

clever • skilled • creative

Strategic Plan

2008–2012

Our vision

A clever, skilled and creative Queensland

Our values

- Excellence in Endeavour
- Respect for People
- Integrity in Service
- Professionalism in Performance
- Environmental Sustainability
- Unity in Purpose

Our purpose

Our purpose is to build the knowledge, skills and creativity of Queenslanders to drive economic prosperity, build strong and vibrant communities and enhance lifelong well-being.

a clever, skilled and creative
Queensland



Our role

The Department of Education, Training and the Arts provides every Queenslander with the opportunity to engage in quality learning experiences, achieve recognised qualifications and enjoy Queensland's rich arts and cultural environment throughout their lives. The department's strong leadership sets the benchmark for excellence in education, training and the arts, and fosters a shared responsibility for delivering outcomes for all Queenslanders.

A robust public education and training system is central to ensuring that every citizen has equitable access to education and training that will enhance their individual opportunities and their participation in the workforce. Together, our state schools and TAFE institutes deliver a public education and training system that provides every Queenslander with access to high quality learning experiences, wherever they live across the state.

The department delivers high-quality public education to more than 480 000 students, or approximately 70 per cent of all Queensland school students, through the state school system¹. The department provides financial assistance and state-wide accreditation and regulatory systems for 466 Catholic and independent schools.

The department works with industry, the community and registered training organisations to match training to the economic needs of the state. This includes providing vocational education and training to 246 000

students through 13 TAFE institutes delivering training from 101 locations across the state, and administering the apprenticeship and traineeship system across Queensland.

Through Arts Queensland the department supports Queensland's dynamic arts sector by developing and funding ongoing initiatives, supporting industry organisations, festivals, groups and individual artists.

Our programs and services are focused on building a vibrant culture, a prosperous economy and cohesive communities for all Queenslanders. To this end, we are focused on closing the gap for Indigenous Queenslanders and others who have experienced disadvantage.

No other portfolio has the capacity to make such a difference to Queenslanders' lives. We help to shape Queensland's identity and develop the creativity, character, competency and citizenship that will drive our economy, enrich our communities and enhance people's lifelong well-being.

¹ Statistics cited in this Strategic Plan are current as at May 2008.

Our challenges

Queensland is experiencing unprecedented opportunity. The economy is growing faster than the rest of Australia and unemployment is the lowest it has been since the 1970s. However, this opportunity is accompanied by a range of unique geographic, economic, social and environmental issues which present challenges to the delivery of our programs and services.

Challenges to be addressed include:

- Queensland's economy and its geographically diverse regions are constantly facing new and sometimes unpredictable changes. Globalisation, the changing labour market, new and emerging industries, and demographic trends such as the ageing population, interstate migration and declining small town populations all present challenges to our communities. Against this background, the department's programs and services will support Queensland's communities and industries to continue to grow and prosper.
- A range of influences such as international events and global economic trends impact on Queensland's economy, communities and individuals. Increasingly sophisticated digital technologies deliver knowledge and information at an unparalleled pace and across geographic and cultural boundaries. These new times require new ways of learning and working. Skills and knowledge will continue to be important, but alone, they will not be enough. Through education, training and the arts we will need to develop creative thinkers who have the courage and ingenuity to find solutions to existing and emerging social and economic problems, and to lead innovation to drive greater productivity.
- Our schools have the considerable challenge of maintaining standards of excellence for all Queensland's children and young people and lifting standards for disadvantaged students. Queensland schooling performs well in international benchmark testing as a whole – but an unacceptable number of students experience poor results



which are strongly correlated with social background. Queensland schools will continue to work together, and in partnership with Queensland Government departments, the Australian Government, industry and the community to redress the educational disadvantages that are currently being experienced by some children and young people in Queensland.

