

Department of

E d u c a t i o n



Strategic Plan

2002-06

Ministerial endorsement

The Department of Education Strategic Plan for 2002–06 describes the department's role in achieving the Queensland Government's vision for the Smart State.

The Queensland Government recognises the contribution of young people now and in the future to the social, economic and community life of our state and the nation. To fulfil their potential as individuals and citizens, they need the best education possible. Our program of education reforms is designed to provide this. *Queensland the Smart State — Education and Training Reforms for the Future* focuses on preparing children for school, integrating information and communication technologies into learning and teaching, and ensuring our young people are ready for work or further study.

The Department of Education is working closely with the Department of Employment and Training to shape and deliver this innovative reform program. Key features of the program are collaboration across education sectors, and strong partnerships with parents, teachers and industry. The participation of both state and non-state schools in trialling a preparatory year for children before Year 1 is an example of the joint efforts to build strong education foundations.

The Department of Education Strategic Plan reflects this collaborative approach to providing education experiences that give Queensland students the best chances for success. It encompasses the full breadth of the department's role in supporting schools and institutions of higher education to deliver high-quality education, to extend the frontiers of knowledge, and to enhance the social, cultural and economic development of Queensland.

It is with pleasure that I endorse the *Department of Education Strategic Plan 2002–06* and the continuing efforts to ensure successful futures for all Queensland's young people.



Anna Bligh MP
Minister for Education

Director-General's introduction

The Department of Education Strategic Plan for 2002–06 covers the department's responsibilities for supporting education in Queensland across the state schooling, non-state schooling and higher education sectors, and for delivering state education. Education Queensland, which is the state schooling system, provides education through its network of around 1300 schools.

This plan reflects the increasing importance of partnerships in responding to the diverse needs of students and communities, and in implementing education reform. Partnerships are essential in maximising the benefits of learning resources for all Queenslanders. We recognise the importance of links between schools, industry, communities, private education and training providers, universities and the state's network of TAFE institutes.

This strategic plan has been developed in consultation with our partners in government and the education and training community. In particular, we value the contribution of the Department of Employment and Training, the Association of Independent Schools of Queensland, the Queensland Catholic Education Commission, the Queensland Studies Authority, the Board of Teacher Registration, the Queensland Council of Parents and Citizens' Associations and the Higher Education Forum.

Together with the strategic plans of our partner organisations, the *Department of Education Strategic Plan 2002–06* sets the vision for education in Queensland. It is supported by *Queensland State Education — 2010* and the action plan *Destination 2010*, which define the direction for state schooling.

This strategic plan meets the department's planning requirements as set out in the *Financial Administration and Audit Act 1977*. The department's information and communication technology (ICT) resources plan and assets plan complement this strategic plan.

Through the department's planned and focused efforts to maximise learning outcomes, Queensland students will be prepared for satisfying and fulfilling lives as active citizens in a learning society — the Smart State.



Jim Varghese
Director-General of Education

Education in Queensland: the environmental context

The department's objectives and strategies for education in Queensland reflect government policy priorities and a number of emerging local and global factors. Details of some key trends in society, the workforce and education are provided below.

Social trends

- Increasing number of school-age children through interstate and overseas migration
- Rapid establishment and expansion of suburbs, which is increasing the demand for new school facilities
- Declining populations in some rural and remote regions
- Large proportion of Queensland's Indigenous peoples living in regional and remote areas
- Changing family and social structures because of new employment patterns, greater mobility and new concentrations of poverty
- Decline in the influence of many traditional social structures

Information, economic and labour market trends

- Emergence of knowledge as a major driving force in achieving prosperity and wellbeing
- Increases in the advancement, convergence and adoption of technology
- Accelerated generation of information, coupled with greater availability and access
- New opportunities for learning and interaction provided by technology
- New challenges to the meaning of 'community' resulting from Internet use
- Globalisation and an increasingly competitive economy creating a demand for different skills and more flexibility from employees
- Shift in jobs from traditional areas to knowledge and service industries
- Decrease in unskilled jobs and an increase in the levels of qualifications and skills required for employment
- New career structures that involve changes in career direction and employment status
- Increase in the proportion of the labour force that is part-time or casual

Education trends

- Increased focus on the differing needs, aptitudes and interests of children
- Increased international recognition of the crucial role of early education in children's development and their success in formal schooling
- Changing patterns of participation in the senior years of schooling
- Rising community expectations about access to education and training beyond compulsory schooling
- Low education attainment levels (for Year 12 or higher) compared to leading OECD countries (for 25–34-year-olds)
- Qualification levels in Queensland's workforce falling below the national average as a result of historically low levels of enrolment in higher education in the state
- Continued growth in trans-national education, making education a 'top ten' export earner for Queensland

Statement of strategic direction

Queensland is a learning society whose citizens actively participate in and shape the social, economic and community life of the state and the nation. They are confident and successful participants in the global society.

