



## Key achievements in 2005–06

- Delivered a record (adjusted) Capital Works Program of \$430.9 million and \$117.3 million in maintenance of school facilities in 2005–06, achieving full expenditure of the Capital Works Program in support of educational service delivery, and \$129.6 million for major arts and cultural infrastructure.
- Completed Stage 1 of the Queensland College of Wine Tourism at Stanthorpe State High School, a facility providing education and skills development for secondary, tertiary and industry-based students with an interest in the state's emerging wine tourism industry.
- Replaced more than 300 roofs as the first year of the accelerated Asbestos Roof Replacement Program (ARRP) that is replacing all asbestos roofs in state schools.
- Continued to work towards the effective commissioning and integration of the new Millennium Arts buildings with those of the existing Queensland Cultural Centre.
- Entered into an energy performance contract at the Queensland Cultural Centre to reduce energy consumption at the Queensland Art Gallery and Queensland Museum.
- Continued to negotiate with prospective clients for shared service provision.

## Key Challenges for 2006–07

- The delivery of another record Capital Works Program on time and within budget due to strong competition for construction trades and resources. Ongoing consultation with schools, service providers and contractors, increased resourcing for program delivery and effective planning will reduce the risk of not meeting these objectives.
- Finalisation of guidelines to deliver the *Tomorrow's Schools – Providing for a Smarter Future* initiative and ensuring that the guidelines enable communities to more fully participate in shaping the future of schooling. School communities will be encouraged to engage in local area planning processes to develop a vision and to plan future facilities needs. The Department is developing a structured framework for the delivery of this innovative approach to facilities development across the state.

# Objective:

To provide essential financial and asset services to ensure a sustainable operational environment.

The Department's budget totals \$4.487 billion. The Department delivered its agreed services and achieved an operating surplus of \$10.7 million, despite the increasing demands on resources.

The Department manages more than 20 000 buildings and structures, representing an investment of more than \$11 billion.

The Department's record Capital Works Program of \$430.9 million in educational facilities ensures students can thrive in quality learning environments. In addition, the Department invested \$129.6 million in capital acquisitions for the arts and cultural development in Queensland during 2005–06.

## Strategy

Manage resource acquisition, renewal and disposal.

## New schools and classrooms

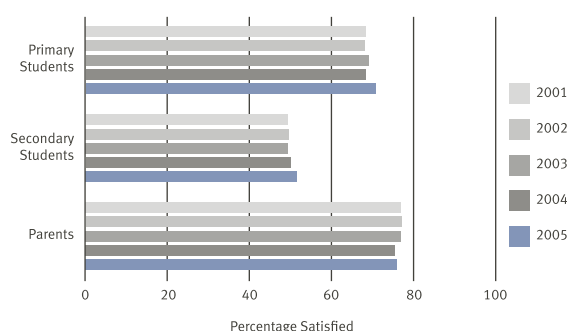
In 2005–06, the Department continued to acquire land for future school sites and enhance existing sites. A large P–12 school with a long-term enrolment requirement of 1200 students requires over 12 hectares of land. Obtaining such large tracts of land in the right location requires extensive planning in cooperation with local government, major developers and communities.

Construction was completed on the first stages of two new schools: Stretton State College and Meridan State College. Both of these schools welcomed their first primary students and commenced classes in 2006. For the start of the 2006 school year, 231 permanent and relocatable classrooms were provided for the start of the 2006 school year.

Further stages of construction were also finalised at Chancellor State College, Flagstone Community College, North Lakes State College and Narangba Valley State Schools. These further stages increase the capacity of these schools in line with the predicted

enrolments in these growth corridors. Major works continued on the replacement for the Coolangatta Special School, re-named Currumbin Community Special School, at a new site that provides increased access and facilities tailored to meet the specific needs of the students.

Figure 50: Percentage of state school students and parents satisfied with school grounds 2001 to 2005



Notes: The percentage 'Satisfied' on the graph includes the proportion of those surveyed who indicated that they were either 'Satisfied' or 'Very satisfied'.

Parent and student satisfaction with school grounds was higher in 2005 than in 2004.

## Removing asbestos from schools

The health, safety and wellbeing of children and staff is the highest priority of the Department. It is the Department's policy to remove asbestos immediately from schools should it deteriorate and represent a health threat.

