



Department of Education and Training

Strategic Plan 2011–15



Director-General's message

Our department's strategic plan 2011–15 continues to focus on delivering world-class education and training.

Specifically, this plan continues the educational reforms which commenced in 2002 with the landmark ETRF reforms during which the decision to introduce an additional year of schooling, the Prep year, was first announced.

What has followed has been a decade of system improvements including the introduction of the 'learning or earning' laws, the implementation of Prep, raising of the Year 1 entry age, and more recently the introduction of universal access to kindy for all Queenslanders.

This plan supports the implementation of our next phase of reform, the *Flying Start* suite of initiatives, which includes further promoting early literacy, the transition of Year 7 to secondary and boosting the performance of all schools.

We know skills development remains essential to Queensland's economic success. This plan continues our commitment to reform in the Vocational Education and Training sector to ensure Queenslanders have the skills they need to maximise their individual opportunities and productively contribute to the economy.

We are committed to working with staff and stakeholders to deliver our vision of clever, skilled and creative Queenslanders.

Julie Grantham
Director-General
Department of Education and Training

Our vision

Clever, skilled and creative Queenslanders

Our purpose

To provide Queenslanders with the knowledge, skills and confidence to maximise their potential, contribute productively to the economy and build a better Queensland.

Our values

Respect

We respect each other and value our diversity.

Excellence

We have high expectations for all children and students and a commitment to high standards of service and performance.

Accountability

We are accountable for our actions, ensuring efficient and effective use of our resources.

Productive relationships

We achieve our objectives through productive partnerships with families, community and industry and collaborative relationships in our workplaces, schools and TAFEs.

Healthy, safe and sustainable environments

Our practices focus on supporting the health and wellbeing of our students and staff and creating safe and environmentally sustainable work and learning environments.

Our critical issues

- Delivering early years, schooling and training services to a diverse and growing population, including increasing numbers of vulnerable and disadvantaged young Queenslanders.
- Providing access to universally available quality kindergarten programs across Queensland.
- Lifting school literacy, numeracy and science performance and striving for improved academic outcomes for every child in every classroom.
- Increasing retention and attainment rates for all young Queenslanders while closing the gap between Aboriginal and Torres Strait Islander and non-Indigenous student outcomes.
- Increasing the numbers of Queenslanders with trade, training and tertiary qualifications that meet the needs of Queensland industries.
- Ensuring the smooth transition of Year 7 to secondary.
- Achieving further integration across early years, education and training services to support students at critical transition points.
- Attracting, retaining and further developing high-quality teachers, staff and leaders in all settings and locations.
- Resourcing infrastructure, information and communication technologies and building maintenance programs needed to provide safe, quality, and environmentally sustainable 21st century learning environments across the state.
- Continuing to deliver on our long-term objectives while ensuring we are prepared for natural disasters.

Our contribution to whole-of-government objectives

Under *Toward Q2: Tomorrow's Queensland*, the department has lead responsibility for the **SMART** ambition — delivering world-class education and training including the two 2020 targets:

- all children will have access to quality early childhood education so they are ready for school.
- three out of four Queenslanders will hold trade, training or tertiary qualifications.

This plan outlines our strategies to support the achievement of these targets.

We also contribute to achieving the other *Toward Q2* ambitions:

- **STRONG** — *creating a diverse economy powered by bright ideas* through our investment in the skills development of Queenslanders, and partnerships with researchers to ensure our work is informed by a strong evidence base.
- **GREEN** — *protecting our lifestyle and environment* by providing young Queenslanders with the knowledge and skills they need to reduce their carbon footprint, providing green industry skills, and adopting energy efficient practices at departmental sites.
- **HEALTHY** — *making Queenslanders Australia's healthiest people* by giving children the knowledge and skills to live healthy lifestyles, by skilling the health workforce, and through encouraging healthy workforce practices.
- **FAIR** — *supporting safe and caring communities* through supporting access to education and training for disadvantaged Queenslanders, including Aboriginal and Torres Strait Islanders, providing our students with the knowledge and tools to be informed and fair citizens, providing training for unemployed Queenslanders including parents who need assistance to re-enter the paid workforce, and providing training to enhance the skills of volunteers.