- There is a significant gap between the quality of life and opportunities for Aboriginal and Torres Strait Islander Queenslanders and other Queenslanders. The department will lead a broad range of strategies to make a positive difference to education and training opportunities and outcomes for Queensland's Indigenous people. This will include working with the Indigenous community, local and state government, the Australian Government and other stakeholders.
- Like the rest of Australia, Queensland is experiencing a sharp increase in the demand for skilled workers. Skills and labour shortages are caused through a mix of complex factors, which require innovative solutions and shared responsibility with industry.
- The department's workforce has been affected by key skills shortages, and faces challenges in attracting and retaining quality educators, trainers and other staff, particularly with challenging students and in geographically dispersed locations.
- To build a diverse and vibrant arts sector which enriches the lives of Queenslanders, the department will need to direct its support to artistic vitality and renewal to build the economic viability of the sector,

and ensure that Queenslanders in all communities have access to engaging arts and cultural activities.

- The public has high expectations for contemporary, leading-edge education, training and arts facilities. The department will continue to work to secure appropriate resourcing to build and maintain infrastructure across Queensland. This requires careful management of the wide range of new and ageing infrastructure and strategic partnerships to provide facilities that are fit-for-purpose and of high quality. Schools and TAFE institutes will need to continue to utilise emerging technologies to provide exciting and engaging programs and services across Queensland. There is also a need to continue to adopt innovative practices that improve environmental sustainability.

Our strong partnerships will be essential. Through the Council of Australian Governments, Queensland has the opportunity to work with the Australian Government and other jurisdictions to raise participation and productivity. We will also utilise our partnerships with Queensland's state departments, local government, industry, parents and the community to find ways to deliver social and economic outcomes for Queenslanders. This strategic plan outlines our priorities and strategies for meeting these challenges and for achieving our goals for the Smart State.

Our priorities

Laying strong educational foundations

Enhancing individual and economic opportunities

Our goals

Every child and young person will be well prepared for life success through learning and education

Queenslanders will be linked to opportunities that support economic prosperity and enhance lifelong well-being

Our outcomes

- Children in the early years will have the opportunity to participate in play based learning that builds the foundations for their success in compulsory schooling
- Children and young people will have every opportunity to develop their physical, social, creative and intellectual capabilities as well as strengthen their social and emotional well-being
- Every child and young person will have access to state schools that deliver exemplary standards in a broad based education
- All students will receive a good grounding in the basics including literacy and numeracy skills, and will be well equipped with the essentials for learning and life success
- Students will respect diversity and develop critical thinking and creativity skills that equip them to be global citizens in a sustainable world
- Schools will nurture every student and foster high aspirations for their future
- Schools will be exciting places which offer rich digital learning experiences
- Young people will make successful transitions to further learning or work
- Queenslanders will experience a seamless education, VET and higher education system
- Queenslanders will be assured of excellent standards of education and training
- Individuals, enterprises and industry will have access to high quality, responsive and tailored education and training that is enabled by innovative technologies
- Education and training will be strongly aligned with the skills needs of the Queensland economy, particularly high level skills that are recognised and valued
- Queenslanders will have development opportunities to be more creative, productive and innovative, both at work and in their personal endeavours



Enriching lives and communities

Engaging with others

Improving agility and sustainability

Queenslanders will benefit from a rich cultural life and thriving creative communities

Productive relationships will be fostered to maximise outcomes for Queensland

Our people's talents and ideas will create a dynamic and innovative organisation

- Communities across Queensland will have opportunities to enjoy and participate in a rich and varied cultural life
- Arts and cultural sectors will continue to grow in diversity, quality and economic viability
- Queensland's Indigenous artists will be celebrated and supported, and Aboriginal and Torres Strait Islander heritage will be preserved and promoted
- Arts and cultural organisations and creative enterprises will be supported to contribute to the economy
- A creative workforce will be equipped through quality education and training opportunities
- Queenslanders will have access to engaging online experiences across a range of creative contexts

- Strong connections will be achieved at a global, national, state and local level, including working closely with the Australian Government to deliver shared goals to improve outcomes for Queenslanders
- Relationships with families and communities will foster a shared responsibility for providing all children with the opportunity to learn and achieve their goals
- Joint responsibility and co-investment with our partners will deliver better outcomes, including increased industry investment in training
- Queensland's strong relationships and reputation for excellence will underpin our growing market in international education
- Productive relationships with Indigenous people and their communities will improve outcomes for Indigenous Queenslanders