Members of the education and training sector work together to ensure all Queenslanders have access to high-quality education and training that meet individual and local needs. This enables individuals to develop to their full potential, engage in lifelong learning and experience the full benefits of the Smart State.

Principles

The Department of Education is committed to these principles:

Educational excellence — ensuring Queensland students receive a high-quality education that is suited to their needs and enables them to reach their full potential

Active citizenship — fostering the capacity of Queensland's young people to contribute to their community, the economy and society

Lifelong learning — supporting Queenslanders to develop the ability and desire to learn throughout their lives

Partnership with the community — working in partnership with parents, families, schools, institutions of higher learning, industry and the broader community to prepare young people for life

Inclusiveness — ensuring that education values the uniqueness of individuals and that all students are welcomed, accepted, involved and supported as they learn

Collaboration — creating opportunities for cooperation and collaboration across government and the education and training community to improve the wellbeing of young people and their learning options and outcomes

Leadership — fostering educational leadership that drives reform, supports productive relationships and promotes innovation

Teacher excellence — ensuring high standards of learning and teaching, and enhancing community regard for the vital role of teachers as leaders of learning

Objectives, strategies and performance indicators

The department has five key objectives for education in Queensland. These are presented in the table below, along with associated strategies and performance indicators.

Objectives	Performance measures and indicators	Strategies
To prepare young people to be active participants in community life and to enjoy both economic and social success	<p>Measure How well are Queensland's young people prepared for learning and for life?</p> <p>Indicators</p> <ul style="list-style-type: none"> increased percentage of students achieving the national Year 5 benchmarks increased percentage of young Queenslanders who complete 12 years of schooling increased percentage of 15–19-year-olds in full-time work, full-time study, or combinations of both community satisfaction with how well Queensland schools prepare students for life after school 	<ul style="list-style-type: none"> Improving student achievement in key learning areas, literacy, numeracy and vocational education and training Developing and trialling new approaches to schooling before Year 1 Supporting community kindergartens Implementing curriculum renewal initiatives Promoting access, integration and skill development in the area of information and communication technology Improving pathways and transitions
To ensure young people have access to a range of high-quality education experiences that meet their diverse learning needs	<p>Measure How well do education experiences meet students' needs?</p> <p>Indicators</p> <ul style="list-style-type: none"> increased apparent retention rates of students to Year 12 increased apparent retention rates of Indigenous students to Year 12 increased numbers of commencements for school-based apprenticeships and traineeships increased participation rate in higher education compared to the national rate distribution of student participation in higher education community satisfaction with the overall quality of education in Queensland schools community satisfaction with the standard of teaching in Queensland schools 	<ul style="list-style-type: none"> Providing services and programs to meet the needs of all students including those at educational risk, those in the care of the state, Indigenous students, students with disabilities, and students with special needs Enhancing access to opportunities and facilities for schooling, higher education and training in regional and remote areas Supporting the Queensland Open Learning Network Monitoring Commonwealth funding of higher education opportunities Ensuring Commonwealth authorities are informed of Queensland's needs Encouraging flexibility and autonomy in the ways individual schools, clusters of schools, and education and training providers arrange the learning process Improving school learning environments and facilities Accrediting higher education awards offered by non-university providers Supporting the accreditation process for universities and university courses Ensuring professional networks support development of effective education experiences
To promote the learning and development of Queensland's students and communities through working together with our partners	<p>Measure How well do our learning environments meet the diverse needs of the communities and students they serve?</p> <p>Indicators</p> <ul style="list-style-type: none"> establishment of community partnerships level of sector-wide participation in major education initiatives level of integration across schooling and post-compulsory education (including the vocational education and training sector) 	<ul style="list-style-type: none"> Improving sector-wide participation in shaping and delivering major education initiatives Working with other government and community service providers to advance social and academic outcomes Enhancing cooperation and integration to improve student pathways Developing closer and mutually beneficial school–industry links to increase learning opportunities and ensure curricula are relevant Working with Indigenous and school communities to improve learning outcomes and completion rates for Aboriginal and Torres Strait Islander students Developing schools as centres for learning and community development in partnership with communities Enhancing capabilities for developing partnerships and for community engagement
To stimulate innovation, research and growth in Queensland	<p>Measure To what extent does education contribute to innovation, research and growth in Queensland?</p> <p>Indicators</p> <ul style="list-style-type: none"> increased number of places in post-graduate research programs increased number of international students participating in higher education increased percentage of Year 12 students who complete at least one science, maths or technology subject 	<ul style="list-style-type: none"> Supporting university courses of significant economic impact Positioning Queensland as a national leader in exporting education, and education services Enhancing Queensland's profile as a student destination and source of higher education and research expertise Supporting university research and innovation in collaboration with other government agencies Monitoring Commonwealth funding for post-graduate research programs Ensuring Commonwealth authorities are informed of Queensland's needs for post-graduate research places Promoting science, maths and technology studies in schools
To develop the department as a performance-driven learning organisation whose staff are committed to achieving excellent education outcomes for all Queensland students	<p>Measure Does the department's workforce have the capability and flexibility to deliver education reforms and ensure high-quality education in Queensland?</p> <p>Indicators</p> <ul style="list-style-type: none"> percentage of the department's workforce engaged in learning and development opportunities percentage of the department's workforce who are: <ul style="list-style-type: none"> women in Bands 8–11 positions women in Bands 5 and above positions male teachers Aboriginal and Torres Strait Islander people people from non-English-speaking backgrounds people with disability 	<ul style="list-style-type: none"> Developing the characteristics of a learning organisation Developing educational leadership capabilities Ensuring professional capability to deliver effective learning outcomes Improving staff capabilities in developing and implementing innovative practice Ensuring the workforce reflects equity principles and the diversity of Queensland communities Ensuring resources are used effectively to achieve objectives Maintaining and enhancing information communication technologies for learning Improving the management of the department's knowledge assets Providing quality corporate governance including human resources, legislative and executive services, finance, facilities, policy, strategic planning and reporting Ensuring that organisational behaviours, systems and structures align with performance objectives