Our work with the Australian Government

The department makes a significant contribution to the Council of Australian Governments (COAG) agenda. The department's key strategies support the objectives of National Partnerships in the areas of early childhood education, improving literacy and numeracy, closing the gap for Aboriginal and Torres Strait Islander students and students from low socio-economic backgrounds, increasing attainment of student qualifications and improving student transitions, increasing participation and outcomes in apprenticeships and training and improving teacher quality. The Australian Curriculum will also be progressively implemented over the life of this plan.



Department of Education and Training Strategic Plan 2011–15

Clever, skilled and creative Queenslanders

Giving children a flying start	Laying strong educational foundations	Developing skills for the economy
Objectives		
Queensland children will have access to quality early childhood education and care	Every young Queenslander will be prepared with the educational foundations to support successful transitions to further education, training and work	Queenslanders will be skilled to maximise their opportunities and productively contribute to Queensland's economy
Services		
Early childhood education and care	School education	Tertiary education
Key strategies		
<p>Integration of early years services</p> <ul style="list-style-type: none"> work in partnership with stakeholders to establish integrated early years services that support children and their families <p>Universal access to kindergarten programs</p> <ul style="list-style-type: none"> increase access to a quality kindergarten program for all Queensland children by building up to 240 extra kindergarten services and supporting the long day care sector to provide approved kindergarten programs increase community awareness of the benefits of kindergarten participation, to increase enrolments increase kindergarten participation of children from at-risk groups and children living in small or remote communities increase kindergarten participation of Aboriginal and Torres Strait Islander children implement strategies to support a quality kindergarten program, including a range of workforce initiatives <p>School readiness</p> <ul style="list-style-type: none"> support service providers to implement a quality early years curriculum assist parents and carers to gain skills that support early literacy and numeracy development <p>Quality standards</p> <ul style="list-style-type: none"> implement a national quality framework, including national standards, quality ratings and streamlined regulatory requirements for early childhood education and care services provide parents and the community with information on quality and standards of care at early childhood education and care facilities develop and implement new Queensland legislation to apply to early childhood education and care services <p>Parent and community partnerships</p> <ul style="list-style-type: none"> implement communication and engagement strategies to increase parent and community understanding of the benefits of quality early years programs work with funded non-government early years services to provide parenting support and promote kindergarten participation 	<p>School curriculum</p> <ul style="list-style-type: none"> implement the Australian Curriculum for English, mathematics and science through the provision of curriculum plans and resources plan for the transition of Year 7 to secondary continue implementation of the Queensland Curriculum, Assessment and Reporting Framework <p>Teaching practice</p> <ul style="list-style-type: none"> improve all students' educational outcomes and achievements across all schools enhance the use of data to inform curriculum planning and teaching practice which supports differentiated learning close the gap in educational outcomes for Aboriginal and Torres Strait Islander students through a particular focus on attendance, achievement and attainment implement targeted initiatives to improve the performance of all students in literacy, numeracy and science implement key reforms to improve student learning outcomes in disadvantaged communities use evidence-based focused strategies to support positive behaviour and student wellbeing within a healthy learning environment <p>Principal leadership and school capability</p> <ul style="list-style-type: none"> develop and build upon existing school leadership to foster a culture of high expectations, develop inclusive environments, transform teaching practice and enhance school performance implement processes to ensure high standards for curriculum, teaching, assessment and reporting are set and monitored support teachers to improve student learning outcomes through the use of rich digital learning environments <p>School and community partnerships</p> <ul style="list-style-type: none"> implement parent and community engagement strategies that support improved student outcomes 	<p>Youth attainment and transitions</p> <ul style="list-style-type: none"> provide multiple pathways and diverse learning experiences, including school based apprenticeships and traineeships to engage senior students and increase Year 12 attainment develop and support more effective pathways for all students from school into tertiary education and training institutions, and into work <p>Participation and improved outcomes</p> <ul style="list-style-type: none"> increase participation and completions in Certificate III and above qualifications improve training completion rates, including through greater use of recognition of prior learning, targeted apprenticeship monitoring and support strategies and developing foundation skills, including literacy and numeracy for all students improve participation and qualification outcomes for Aboriginal and Torres Strait Islander Queenslanders, focusing particularly on Certificate III and above qualifications <p>TAFE capacity</p> <ul style="list-style-type: none"> continue to reform TAFE governance arrangements to better position Institutes to respond to the skilling needs of individuals and industry develop and implement new statewide policy on TAFE fees and reform TAFE funding arrangements implement strategies to enhance TAFE Institutes' leadership and staffing capacity to support high-quality public provider performance in the contemporary training market <p>Training and tertiary reform</p> <ul style="list-style-type: none"> lead the implementation of outcomes from national higher education and training reforms, including the role of vocational education and training within a broader tertiary education sector, and regulatory reform <p>Industry partnerships</p> <ul style="list-style-type: none"> work with Skills Queensland to support training investment and skills reform increase innovation through enhanced networks and collaboration between industry, the training sector, and the higher education sectors
Key performance indicators		
<p>Proportion of Queensland children enrolled in an early childhood education program</p> <p>Proportion of Indigenous children enrolled in an early childhood education program</p> <p>Proportion of disadvantaged children enrolled in an early childhood education program</p>	<p>Proportion of students at or above the national minimum standard and in the upper two bands in reading, writing and numeracy</p> <p>Queensland's relative performance against other Australian jurisdictions in literacy, numeracy and science</p> <p>The gap between Indigenous and non-Indigenous attendance and reading, writing and numeracy achievements</p> <p>Proportion of parents satisfied with their child's school</p>	<p>Proportion of 20–24 year olds having attained Year 12 or equivalent or Certificate II</p> <p>The gap between Indigenous and non-Indigenous Year 12 or equivalent attainment outcomes</p> <p>Proportion of students who, six months after completing Year 12, are participating in some form of education, training or employment</p> <p>Proportion of 25–64 year olds with Certificate III or higher qualifications</p> <p>Proportion of VET graduates in employment or further study</p> <p>Proportion of graduates and employers satisfied with the overall quality of their training</p>

