

# STRATEGIC PLAN 2024–2028

## Our Vision

Skilled Queenslanders and vibrant small businesses growing Queensland's economy.

## Our Purpose





We support Queensland's current and future workforce by connecting Queenslanders to learning opportunities through quality training, employment opportunities and by helping small businesses to start, grow and thrive.

## OUR CONTRIBUTIONS TO THE QUEENSLAND GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY

### **GOOD JOBS:** Good, secure jobs in our traditional and emerging industries

-  **Supporting jobs** – by delivering innovative and practical solutions to develop a strong and diverse workforce ready to support growth, strengthen our communities and keep Queensland at the forefront of economic opportunities.
-  **Backing small business** – by helping small businesses to start, grow and thrive through targeted and successfully delivered grants and support programs responsive to the evolving needs of small businesses and to help keep Queenslanders in jobs.
-  **Making it for Queensland** – by working together with other agencies to increase access to new markets for all small businesses and working with industry to adopt innovative manufacturing techniques to enhance global competitiveness.
-  **Investing in skills** – by connecting people to quality training and skills pathways to create better employment opportunities and outcomes and support emerging priority industries.

### **BETTER SERVICES:** Deliver even better services right across Queensland

-  **Backing our frontline services** – by connecting people to training and investing in infrastructure that will be used for teaching new skills to frontline staff and supporting Queenslanders to access training, skilling and employment opportunities.
-  **Keeping Queenslanders safe** – by maintaining and modernising TAFE facilities to train future Queensland workers.
-  **Connecting Queensland** – by supporting jobseekers to build their digital skills to connect with employment or further study and increasing the digital capability of small businesses to help them grow and protect their business.
-  **Educating for the future** – by partnering with schools and industry to enable young people to acquire qualifications, knowledge, skills, and attributes to deliver outcomes for students, local communities, and businesses.

### **GREAT LIFESTYLE:** Protect and enhance our Queensland lifestyle as we grow

-  **Protecting the environment** – by preparing the workforce to participate in renewable energy industries including investment in renewable energy training facilities.
-  **Growing our regions** – by working with regional businesses, industries and communities on projections and programs that strengthen local workforces and support economic resilience and growth.
-  **Building Queensland** – by building new and upgrading existing TAFE facilities through Equipping TAFE for our Future to support training Queenslanders in new and emerging industries.
-  **Honouring and embracing our rich and ancient cultural history** – by delivering a First Nations Training Strategy and Closing the Gap initiatives through the National Skills Agreement to support Aboriginal and Torres Strait Islander communities to develop skills relevant to local needs and secure jobs.

## OUR VALUES AND COMMITMENTS



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

We value and respect Aboriginal and Torres Strait Islander cultures in all that we do.  
We respect, protect and promote human rights in our decision-making and actions.

## OUR OPPORTUNITIES

- **Targeting services** by encouraging innovation and continuous improvement to provide exceptional service delivery focusing on Queenslanders' needs
- **Strengthening partnerships** by collaborating across communities, industry and government to gather insights from stakeholders to feed into policy, programs and decision-making
- **Leveraging technologies** and the use of artificial intelligence to advance our approach into new and better ways of working
- **Maintaining integrity** and a positive workforce culture by prioritising capability development and wellbeing
- **Embracing culture** by honouring and supporting First Nations peoples, history and businesses

## OUR STRATEGIC RISKS

- **Disaster resilience and preparedness for climate change**, including potential damage, loss and impacts to workers, small businesses and physical infrastructure from disaster events
- **Information and cyber security**, including increasing prevalence of cyber incidents and threats to data and privacy
- **Fraud and corruption risk** heightened in an environment of significant grant programs and third party contract management
- **Human capital and resourcing challenges** that may arise if our workforce has insufficient capacity and capability to deliver priorities
- **Disruptive and extreme events** that hamper and prevent agency services, programs and project delivery for our customers

*This Strategic plan was reviewed in March 2024 and remains current.*

## EMPLOYMENT

Preparing Queensland's workforce for the demands of current and future industries.



- Leading the delivery of the Queensland Workforce Strategy to strengthen Queensland's current and future workforce.
- Delivering targeted employment support programs to assist employers and disadvantaged jobseekers.
- Supporting workforce adaption to high-growth and emerging industries, including through industry specific strategies like Queensland's Clean Energy Workforce Roadmap and the Hydrogen Industry Workforce Development Roadmap 2022-2032.
- Delivering strategic advice on future skills needs, workforce planning and development.
- Strengthening collaboration between industry, employers, training sector stakeholders and government through Industry Engagement Framework, to plan for and invest in future skills and training that link to jobs, while supporting the diverse needs of Queensland's regions.