The Queensland education portfolio

The table below describes the education portfolio and ways in which members contribute to schooling and higher education in Queensland.

Profile	Sector	Portfolio contribution to the sector
<p>Schools Queensland schools provide services for all students including those with special needs.</p> <p>These schools build education foundations for young children through preschool education and provide a comprehensive general education for primary and secondary students, with increasing specialisation in the secondary years.</p> <p>Diverse curriculum offerings help to prepare young people for active citizenship and post-school pathways.</p>	<p>State schooling (Education Queensland) Queensland's network of around 1300 state schools (Education Queensland) delivers education to approximately 441 000 students across Queensland.*</p> <p>The state system provides education prior to Year 1 through to Year 12 and includes services to distance education students.</p> <p>* Full-time equivalents based on primary and secondary school enrolment at February 2002. The figure excludes preschool.</p>	<p>The Department of Education supports the core business of state schools and their capability to respond to student and community needs through the following outputs:</p> <ul style="list-style-type: none"> • Preschool Education • Primary Education • Secondary Education • Students with Special Needs. <p>The Queensland Studies Authority (QSA) was formed through the amalgamation of the Queensland School Curriculum Council, Board of Senior Secondary School Studies and the Tertiary Entrance Procedures Authority on 1 July 2002. QSA undertakes syllabus development, syllabus accreditation, moderation, assessment, testing and certification across the preschool–Year 12 range for all Queensland schools. This includes registration and accreditation of vocational education and training programs in schools. QSA is also responsible for tertiary entrance procedures. It conducts research and provides information to assist Queensland students in their transition to post-school options.</p> <p>The Board of Teacher Registration supports education in state and non-state schools by encouraging the highest professional standards and aspirations of teachers in Queensland. The Board registers Queensland's teachers and collaborates with the higher education and wider communities to approve teacher education programs for teacher registration purposes.</p> <p>The non-state education sector helps to shape policies, standards and structures for curriculum and certification in Queensland's state and non-state schools through its consultation with the Department of Education.</p>
	<p>Non-state schooling Around 440 non-state schools deliver education based on specific philosophical, religious, or teaching and learning criteria to more than 178 000 students† (over 25% of Queensland's students).</p> <p>The non-state system provides education prior to Year 1 through to Year 12.</p> <p>In addition, 330 community kindergartens provide preschool and kindergarten services to Queensland's children.</p> <p>† Full-time equivalents based on primary and secondary school enrolment at February 2002. This figure excludes preschool and full-fee-paying overseas students.</p>	<p>The Department of Education contributes to non-state schooling through the output Portfolio Services — Assistance to Non-State Education. The department provides policy advice to the Minister and administers grants, funding and home schooling. It ensures that a system of planning, approval and accountability occurs for non-state schooling.</p> <p>The Non-State Schools Authorities Council provides advice to the Minister on matters relating to the non-state schooling sector.</p> <p>The Non-State Schools Accreditation Board, effective from 1 January 2002, contributes to the quality of school education by accrediting non-state schools and monitoring their compliance with accreditation standards.</p> <p>The Queensland Studies Authority (QSA) undertakes syllabus development, syllabus accreditation, moderation, assessment, testing and certification across the preschool–Year 12 range for all Queensland schools. This includes registration and accreditation of vocational education and training programs in schools. QSA is also responsible for tertiary entrance procedures. It conducts research and provides information to assist Queensland students in their transition to post-school options.</p> <p>The Board of Teacher Registration supports education in state and non-state schools by encouraging the highest professional standards and aspirations of teachers in Queensland. The Board registers Queensland's teachers and collaborates with the higher education and wider communities to approve teacher education programs for teacher registration purposes.</p>