- Our motivated and capable people will be supported by inspiring and outward looking leaders
- Clear performance expectations will lead to high quality outcomes
- Quality infrastructure and smart technologies will underpin delivery of exceptional programs and services across Queensland
- Streamlined and flexible practices will deliver client focused outcomes
- Environmental sustainability will be supported across all our services and business systems

Our key strategies 2008–2009

Laying strong educational foundations

Laying strong educational foundations

The department will continue to support programs and services that deliver strong outcomes for students in *all schools* across Queensland, including:

- Support high quality Prep programs for all Queensland children
- Manage pre-Prep programs in targeted Aboriginal and Torres Strait Islander communities, supported with customised resources that provide the best possible learning experiences
- Foster strong students, strong results and strong futures for Aboriginal and Torres Strait Islander children through a range of specific strategies
- Provide curriculum leadership and renewal through the alignment of curriculum, teaching, assessment and reporting
- Work with other jurisdictions to develop a national curriculum that meets the needs of Queenslanders
- Promote science, technology, engineering, mathematics and arts education to develop creative, adaptive and innovative thinkers of the future
- Support positive outcomes for all students, including students with disabilities, refugee students, students from non-English speaking backgrounds, Indigenous communities and communities disadvantaged by distance

The department will undertake strategies that position *state schools* as a first choice for students and their parents and maintain enrolments in state schools across Queensland. These include:

- Empower state schools to develop distinctive strengths and identities that increase opportunity for students and connection with communities
- Prepare state school students to be active and informed citizens and to have the capabilities to contribute to the well-being and prosperity of the global society in which they live
- Complete the next phase of professional development to promote high quality literacy teaching that delivers high quality literacy learning for all students in all state schools
- Implement actions to support teachers in all state schools to improve numeracy outcomes for all students
- Support the holistic development of children through physical activity programs; strategies that support positive behaviour; and safe and healthy learning environments
- Undertake strategic initiatives to improve educational outcomes in disadvantaged state school communities
- Expand diversity and promote innovation through new models of state schooling, specialised facilities and strategic partnerships

Enhancing individual and economic opportunities

- Provide rich and safe e-Learning spaces that enable learners and teachers to create borderless engagement and collaboration
- Undertake master planning for new state schools that enables innovative partnerships with the community, including appropriate shared social infrastructure arrangements
- Deliver a significant program of state school renewal and refurbishment, including initiatives that improve environmental sustainability
- Develop a blueprint for state schooling beyond 2010 in consultation with communities and other stakeholders

Enhancing individual and economic opportunities

- Improve transitions to higher education, training and employment for senior students
- Enhance access to information on vocational training, higher education and employment pathways
- Enhance engagement between training, education and industry to improve pathways for senior students
- Increase opportunities for senior students to participate in school-based apprenticeships and traineeships with a focus on apprenticeships and priority traineeships
- Increase participation in trade training and para-professional qualifications



- Improve the coordination of trade training across Queensland through SkillsTech Australia
- Refine advisory mechanisms to better identify and meet industry skill needs
- Enhance the capacity of public and private training providers to better meet industry training needs
- Provide training opportunities for those who are under-engaged or outside the workforce, such as the unemployed, people with a disability or those from Indigenous and non-English speaking backgrounds
- Refine governance arrangements to improve TAFE responsiveness to industry needs
- Encourage industry to develop the skills of their existing workforce to better meet their skilling and labour needs
- Develop and deliver training products that respond to industry environmental sustainability needs
- Review and improve regulatory practice and systems to ensure quality outcomes and stakeholder confidence in the training and higher education systems
- Improve access to skills recognition and skills gap training by the training system
- Encourage articulation and recognition arrangements between training providers, schools and universities

Enriching lives and communities

Enriching lives and communities

- Develop a new regional arts and cultural strategy to enable people across Queensland to enjoy high quality, inspiring arts and cultural experiences
- Transform the existing Auditorium at the Cultural Centre into The Edge, a creative ideas and technology centre for young people
- Improve disability access at the Queensland Performing Arts Centre and undertake refurbishment work in the Lyric Theatre and the Concert Hall
- Develop a Queensland Contemporary Music Strategy to optimise opportunities and export potential for Queensland artists
- Implement the Backing Indigenous Arts program, including the establishment of the Cairns Printmaking Centre, the Cairns Indigenous Art Marketplace, and a program of support for Indigenous arts centres across the state
- Implement the art+place program to create innovative, animated public spaces that enhance social interaction and quality of life
- Develop and implement a Queensland Design Strategy and investigate options for a Queensland Centre for Design to strengthen innovation and design in Queensland