The removal of asbestos roofs involves highly specialised labour and current work is soaking up industry capacity. The accelerated Asbestos Roof Replacement Program has exceeded all delivery expectations with the completion of 363 roofs at 130 schools during 2005–06.

### Did you know ?

The combined size of all the roofs replaced by the Department equates to approximately 18 hectares (which is equivalent to about 23 Rugby league football fields) in total area. The Department is planning to continue this excellent rate of progress over the next 12 months.

## Introduction of Preparatory Year

The play and inquiry-based Early Years Curriculum Guidelines required substantial changes in classroom facilities. The design of Preparatory (Prep) Year classrooms required an open space for group activities, a carpeted area for storytelling and music, and a “wet” area for painting and building. Kitchenettes and outdoor learning and play areas are also included to encourage cooking, painting and water play activities.



*The Department is committed to the delivery of facilities to support the full introduction of the Prep Year of schooling in 2007.*

In 2005–06, the Department upgraded 51 classrooms to use in Prep Year for the start of the 2006 school year, bringing the total number of state schools phasing in the Prep Year to 96.

In 2007, the Prep Year will be universally available for students within state primary school locations. The full implementation will include the construction of approximately 400 new classrooms and the refurbishment of approximately 1200 existing classrooms.

## The new Queensland Academies

In 2005–06, the Department commenced the establishment of two Queensland Academies as part of a four-year, \$45.8 million Smart State investment. In 2005–06, redevelopment of the Toowong site for the Queensland Academy for Science, Maths and Technology commenced and development of the Queensland Academies for Creative Industries at Kelvin Grove began. Foundation year students will be offered enrolment in August 2006 and the Academies will open for the start of the 2007 school year.

The new Academies will feature curriculum specific learning areas, dedicated research/project spaces for senior students, small and large group lecture areas and informal spaces for student interaction. The Academies will also provide space for staff professional

development and promote industry–university cooperation and alliances.

## Tomorrow's Schools

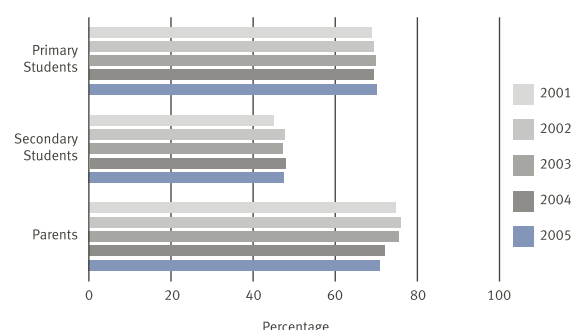
The Department's *Tomorrow's Schools* initiative will commence in 2006–07. It is a record \$1 billion funding investment over five years for Queensland's education system, directed at modernising and renewing new school facilities across the state. [www.education.qld.gov.au](http://www.education.qld.gov.au)

*Tomorrow's Schools* include:

- a five-year \$850 million capital works program for state schools – the largest one-off investment in school building projects in Queensland history
- a \$50 million School Community Development Fund for state school communities for small projects to improve a school's learning environment
- a \$100 million one-off contribution to Queensland's non-state school sector to improve facilities.

This major initiative should increase student and parent satisfaction with their school's buildings, see Figure 51.

**Figure 51: Percentage of state school students and parents satisfied with school buildings 2001 to 2005**



### Outlook 2006–07

The Department will:

- invest \$490 million in educational facilities through the Capital Works Program (excluding employee housing) including:
  - upgrade of facilities to support the introduction of the Preparatory Year at a further 537 state schools at a cost of \$106 million
  - construction of the first stages of new primary schools at Burpengary, Edmonton West and Springfield and a new middle school at Redlynch.
- deliver \$50 million in small projects to improve schools' learning environments under the School Community Development Funding element of the *Tomorrow's Schools—Providing for a Smart Future* strategy.



## Strategy

Provide high-quality, functional and cost-effective service delivery to support operational requirements.

## Management of infrastructure and assets

The rollout of the Education Queensland Facilities Asset Management System has improved the ability of asset managers at school, regional and central office levels to access data and information to better manage facilities.