<p>Universities and private providers The higher education sector contributes to the development of a skilled workforce, generates knowledge through research and development, stimulates employment and economic development across the state, and produces export earnings through international education.</p> <p>Universities also provide a focal point for social, economic and cultural development within their local communities, particularly in regional areas. They are significant state assets.</p> <p>International students at the state's universities expend \$358 million annually on course fees and goods and services.</p>	<p>Higher education Queensland has some nine universities providing programs to more than 140 000 students. These institutions employ approximately 14 000 staff members at 26 branch campuses.</p> <p>Queensland also has an expanding private higher education market. Currently, some 13 non-university providers deliver higher education programs to more than 4500 students.</p>	<p>Higher education is a shared responsibility of the Commonwealth Government and State Governments. The Department of Education supports the Minister in fulfilling responsibilities for higher education in Queensland through the output Portfolio Services — Assistance to Tertiary Institutions. The output includes advice to the Minister; securing Commonwealth funding; strategy and policy development; planning for the further growth of the sector in Queensland; and management of programs and services for universities, including international marketing.</p> <p>The Higher Education Forum acts as a ministerial advisory committee on higher education policy and coordination matters.</p> <p>The Queensland Studies Authority supports higher education by managing tertiary entrance procedures, providing advice to the Minister, and informing the public about tertiary entrance arrangements.</p> <p>The Board of Teacher Registration contributes to higher education by collaborating with the higher education and wider communities to approve teacher education programs for teacher registration purposes.</p> <p>The Queensland Open Learning Network provides learning support, infrastructure, and bridging and access courses to people seeking higher education or studying through tertiary institutions in more than 50 communities across the state.</p> <p>The Queensland Tertiary Education Foundation works with universities to promote Queensland as a destination for international students.</p>

Government priorities and departmental outputs

The Department of Education contributes to the Queensland Government's five key policy priorities through the outputs shown in the following table.

Government priorities	Departmental outputs
<ul style="list-style-type: none"> • More jobs for Queensland — skills and innovation — the Smart State Outcomes include: <ul style="list-style-type: none"> – a community of well-skilled and knowledgeable people – a strong diversified economy – improved standard of living for all Queenslanders • Safer and more supportive communities • Community engagement and a better quality of life • Building Queensland's regions 	Preschool Education Primary Education Secondary Education Students with Special Needs Portfolio Services — Assistance to Non-State Education Portfolio Services — Assistance to Tertiary Institutions
<ul style="list-style-type: none"> • Valuing the environment 	Preschool Education Primary Education Secondary Education Students with Special Needs

The department plays a crucial role in creating the Smart State. The department is responsible for ensuring that Queenslanders receive a high-quality education that enables them to make a successful transition from school to further education, training or work; to engage in lifelong learning; and to contribute to their community, the economy and society.

In times of change, it is the learners who inherit the future. Those who have finished learning find themselves equipped to live in a world that no longer exists.

Eric Hoffer, Futurist