



Department of Education

Strategic Plan

2018–2022





Acknowledgement of Country

The Department of Education acknowledges the traditional owners of the lands from across Queensland and pays respect to the Elders – past and present – for they hold the memories, traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the state.

A better understanding and respect for Aboriginal and Torres Strait Islander cultures develops an enriched appreciation of Australia’s cultural heritage and can lead to reconciliation.

This is essential to the maturity of Australia as a nation and fundamental to the development of an Australian identity.

Message from the Director-General

Queensland's future is its people. Every day the Department of Education is supporting Queenslanders to engage with our changing world.

We are connecting with families to give all children a great start to their learning journey. Setting children up for learning through strong foundations in the early years has long lasting effects. Our priority is to make sure all children have the opportunity to benefit from quality early years services and successfully transition to school.

Every day in our schools we are inspiring and challenging students to be engaged and active participants in their learning. A focus on each student, their unique needs and talents, is at the heart of our approach to support all students to grow in their learning every year. The rapid pace of change in our world is generating new social, personal and learning demands. We are responding to this change by creating inclusive school communities that nurture wellbeing and build the skills students need for their future.

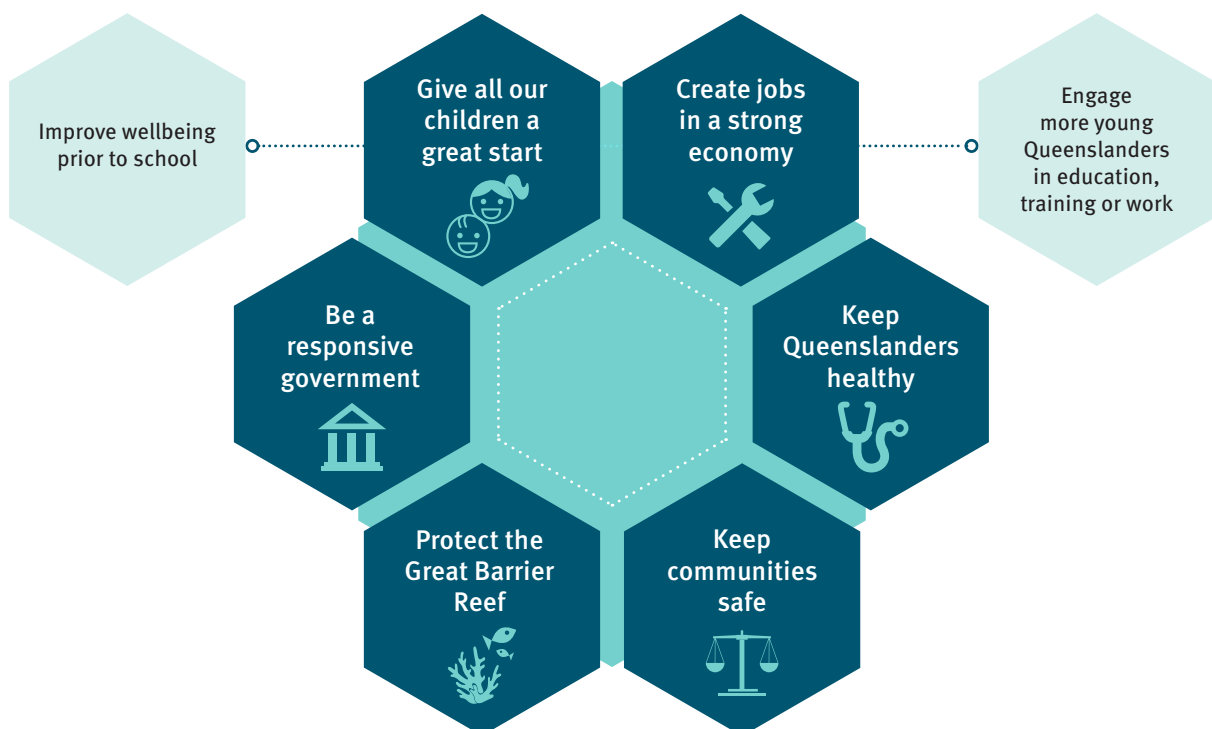
The changing world is impacting every workplace in Queensland as technology drives new ways of working and new industries. For Queensland to benefit from this change our workplaces must remain fair, safe and productive. Our role in the new world of work, through the Office of Industrial Relations, is to focus on delivering contemporary regulation and industrial laws, monitoring our workplaces and communities and supporting every Queenslanders to be safe at home and work.