- Overall customer satisfaction with employment programs.
- Administrative cost per \$1,000 of employment grant programs support.
- Number of employers, and percentage of people by target group, supported through the Back to Work program.
- Number of actions completed and underway within the Queensland Workforce Strategy 2022-2025 Action Plan.
- Number of employers and workers/jobseekers supported through delivery of Queensland Workforce Strategy 2022-25 Action Plan.
- Delivery of actions under Queensland's Clean Energy Workforce Roadmap and Hydrogen Industry Workforce Development Roadmap 2022-2032.

## SMALL BUSINESS

Helping small businesses to start, grow and thrive.



- Delivering the Queensland Small Business Strategy 2024-27 to grow a thriving, resilient small business sector supporting local jobs and contributing to a strong Queensland economy.
- Delivering targeted programs, services and business grants and providing critical information, business advice and support through the Business Queensland website, Small Business Hotline, regional offices, and Mentoring for Growth program.
- Maximising opportunities for small business to supply to government through the Queensland Small and Medium Enterprises Procurement target and on-time payment policy.
- Continuing to support the Queensland Small Business Advisory Council as the voice for small business.
- Supporting advocacy activities of the Queensland Small Business Commissioner and reducing the time and costs associated with resolving disputes.
- Promoting climate resilience strategies and continuity plans among small businesses to minimise disaster impacts, and providing support when disasters occur.
- Supporting the establishment of Queensland Indigenous Business Network to advocate for and grow the First Nations business sector.
- Facilitating the Small Business Support Network to deliver critical business financial counselling and wellness coaching.
- Percentage of new or existing businesses reporting increased capability (including digital) as a direct result of participation in small business grant programs.
- Percentage of businesses assisted by small business programs that report a projected increase in either employment, turnover, or profitability.
- Administrative cost per \$1,000 for small business grant programs.
- DESBT's small business invoices are paid on-time.
- DESBT contributes to meeting the government's small and medium enterprises procurement target.

## TRAINING AND SKILLS

Connecting people to quality training and skills.



- Contributing to Queensland's economic growth by investing in quality skills pathways.
- Increasing workforce participation of disadvantaged Queenslanders by supporting community-based work opportunities.
- Delivering government subsidised training, including free TAFE and free apprenticeships for under 25s, in high-priority skills areas.
- Improving career development outcomes through culturally appropriate training by implementing a First Nations Training Strategy.
- Delivering the Queensland Skills Strategy to ensure Queensland's investment in skills and training is tailored to meet current and future workforce needs.
- Meeting current and future skills needs by investing in quality training pathways.
- Work with the Commonwealth Government to deliver national skills and training priorities and outcomes for Queensland, including key initiatives under the National Skills Agreement.
- Proportion of all attempted competencies successfully completed.
- Proportion of Queenslanders with higher qualifications.
- Proportion of VET graduates in employment or further study.
- Number of completions for apprenticeships, traineeships and school-based apprenticeships and traineeships (SATs).
- Proportion of graduates satisfied with the overall quality of their training.
- Number of actions completed and underway in the First Nations Training Strategy and Queensland Skills Strategy.

## CULTURE

Supporting a high performing and contemporary organisation delivering valued services.



- Fostering an inclusive, diverse, and innovative workplace culture to better connect, collaborate and create.
- Supporting Aboriginal and Torres Strait Islander peoples and increasing cultural capability through integration of knowledge, experience, values and traditions.
- Focusing performance on priority skills capability and quality results reinforced by implementing a contemporary capability strategy.
- Providing health, safety, and wellbeing support to enable employees to perform at their best.
- Proactively managing the department's financial resources to enable customer service delivery and operating costs within budget.
- Empowering stakeholders and partners through modern digital platforms to enable business agility and enhance client experience.
- Continuously improving corporate governance, risk management and business continuity planning.
- Increase response rate to 85% and positive employee engagement result to over 60% in the annual Working for Queensland survey.
- Employees identify as people with disability, Aboriginal peoples and/or Torres Strait Islander peoples, culturally and linguistically diverse background and women.
- Benchmark of employees who report limited to no issues on the workplace climate index.