment to human rights

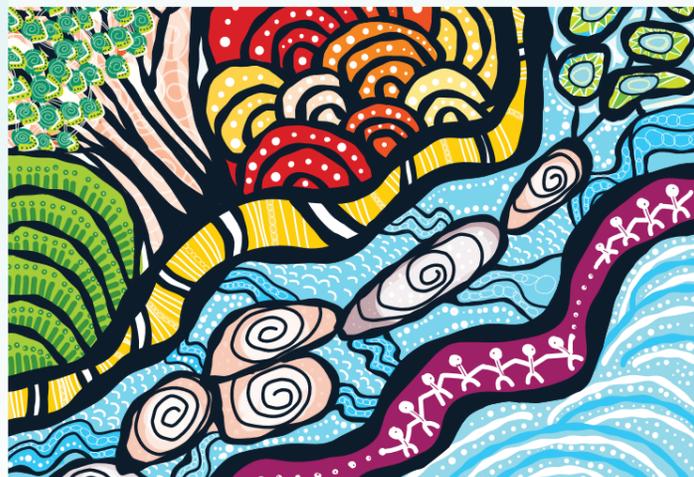
We promote equity, excellence and Queensland’s cultural identity in our commitment to respect, protect and promote human rights.

### Acknowledgement of Country

The Department of Education acknowledges the Traditional Owners of the lands, seas, skies and waterways from across Queensland.

We pay our respect to the Elders, past, present and emerging, for they hold the memories, traditions, the culture and the hopes of Aboriginal peoples and Torres Strait Islander peoples across the state.

For more information, see our [Commitment Statement](#).



The Landscape of Learning is a custom embodied design for the Queensland Department of Education and was produced in collaboration through a co-design process with Iscariot Media (IM) in 2022.

## Our objectives



**A strong start for all children**



**Every student realising their potential**



**Capable people delivering our vision**



**Vibrant arts and culture across the State**

## Our focus

- **Achievement** – provide responsive services focused on equity and excellence to deliver great outcomes for Queenslanders
- **Wellbeing and engagement** – create safe and positive environments to strengthen health, wellbeing and engagement in learning
- **Culture and inclusion** – embrace diversity to deliver welcoming, inclusive and accessible services and cultural experiences.

## Our challenges

- **Skilled workforce** – ensure workforce design, supply, retention and capability meet our service delivery needs and reflect our diverse communities
- **Digital security** – enhance capacity and capability to maintain the integrity and security of our information and systems
- **Building resilience** – strengthen our prevention and preparedness for disruptive events and climate impacts
- **Future-proofed investment** – respond to the needs of diverse communities, considering their strengths and aspirations, the impact of cost of living pressures, and investment for future generations
- **Safety and wellbeing** – address complex issues impacting the wellbeing and safety of children, students, communities and workplaces.

## Our opportunities

- **Leadership at every level** – empower leaders at every level through high quality development opportunities
- **Integrated services** – work across government and foster meaningful partnerships to respond to changing communities
- **Performance improvement** – drive improved services to deliver great outcomes for Queenslanders
- **Innovation** – assess our impact and embed future focused approaches to drive outcomes and innovation
- **Investment** – target responses and investment to deliver better outcomes for children, young people, families and communities
- **Artistic and cultural identity** – invest Queensland’s unique arts, cultural and social identity with partners to improve cultural, economic and social outcomes.

## We support and contribute to the Government’s objectives for the community:



**Safety where you live**



**A better lifestyle through a stronger economy**



**A plan for Queensland’s future**

## In everything we do we consider:

- **Child and student protection and safety**
- **Workplace health and safety**
- **Information security**
- **Integrity.**

Department of Education Enterprise risks



## A strong start for all children



Set critical foundations for children's futures through quality early childhood services.