Our greatest strength is the diversity, talent and commitment of our people. Our priority is creating positive and inclusive workplaces where everyone works together, with our stakeholders, industry and communities, to deliver a better future for all Queenslanders.



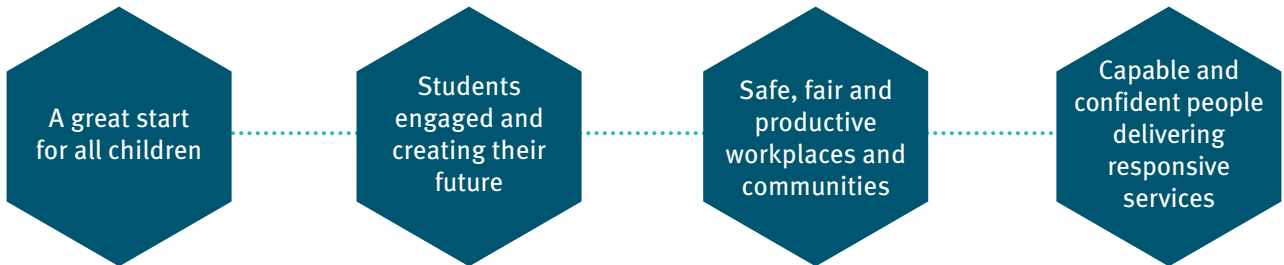
Tony Cook
Director-General

Our Future State: Advancing Queensland's Priorities

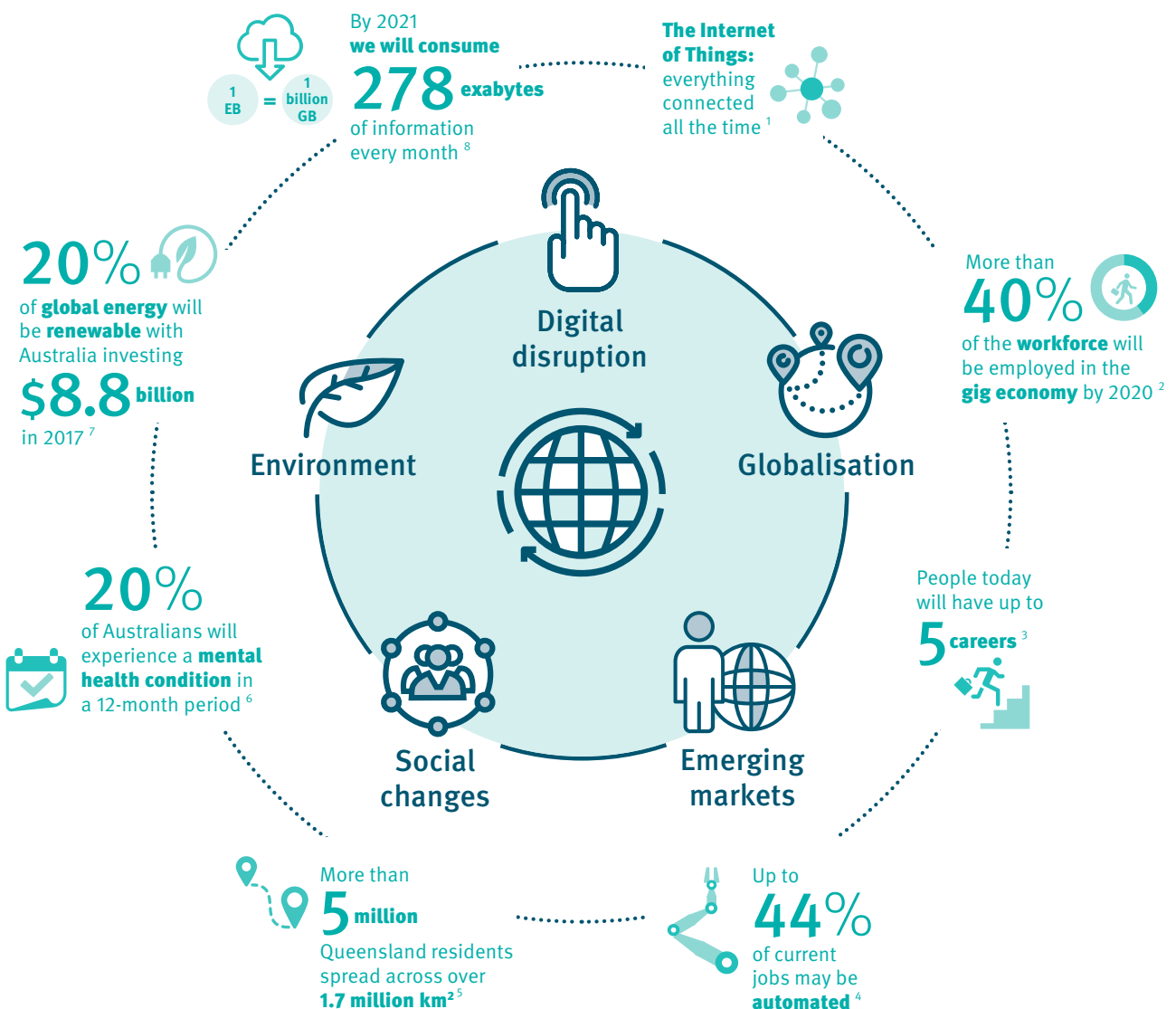


Creative, connected, engaged

Building Queensland's future by giving all children a great start, engaging young people in learning, and creating safe, fair workplaces and communities.



Our world is changing







““ Early childhood education is not only good for children – it’s key to a nation’s future. ””

Professor James Heckman ’



A great start for all children

What happens in the early years of a child's life lasts a lifetime. Quality early learning experiences provide the building blocks for a lifetime of success for every child, contributing to a stronger Queensland. Research shows quality early childhood education and care leads to better literacy and numeracy, health, social and employment outcomes, especially for our most vulnerable children.

Children are more likely to make a great start to their learning when they are happy, safe and confident. Supporting Queensland families to nurture their child's wellbeing before school is the essential start every child needs.

Our partnerships with the early years sector, schools, communities and other agencies are supporting families in their vital role as "first teachers".

Making the early years count through participation in quality early childhood programs will further support children and their families to successfully transition from home to early childhood services, and into school.

Early learning opportunities for every child

We will deliver a great start to learning by:


- leading collaboration across government to develop and implement an integrated plan in consultation with schools, for improving children's wellbeing prior to school
