

Strategic Plan 2022–2026

Our Vision

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

Our Purpose

We support Queensland's future workforce by connecting all 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 programs that support people to enter and progress within the workforce and support small businesses to employ and assist job seekers.
- » **Backing small business** – by helping small businesses to start, grow and thrive through grants and support programs and to help keep Queenslanders in jobs.
- » **Making it for Queensland** – by working together with other agencies to increase access to new markets for regional 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 to prepare them for work now and in the future.



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 to help keep Queenslanders safe.
- » **Keeping Queenslanders safe** – by upgrading and modernising health training facilities at TAFE Queensland campuses and supporting Queenslanders to undertake training in health and science.
- » **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 new and existing workers to work in renewable energy industries including investment in renewable energy training facilities.
- » **Growing our regions** – by supporting and maintaining regional partnerships and working with regional business and industry on projects and programs to support economic resilience and growth.
- » **Building Queensland** – by upgrading and building new TAFE Queensland infrastructure and facilities to ensure we have world-class learning environments.
- » **Honouring and embracing our rich and ancient cultural history** – by delivering a First Nations Training Strategy to support Aboriginal and Torres Strait Islander communities to develop skills relevant to local needs and secure jobs now and in the future.

Our values and commitments:



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

The way we operate is driven by our commitment to the Queensland Government values shown above.

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.

We are a white ribbon accredited organisation and we are committed to supporting employees who experience domestic and family violence as domestic violence is never acceptable.

We support the Queensland Government's commitment to workplace inclusion and diversity.

Our opportunities and risks

We embrace our strategic opportunities:

- Supporting a healthy wellbeing and safety conscious culture.
- Applying strong preventative controls and processes to ensure peoples' safety is our first priority.
- Applying resilience and learnings to improve our responsiveness to COVID-19 and natural disasters.
- Leveraging regional networks to maximise our resources in being responsive to customer needs.
- Developing and retaining talent to effectively respond to a changing environment and priorities.
- Implementing digital innovation and leveraging new technology to make better decisions for Queenslanders.
- Modernising core ICT systems in providing continued customer service delivery.
- Strengthening relationships with the community, industry and government agencies to drive policy and program success.
- Gathering insights and valuing input from stakeholders to inform decision making and continually improve service delivery.

How we manage our strategic risks:

- Health and safety of employees, contactors or visitors on DEBST premises.
- Sufficient workforce capacity and the right capability.
- Building and maintaining stakeholder engagement.
- Continuity of core ICT systems in providing customer service delivery.

Read more about our services, programs and initiatives at desbt.qld.gov.au

Objectives



Employment

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

- Delivering 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.
- Delivering strategic advice on future skills needs, workforce planning and development.
- Strengthening collaboration between industry, employers, training sector stakeholders and government through DESBT's Industry Engagement Framework mechanisms, to plan for and invest in future skills and training that link to jobs, while supporting the diverse needs of Queensland's regions.

Strategies

- Overall customer satisfaction with employment programs.
- Administrative cost per \$1,000 of employment program support.
- Number of employers supported through the Back to Work program.
- Percentage of people supported through the Back to Work program, by target group.

Performance Measures



Small business

Helping small businesses to start, grow and thrive.

- Delivering targeted programs, services and business grants under the Big Plans for Small Business Strategy 2021–23 to help small businesses to start, thrive and grow local jobs and recover from COVID-19 and disruptive events.
- Making it easier for small business to supply to government through the Queensland Small and Medium Enterprises Procurement target and on-time payment policy to maximise opportunities.
- Supporting the reinvigorated Queensland Small Business Advisory Council to strengthen the voice of small business in policy design and program delivery.
- Providing access to critical information, business advice and support through the Business Queensland website, Small Business Hotline, regional offices and Mentoring for Growth program to support small businesses.
- Support the Queensland Small Business Commissioner to enhance the operating environment and to provide fast and fair assistance in resolving disputes for small businesses.

- 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.
- Average score out 5 by customers for how easy it is to use the Business Queensland website
- Administrative cost per \$1,000 of program support.
- 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 recovery by investing in quality skills pathways.
- Increasing workforce participation of disadvantaged Queenslanders by supporting community-based work opportunities.
- Helping secure Queensland's future skilled workforce by delivering Free TAFE and apprenticeships for Queenslanders under 25 in priority skills areas.
- Equipping TAFE for our future by building new fit-for-purpose infrastructure and upgrading existing facilities.
- Improving career development outcomes through culturally appropriate training by implementing a First Nations Training Strategy.

- Proportion of all attempted competencies successfully completed.
- Proportion of Queenslanders with higher qualifications
- Proportion of Vocational Education and Training graduates in employment or further study.
- Number of completions for apprenticeships, traineeships and school-based apprenticeships and traineeships.
- Proportion of graduates satisfied with the overall quality of their training.
- Proportion of employers satisfied with graduates of national accredited training, apprenticeships and traineeships
- Average cost per competency successfully completed



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.
- Focusing performance on priority skills capability and quality results reinforced by implementing a contemporary capability strategy.
- Providing health, safety and well-being support mechanisms to enable employees to perform at their best.
- Proactively managing DESBT's financial resources to enable customer service delivery.
- Empowering stakeholders and partners through modern digital platforms to enable business agility and enhance client experience.

- Response rate in the annual Working for Queensland survey.
- Employees identify as Aboriginal peoples and/or Torres Strait Islander peoples.
- Benchmark of employees who report limited to no issues on the workplace climate index.
- Operating costs within budget.
- Overall customer service systems availability.