### Our strategies

- Support the provision of high quality early years services
- Support access to kindergarten for all children in the year before school, including 15 hours of free kindy per week for 4 year-olds providing cost-of-living relief
- Support positive transitions from home, into early childhood services and school that are inclusive, support cultural practices and are responsive to community needs
- Deliver prevention and early intervention supports partnering across government and with communities, to support families and children to participate in early childhood education
- Support culturally responsive early childhood services by working in partnership with Aboriginal and Torres Strait Islander peoples to build capacity and capability of the Aboriginal and Torres Strait Islander community-controlled sector to deliver high quality services that meet the needs of Aboriginal and Torres Strait Islander children
- Support families to nurture their child's wellbeing, learning and development
- Provide accessible and inclusive service delivery responsive to the needs of children with disability
- Enhance early childhood sector capability to grow the workforce and ensure it is skilled, qualified and culturally capable
- Implement funding and service delivery models to support children's wellbeing and development, and strengthen learning outcomes
- Deliver fair, proactive and risk-based regulation to support the early childhood sector to deliver safe and high quality services

### Our measures

- Wellbeing and development prior to school
- Kindy participation
- Quality of early years services



## Every student realising their potential



Embed equity and excellence in education to prepare all children and young people for a positive future.

### Our strategies

- Focus on student achievement in English and mathematics as the foundation for engagement and learning in broad curriculum offerings
- Support wellbeing and engagement across all phases of learning to foster safe, secure and healthy learning environments
- Create inclusive, welcoming and accessible learning and teaching environments that recognise the importance of culture and diversity and reflect the unique needs of all students
- Embed First Nations cultures in teaching and learning through shared decision making and capability building to strengthen learning outcomes
- Empower students with disability to reach their full potential, through accessible and equitable education settings that support the wellbeing and achievement of every student
- Support successful transitions throughout each student's education journey, including into further education or employment
- Provide support and flexible educational opportunities to keep students engaged or to re-engage students in learning
- Provide assistance to families to access the essentials for learning, based on need
- Explore enhancing teaching and learning through digital innovation to deliver High quality, virtual learning opportunities no matter where a student lives
- Enhance access for school communities to a range of data to inform school improvement
- Deliver integrated responses to provide a range of services to support children, students, families and communities

### Our measures

- Learning outcomes
- Attendance and engagement
- Student retention
- Post-school destinations
- Parent and student satisfaction



## Capable people delivering our vision



Invest in our people, services and infrastructure to deliver for Queenslanders.

### Our strategies

- Support the security, health, safety and wellbeing of staff in every workplace
- Provide opportunities for all staff to develop capability and skills to respond to needs, including differentiated supervision and support
- Empower educators and leaders to build professional expertise across their career
- Build capability and confidence of all staff to enable and enhance digital teaching and learning
- Deliver and maintain sustainable, energy- efficient, inclusive and future-focused infrastructure
- Deliver future-focused digital infrastructure, responsive to new and emerging innovations
- Support high-quality decision-making informed by evidence
- Monitor and evaluate strategic initiatives to assess impact, build an evidence base, and drive ongoing improvement and innovation
- Focus on strategic workforce planning, including attraction and retention initiatives
- Build and maintain a diverse workforce reflective of our communities and meet changing community and workforce needs
- Build leadership capability and expertise across all levels of our organisation
- Drive a diverse, inclusive and high-performing service delivery culture

### Our measures

- Workplace health and safety
- Staff wellbeing and satisfaction
- Workforce diversity
- Employee engagement
- Frontline service delivery
- Infrastructure investment
- Financial performance



## Vibrant arts and culture across the state



Invest in arts and culture to deliver social, cultural and economic outcomes for Queensland.

### Our strategies

- Deliver the key priorities of *Grow 2022–2026* to support accessible and high quality arts and cultural experiences
- Drive arts and culture-led economic outcomes across Queensland ahead of Brisbane 2032 and ensure a significant arts and cultural legacy for Queensland
- Increase access to arts and culture through effective management and delivery of high quality cultural infrastructure
- Grow a strong and ethical First Nations arts industry that safeguards cultures and provides economic outcomes for First Nations peoples and communities

### Our measures

- Use of arts-owned and/or managed arts and cultural facilities
- Customer satisfaction
- Government funding