- providing opportunities for every child to engage in quality early learning, no matter their circumstances or location
- regulating the delivery of safe, quality early childhood education and care services
- strengthening children's transition from home to early childhood services, and into school
- developing a clear strategy for schools to work with services to ensure a strong foundation from Kindergarten to Year 2
- building a skilled and capable workforce to help children thrive.

Families engaged in their child's learning across the early years

We will support families to nurture their child's wellbeing by:

- delivering integrated services focused on those children and families in targeted communities with most need
- supporting families to play an active role in their child's learning
- continuing to support inclusive early learning experiences so that every child successfully transitions to school
- working with government and the community to deliver connected services responsive to local contexts and needs.

Our measures

- wellbeing and development prior to school 
- participation in early childhood education
- early years services meeting the National Quality Standard
- successful transitions



Kindy is the best start in life. It's important for our little people's future.

Aunty Honor Cleary¹⁰





Create jobs
in a strong
economy



Keep
Queenslanders
healthy



Keep
communities
safe

Students engaged and creating their future

Making sure all students have access to high quality learning opportunities is the key to success for each student and for Queensland. The diversity of our communities and schools is our biggest strength. Our schools are working every day with students to inspire them to explore their passions, harness their unique talents and fulfil their potential.

Teachers and school leaders are focused on lifting educational outcomes through evidence-based practice and by monitoring the progress of students. Tracking the achievements of students and giving feedback tailored to each individual's learning will see every student and every school achieve growth every year.