Engaging with others / Improving agility and sustainability

Engaging with others

- Leverage both public and private partnerships to deliver high quality education and training facilities
- Engage with stakeholders on key initiatives to position Queensland as a leader in education and training strategies
- Increase the export of education and training and develop international partnerships that support economic, cultural and social outcomes for Queensland

Improving agility and sustainability

- Extend the capacity of the department's staff through future focused workforce development, professional development, building leadership and attracting and retaining a high-quality and professional workforce
- Undertake new workforce planning strategies with a focus on building capability, and developing agile work practices
- Recruit and retain high-quality staff within the public education and training system
- Improve environmental sustainability across schools, TAFEs and other divisions
- Use digital technologies to support learning, arts and cultural activities
- Enhance infrastructure and ICT to strengthen the capabilities of education, training and arts in Queensland
- Strengthen regional services to better meet the needs of regional clients

Our performance

The department plays a central role in supporting all of the Queensland Government’s social and fiscal objectives. However, the department’s goals and outputs are most strongly aligned with the following priorities: *strengthening educational outcomes; building on economic success; embracing growth in cities and regions; fostering healthy individuals and communities; and strengthening Indigenous communities.*

The following table provides an overview of the alignment of the department’s priorities with our outputs and performance measures included in the Agency Service Delivery Statement 2008–2009 and the Queensland Government’s social and fiscal objectives.

Government priorities	DETA priorities and goals
<ul style="list-style-type: none"> • Strengthening educational outcomes • Strengthening Indigenous communities • Fostering healthy individuals and communities • Building on economic success 	<p>Laying strong educational foundations</p> <p>Every child and young person will be well prepared for life success through learning and education</p>
<ul style="list-style-type: none"> • Strengthening educational outcomes • Building on economic success • Strengthening Indigenous communities • Fostering healthy individuals and communities 	<p>Enhancing individual and economic opportunities</p> <p>Queenslanders will be linked to opportunities that support economic prosperity and enhance lifelong well-being</p>
<ul style="list-style-type: none"> • Fostering healthy individuals and communities • Building on economic success • Strengthening Indigenous communities • Embracing growth in cities and regions 	<p>Enriching lives and communities</p> <p>Queenslanders will benefit from a rich cultural life and thriving creative communities</p>

* Where performance measures are most strongly aligned.

** Does not include all performance measures outlined in the Agency Service Delivery Statement 2008–2009.



Outputs*	Performance measures**
<ul style="list-style-type: none"> • Early phase of learning • Middle phase of learning • Disabilities • Non-state schools 	<ul style="list-style-type: none"> • Satisfaction of parents with their child’s state school • Non-state schools involved in the cyclical review process (% reviewed; % compliance) • Year 3, Year 5, Year 7, Year 9 Tests (Indigenous; non-Indigenous)
<ul style="list-style-type: none"> • Senior phase of learning • Disabilities • Non-state schools • Vocational education and training • Higher education 	<ul style="list-style-type: none"> • Percentage of Year 12 students who have achieved a Queensland Certificate of Education or a Certificate III or above qualification • Apparent retention rate from Year 10 to Year 12 (total; male; female; Indigenous) • Number of students with disabilities who have achieved a Queensland Certificate of Individual Achievement or completed 12 years of schooling • Total VET qualifications completed (all VET; priority areas; Certificate IV and above) • Percentage of education, training or employment destinations for students (Year 12 students; all VET students) • Level of stakeholder satisfaction with VET training services and products (student outcomes; employer views)
<ul style="list-style-type: none"> • Arts and culture 	<ul style="list-style-type: none"> • Number of arts activities funded • Level of attendance in subsidised arts sector events • Percentage of regional communities accessing specific regional grants • Level of client satisfaction with Arts Queensland’s funding program and services

www.education.qld.gov.au/strategic/planning