The Department works with Shared Service Providers to deliver the capital works program and maintenance services. In 2005–06, the Department reduced ongoing maintenance costs in schools through special maintenance programs, including:

- \$14 million of additional repainting of school buildings and the replacement of deteriorated roofing and water, sewerage and drainage reticulation services under the special Triple R Maintenance Program, which targeted 406 schools
- \$7.5 million for the replacement of floor coverings, playground structures, classroom refurbishment and tuckshop upgrades under the special High Priority Building Maintenance Program at 338 schools
- additional building structure and fabric maintenance, hard external surfaces and an additional \$1 million for swimming pools under the special \$4 million Targeted Maintenance Program at 120 schools.

## Cost-effective services

The Shared Service Initiative (2003–08) is a whole-of-government approach to corporate services delivery, which aims to provide high-quality, cost-effective corporate support services across the Queensland Government. The shared services approach is underpinned by standard business processes, consolidated technology and the pooling of resources and expertise.

The Department manages two Shared Service Providers; the Corporate Administration Agency (CAA) supports Arts Queensland and other bodies within the portfolio, while Corporate and Professional Services (CAPS) provides services to Education Queensland and departmental business units. There are over 800 full-time equivalent staff in the two Shared Service Providers, which have a total expenditure of \$94.2 million.

In 2005–06, CAPS and CAA provided the following services for the Department:

- information systems management, including documents and records
- finance and procurement
- human resources, and payroll
- legal and administrative law advice and representation
- property and facilities management.

To deliver cost-effective services in 2005–06, the Department has:

- negotiated and implemented the new Prep Year partnering strategy with suppliers of Prep curriculum resources to provide cost-effective delivery to schools
- rolled out a new schools banking contract
- implemented the trial phase of an Electronic Use System for all state schools to streamline management processes for schools to comply with the *Copyright Act 1968*
- managed the departmental implementation of the new whole-of-government corporate business information system for financial, human resources and facilities services.

## Outlook 2006–07

The Department will:

- manage the implementation of the new whole-of-government corporate business information system
- plan and coordinate activities aimed at the successful commissioning of the Millennium Arts Buildings in late 2006
- ensure effective, efficient and well-coordinated facilities management services are delivered to the expanded Queensland Cultural Centre precinct.

## Strategy

Establish and maintain effective partnerships with stakeholders.

At the invitation of the Queensland Council of Parents and Citizens' Associations (QCPA), the Chief Finance Officer held a number of financial management sessions throughout the state. These sessions aimed to raise awareness of financial management responsibilities of Parents and Citizens' Association executives.

An online Financial Management Program for Parents and Citizens' Associations is targeted for completion in 2006–07.

In 2005–06, the Department’s Shared Service Provider formalised a partnership agreement between the Department and Q Build to achieve enhanced outcomes in the delivery of school maintenance services.

The CAA has also been successful in establishing a shared services relationship with the Queensland College of Teachers (QCT) during 2005–06.

The CAA is also continuing negotiations with several other public sector agencies regarding the provision of shared services.

## Outlook 2006–07

The Department will:

- improve efficiency and quality in services, value for money approaches to service delivery in line with the whole-of-government Shared Services Initiative objectives. These approaches will be developed and supported by improved performance information on services costs and standards
- continue to pursue initiatives that will enhance the relationship between their corporate services providers and their clients.

## Outlook 2006–07

The Department will:

- manage the implementation of the Shared Services Initiative Business Improvement Framework
- develop training and development programs for Shared Service staff that ensure the organisation’s workforce skills profile matches the business capability needed to deliver the suite of services agreed with the Department.

## Strategy

**Build organisational capacity.**

Financial management capability is developed in state schools through the Financial Management Program for Principals and the Financial Management Program for Business Administrators. Over 290 staff successfully completed the programs in 2005–06.

## Service improvement

The Department works with the Shared Service Providers to build the organisation’s capacity to improve services. In 2005–06, the Department, through the Shared Service Provider:

- managed training and development programs for staff that focused on developing business management and technical and professional skills to meet changes in services and delivery technologies
- reported on service performance to maximise departmental capacity to prioritise resources for business activities
- managed the Business Improvement Strategy (2005–09) to reform corporate services business processes to ensure resources available for service delivery are optimised.