Students and schools are operating in a changing and connected world that brings new demands. Student health and wellbeing is important for making sure each student is ready for learning and engaged in planning their learning pathways. Safe, supportive and inclusive school communities set students up to thrive in life and learning.

Preparing every student to move beyond the school gate and successfully transition to work or further study is everybody's responsibility. Teachers, school leaders, students, parents and industry are partnering to make sure every student has a pathway to participation in the knowledge-based economy. A diverse curriculum, underpinned by literacy and numeracy is the key to setting students up for the changing world. We are supporting students to be digitally savvy, creative and critical thinkers, and active and informed citizens with intercultural competence.

Each year students achieve growth in their learning

We will achieve growth in students' learning by:

- focusing on the learning needs of each student and engaging parents and students in the planning of their learning
- supporting student learning through early identification and intervention focused on achieving growth in learning each year
- continuing to build the capability of teachers and school leaders to lead school improvement
- engaging all students and challenging them to achieve at the highest level
- engage, retain and re-engage young people in learning, building pathways to education, training and work
- continuing to support students with disability to succeed by setting clear expectations, building teacher capability and partnering with parents
- targeting strategies best suited to the learning of Aboriginal and Torres Strait Islander students
- providing rural and remote children and students with contemporary, high quality learning opportunities using technology and collaborative experiences, and partnering with their communities.

All students are valued and their wellbeing nurtured

We will value students and nurture their wellbeing by:

- seeking the views of students to inform responses to student wellbeing
- promoting opportunities for schools and students to raise awareness of respectful relationships, and build student resilience
- supporting inclusive school environments that value and promote diversity, and focus on student wellbeing and its connection to learning
- building the capability of our staff and school communities to respond to the mental health needs of students
- collaborating with other government agencies and community organisations to maximise young people's opportunities to learn
- continuing to support schools' participation in anti-bullying and cybersafety initiatives.



Lifting educational outcomes



Most improved state in
Year 3 reading and numeracy
since 2008



“

Future success goes beyond artificial intelligence. True innovation starts with conversation.

Dr Catherine Ball ”

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Creative, connected and engaged learners for the future

We will develop creative, connected and engaged learners by:

- providing opportunities for real world experiences to help students develop their skills in problem solving, creative thinking, collaborative learning and co-design
- implementing the *Australian Curriculum: Digital Technologies* in all schools
- providing learning opportunities for all students, no matter their location, to engage in science, technology, engineering and mathematics (STEM), including coding and robotics
- developing students' global mindset and ability to communicate across languages and cultures
- implementing new Senior Assessment and Tertiary Entrance systems
- identifying post-school pathways that support every student to transition successfully to further study and work.

Our measures

- literacy and numeracy achievement
- student and parent engagement
- learning days lost
- retention
- Year 12 certification
- engagement in further education, training and employment



Students need to be able to think like entrepreneurs: resourceful, flexible, creative and global.



Professor Yong Zhao ¹²

Ready for their future

In 2017

More than

98%



of **Year 12 completers** in Queensland state schools received either a Queensland Certificate of Education or a Queensland Certificate of Individual Achievement

Indigenous gap is less than 1 percentage point in Queensland state school Year 12 certification*

*Gap reduced from 29.2 percentage points in 2008



Create jobs
in a strong
economy



Keep
communities
safe



Be a
responsive
government

Safe, fair and productive workplaces and communities

Technology is radically altering the ways we work, the way we live and how we connect with our world. This means our interactions are increasingly sophisticated and changing the connections between businesses, employees and communities.

These changes mean what will make businesses thrive tomorrow will be different from what makes them succeed today. As Queensland industries evolve to respond to a services-focused and knowledge-based economy, so too do the skills and capabilities needed by Queensland's workforce. Keeping pace with the changing world of work and diverse ways of working will require new responses by government. Ensuring Queensland workplaces are fair and productive will drive the economy and deliver social and economic prosperity.

Our focus on better, more contemporary regulation practices and industrial laws is supporting improved productivity and fairness in our workplaces to make sure all Queenslanders are healthy and fit for work. An ageing population and an ageing workforce create new challenges for our economy, productivity, service delivery and workforce planning.

