

# Strategic Plan 2023–27

## We are committed to equity and excellence in everything we do

### Our purpose

*Delivering for Queenslanders and their communities responsive services focused on equity and excellence.*

#### Our commitment to human rights

We promote equity and excellence by our commitment to respect, protect and promote human rights.

#### Acknowledgement of Country

The Department of Education acknowledges the Traditional Owners of the lands, seas, skies and waterways from across Queensland.

We pay our respect to the Elders, past, present and emerging, for they hold the memories, traditions, the culture and the hopes of Aboriginal peoples and Torres Strait Islander peoples across the state.

For more information, see our [Commitment Statement](#).



The Landscape of Learning is a custom embodied design for the Queensland Department of Education and was produced in collaboration through a co-design process with Iscarlot Media (IM) in 2022.

### Our objectives



**A strong start for all children**



**Every student realising their potential**



**Fair and safe workplaces and communities**



**A vibrant racing industry**



**Capable people delivering our vision**

### Our focus

- **Achievement** – Continually improve our services to deliver great outcomes for Queenslanders
- **Wellbeing and engagement** – Create safe and positive environments to strengthen health and wellbeing
- **Culture and inclusion** – Embrace diversity to deliver welcoming, inclusive and accessible services

### Our challenges

- **Skilled workforce** – Ensure workforce design, supply, retention and capability meet our service delivery needs
- **Digital security** – Enhance capacity and capability to maintain the integrity and security of our information and systems
- **Building resilience** – Strengthen our prevention and preparedness for disruptive events and climate impacts
- **Future-proofed investment** – Respond to the needs of diverse communities and invest for future generations
- **Safety and wellbeing** – Address complex issues impacting the wellbeing and safety of children, students, communities and workplaces

### Our opportunities

- **Leadership** – Empower leaders at every level through high-quality development opportunities
- **Integrated services** – Work across government and foster meaningful partnerships to respond to changing communities
- **Performance improvement** – Support a culture of continuous improvement to enhance outcomes
- **Innovation** – Embed future focused approaches to drive outcomes and innovation
- **Investment** – Target responses and investment to meet community need

### We support the Government’s objectives for the community:



Good jobs



Better services



Great lifestyle

We contribute to the Government sub-objectives for the community



Educating for the future



Building Queensland



Investing in skills



Backing our frontline services



Connecting Queensland



Protecting the environment



Keeping Queenslanders safe



Growing our regions



Honouring and embracing our rich and ancient cultural history

### In everything we do we will consider:

- Child and student protection and safety
- Workplace health and safety
- Information security
- Integrity



### A strong start for all children



Set critical foundations for children's futures through quality early childhood services.

#### Our strategies

- Support the provision of high-quality early years services.
- Ensure access to kindergarten for all children in the year before school.
- Support positive transitions to school that are inclusive and responsive to community needs.
- Promote children's health, safety and wellbeing.
- Partner with communities and the early childhood sector to reduce vulnerability and improve wellbeing prior to school.
- Encourage families to play an active role in their child's wellbeing and learning.
- Support culturally responsive early childhood services for Aboriginal children and Torres Strait Islander children.
- Ensure inclusive service delivery to support children with disability.
- Enhance early childhood sector capability to support a skilled and qualified workforce.
- Implement funding and service delivery models to support children's wellbeing and development, and strengthen learning outcomes.
- Ensure fair, proactive and risk-based regulation to support the early childhood sector to deliver high-quality services.

#### Our measures

- Wellbeing and development prior to school
- Kindy participation
- Quality of early years services



### Every student realising their potential



Embed equity and excellence in education to prepare all children and young people for a positive future.

#### Our strategies

- Focus on student achievement in English and mathematics as the foundation for engagement in broad curriculum offerings.
- Support student wellbeing and engagement to foster safe and healthy learning environments.
- Create inclusive, welcoming and accessible learning and teaching environments that recognise the importance of culture and diversity.
- Embed First Nations cultures through co-design and capability building to strengthen learning outcomes.
- Support the wellbeing and achievement of students with disability through accessible and equitable education settings.
- Support successful transitions throughout a student's education journey, including into further education or employment.
- Maximise learning days for students across all phases of their learning.
- Empower educators and leaders to build professional expertise across their career.
- Explore enhancing teaching and learning through digital innovation to deliver high-quality learning opportunities no matter where a student lives.
- Enhance access for schools to a range of data to inform school improvement.
- Deliver integrated responses to provide a range of services to support students, families and communities.

#### Our measures

- Learning outcomes
- Maximise learning days
- Student retention
- Post-school destinations
- Parent satisfaction



### Capable people delivering our vision



Invest in our people, services and infrastructure to deliver for Queenslanders.

#### Our strategies

- Support the health, safety and wellbeing of staff in every workplace.
- Provide opportunities for all staff to develop capability and skills to respond to needs.
- Build sustainable, energy-efficient and future-focused infrastructure and information technology.
- Support high-quality decision-making informed by evidence.
- Focus on strategic workforce planning, including attraction and retention initiatives.
- Build leadership capability and expertise across all levels of our organisation.
- Drive a diverse, inclusive and high-performing service delivery culture.

#### Our measures

- Workplace health and safety
- Workforce diversity
- Employee engagement
- Frontline service delivery
- Infrastructure investment
- Financial management



### Fair and safe workplaces and communities



Promote fair pay and safe working conditions to provide stability and confidence for a strong economy.

#### Our strategies

- Deliver regulatory standards and services that are evidence informed, solutions-focused and contemporary.
- Uphold the rights of all Queenslanders to safe workplaces and communities through strong compliance action and enforcement.
- Strengthen engagement with stakeholders by building connections and enabling access to education and advisory support.
- Manage Queensland's industrial relations framework and lead public sector bargaining.

#### Our measures

- Workplace and electrical incidents and injuries
- Client satisfaction
- Efficiency and effectiveness



### A vibrant racing industry



Support the racing industry for the prosperity of Queensland communities.

#### Our strategies

- Ensure the effective administration of the Racing Infrastructure Fund to support growth in racing and improvement of services to the industry.
- Provide policy advice to government in relation to Queensland racing industry.
- Provide high level governance and accountability support services in relation to the *Racing Act 2002*.

#### Our measures

- Efficiency and effectiveness



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