Creating a capable, agile and sustainable organisation

Objective	
We will manage our resources effectively to strengthen service delivery	
Key strategies	
<p>Workforce</p> <ul style="list-style-type: none"> attract, retain and develop a high-quality, skilled and professional workforce, including: <ul style="list-style-type: none"> working with the early education and care sector to attract and retain a diverse and highly skilled workforce, including qualified early childhood teachers improving the quality of teaching across all schools at all stages of teachers' career cycle implementing initiatives to ensure staffing needs are met for the move of Year 7 to secondary assisting VET practitioners to maintain industry currency, and develop capabilities in teaching and assessment, leadership and quality improvement implementing initiatives to meet Aboriginal and Torres Strait Islander employment targets work towards the department having the right mix of employees to achieve its objectives into the future implement practices which provide safe, supportive and healthy work environments <p>Performance enhancement</p> <ul style="list-style-type: none"> ensure accountability through improved governance processes continue to strengthen the analysis and use of performance data, research and evaluation to improve the delivery of services increase the use of information management systems to monitor performance, inform decision-making, improve resource agility and productivity, support knowledge sharing and facilitate open and transparent communication 	<ul style="list-style-type: none"> ensure the department continues to be well prepared to respond to emergent issues while continuing to deliver essential services support the establishment of the Queensland Standards Authority <p>Integrated infrastructure solutions – Built and ICT</p> <ul style="list-style-type: none"> deliver high-quality, fit for purpose education, training and early childhood infrastructure, within timeframes, through state infrastructure programs manage the infrastructure requirements for the successful transition of Year 7 into secondary <p>Sustainable service delivery</p> <ul style="list-style-type: none"> deliver cost-efficient services and ensure effective forward planning for resource allocation and future investment implement further planning and support to reduce the department's environmental footprint in the areas of construction, water, waste and energy and build knowledge and strategies for a sustainable future <p>State, national and international partnerships</p> <ul style="list-style-type: none"> develop international partnerships and markets that support economic and social outcomes for Queensland seek opportunities for maximising the learning and training opportunities for all Queenslanders through the development and maintenance of effective partnerships
Key performance indicators	
<p>Proportion of infrastructure project outcomes delivered on time, within budget and to endorsed quality standards</p> <p>The rate of Work Cover claims and absenteeism</p> <p>Proportion of staff who are satisfied that the Department is a good place to work</p>	