Making Queensland safe is not just about our workplaces but our homes, community facilities and social opportunities. Key to a safe Queensland is raising awareness and knowledge across our community that safety is everyone's responsibility. By harnessing the benefits of diverse, vibrant and healthy communities, we are making Queensland the best place to live, work and play.

Safe workplaces and homes

We will make sure Queenslanders are safe at work and home by:

- providing practical solutions to current and emerging trends that impact health and safety
- monitoring and improving physical and psychological work environments
- using directed compliance and sanctions to enforce work health and safety and electrical safety laws
- driving safety leadership and culture through education and engagement

- raising awareness of working and living safely around electricity.

All workplaces are fair and productive

We will make sure all workplaces are fair and productive by:

- supporting workplace productivity and fairness through an equitable industrial relations framework
- negotiating fair and productive public sector industrial agreements through good faith bargaining
- achieving high quality outcomes through effective implementation of contemporary policy and legislative frameworks
- providing a fair and efficient workers' compensation scheme and return to work practices that better serve industry and injured workers
- engaging with workers and industry to provide analysis and advice on industrial relations issues
- ensuring compliance with Queensland's industrial relations laws
- providing advice to government as a partner in the Fair Work system.

Our measures

- industry and community awareness of healthy, safe and fair work principles and benefits
- reduction in workplace and electrical incidents and injuries
- participation in business programs and interventions
- return to work outcomes
- timely dispute resolution

Protecting Queensland workers



**First state to introduce
Labour Hire Licensing**





“

Investing in teacher effectiveness is the most potent reform to boost Australia's economic growth.

Dr Ben Jensen ¹³

”

Keep
Queenslanders
healthyKeep
communities
safeBe a
responsive
government

Capable and confident people delivering responsive services

Our greatest strength is the diversity, talent and commitment of our people. Creating positive and inclusive workplaces where everyone works together to deliver on our purpose is essential for Queensland's future. We all have a role to play in making sure our workplaces are safe and productive, and focused on making a difference.

Continuing to deliver improvements for Queensland means we must evolve our services, be responsive to the needs of our communities and manage risk to deliver outcomes. We will achieve this by using evidence and leading change aligned to our purpose. A key approach will be designing services in partnership with our people, stakeholders and the broader community.

A responsive and capable workforce

We will support our people to make a difference by:

- delivering a comprehensive workforce strategy to attract, develop and retain teachers, school staff and those in supporting roles
- continuing to focus on health, safety and wellbeing in every workplace
- supporting the health, safety and wellbeing of our teachers and school leaders, recognising the complexity of school communities
- promoting a diverse, inclusive and high-performing service delivery culture through continual improvement
- developing the skills of leaders across service delivery, regulation and business support areas to create a culture of innovation and continual improvement.

Transforming the way we do our business

We will transform our delivery by:

- building and renewing contemporary, fit for purpose, engaging and energy efficient learning environments

- leveraging innovation, digital technologies and tools to improve our services, and being responsive to community needs and expectations
- delivering integrated information and communication technology solutions including improved broadband connectivity for teachers in rural and remote communities
- working with our partners to develop strategic policy responses using research and evidence
- using governance to design and align the direction of our work, deliver our purpose and improve our performance
- continuing to mature contemporary regulation to monitor the safety, legislative compliance and quality of services.

Our measures

- financial and delivery performance
- workforce engagement

Creating positive workplaces

Above Queensland public sector average

in all **10**  **workplace climate factors***

*Working 4 Queensland survey 2017

Governance and risk for outcomes

Good governance is essential to achieving our purpose and objectives. It helps set the direction for our work, supports accountability and drives high performance. We use evidence that balances opportunity and risk to inform our decisions. Through risk management, we focus our attention on those areas of lowest appetite.

We have the lowest risk appetite for:

- safety of children and students
- health and safety of our people and workplaces
- security of information
- prevention of fraud and corruption
- compliance with legislation and regulation.

We are committed to the Queensland Government values of:



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people



Work safe, learn safe, be safe



To achieve an equitable, inclusive and more prosperous future for all, we must foster a culture of integrity, transparency, accountability and good governance.

UN Secretary-General, Ban Ki-moon ¹⁴





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