

# Strategic Plan 2011–15

Queensland Studies Authority



The QSA Strategic Plan 2011–15 sets out our strategic priorities for the next four years, and our vision for the longer term. We invite our partners in the education and wider community to work with us in the development of our products and services.

## Vision

The QSA's vision is to provide quality, innovative and future-focused products and services to assist all Queensland educational communities.

## Purpose

- To support schools and other education services to provide the best education and training for students.
- To enable educational choice for students across State, Catholic and Independent school sectors.
- To promote public confidence in QSA products and services.

## Contribution to whole-of-government objectives

The QSA supports the Queensland Government's Towards Q2: Tomorrow's Queensland Smart ambition of delivering world-class education and training. This includes the 2020 targets that all children will have access to quality early childhood education so they are ready for school and three out of four Queenslanders will hold trade, training or tertiary qualifications, by delivering world-class, research-based educational products and services.

## Challenges and priorities

QSA's main challenge is to produce relevant and innovative products in a transforming educational environment. We have identified key priorities to support teachers and school communities to deliver the best educational outcomes for students in this environment. The QSA will:

- continue to play a lead role in supporting schools to transition to the Australian Curriculum by:
  - providing schools with resources and support to plan and implement the new curriculum
  - aligning QSA products to the Australian Curriculum
- participate in the Australian Curriculum, Assessment and Reporting Authority's (ACARA's) curriculum development and consultation activities to promote Queensland's position and ensure the delivery of a world-class national curriculum
- continually review our products and services to ensure they meet the changing needs of teachers and students
- promote and strengthen Queensland's system of school-based assessment to improve teacher assessment capability and support school planning
- work with schools and the wider community to enable more students to become eligible for a Queensland Certificate of Education, and increase Year 12 completion rates by promoting the range of learning options available for students in the senior phase of schooling
- implement the changes associated with the transition to the Australian Skills Quality Authority and support schools during the transition period
- introduce new technologies to deliver our products and analyse data to promote performance improvement at the school level
- continue to develop and maintain positive relationships with our stakeholders to encourage cooperation and successful implementation of our products and services
- continue to increase staff and organisational capability to ensure that QSA is well positioned to meet the challenges of the changing educational environment
- work with government to implement the recommendations of the White Paper, *A Flying Start for Queensland Children*, particularly the establishment of a new independent standards authority.
- continue to perform our functions in an efficient and effective manner as we transition to the new organisation.

| Curriculum   | Assessment and reporting   | Organisational capability  |
|--|--|--|
| <b>Objectives</b>  |  |  |
| <p>Innovative syllabuses and supporting products and services that meet the changing ways in which young people learn, and prepare them for life and work in the 21st century.</p>   | <p>Assessment and reporting resources that improve teaching and learning.</p>  | <p>Efficient and effective delivery of QSA's products and services.</p>  |
| <b>Strategies</b>  |  |  |
| <p><b>Syllabuses and guidelines</b></p> <ul style="list-style-type: none"> <li>• Represent the views and interests of Queensland schools and education stakeholders by providing advice to ACARA in relation to the development of the Australian Curriculum.</li> <li>• Align QSA syllabuses and guidelines to the Australian Curriculum.</li> <li>• Provide schools with resources to support the transition to the Australian Curriculum and the implementation of QSA syllabuses and guidelines.</li> <li>• Provide a P–12 approach to teaching, learning and assessment through the development, implementation, maintenance and revision of QSA syllabuses and guidelines.</li> <li>• Develop resources and provide professional development to support the implementation of the <i>Queensland Kindergarten Learning Guideline</i> in early childhood education and care centres.</li> <li>• Incorporate Aboriginal and Torres Strait Islander perspectives and equity principles into new and revised guidelines and syllabuses.</li> </ul> <p><b>Accreditation</b></p> <ul style="list-style-type: none"> <li>• Accredite syllabuses and guidelines for implementation in the Queensland education community.</li> <li>• Recognise courses of study offered by schools in Queensland and those that may contribute to a certificate of achievement offered by the QSA.</li> </ul> <p><b>VET</b></p> <ul style="list-style-type: none"> <li>• Support the delivery of vocational education and training (VET) for school students by responding to new policy directions, registering and auditing schools, providing authoritative advice, promoting a range of VET options, and promoting collaborative relationships between stakeholders.</li> <li>• Implement the changes associated with the transition to the Australian Skills Quality Authority.</li> </ul> | <p><b>Testing and assessment</b></p> <ul style="list-style-type: none"> <li>• Align QSA assessment products to the Australian Curriculum.</li> <li>• Align new and existing Assessment Bank items (and metadata) with the Australian Curriculum.</li> <li>• Develop and align the Queensland Comparable Assessment Tasks (QCATs) with the Australian Curriculum, particularly in respect to standards.</li> <li>• Continue to develop online assessment items and deliver QCATs to support the Government's response to the Queensland Education Performance Review.</li> <li>• Manage the National Assessment Program — Literacy and Numeracy (NAPLAN) tests in Years 3, 5, 7 and 9.</li> <li>• Assist schools to improve the administration of the NAPLAN tests.</li> <li>• Develop, administer and mark the Queensland Core Skills (QCS) Test.</li> <li>• Provide external senior examinations as a safety net for candidates who cannot access subjects through mainstream schooling.</li> <li>• Maintain and improve Years 11 and 12 school-based assessment and moderation practices.</li> <li>• Promote and strengthen Queensland's system of school-based assessment P–12.</li> </ul> <p><b>Certification (tertiary entrance)</b></p> <ul style="list-style-type: none"> <li>• Work with the school sectors and other learning providers to ensure accurate information is recorded on students' exiting certificates and statements that are issued by the QSA — Queensland Certificate of Education (QCE), Queensland Certificate of Individual Achievement (QCIA), Senior Statement and Tertiary Entrance Statement.</li> <li>• Work with the education community to increase the number of students eligible for the QCE.</li> <li>• Provide a web-based career information service for students.</li> <li>• Provide information on Senior Education and Training (SET) Plans, post-school pathways and tertiary entrance to students and school communities.</li> <li>• Monitor tertiary entrance procedures to ensure the continued high standing of the Overall Position (OP) system.</li> </ul> <p><b>Reporting</b></p> <ul style="list-style-type: none"> <li>• Improve decision making in education by providing informative reports and data on key state and national measures (such as NAPLAN, Year 12 outcomes, and Next Step destination survey).</li> <li>• Assist schools and school authorities to use QSA testing and performance data to improve student learning.</li> <li>• Develop data analysis tools for schools to inform teaching practices.</li> </ul> | <p><b>Policy and advice</b></p> <ul style="list-style-type: none"> <li>• Provide the Minister for Education, schools and the educational community with authoritative, representative, evidence-based advice on key educational matters, according to QSA legislation.</li> <li>• Provide high-quality and timely support and advice to the Governing Body and its committees for informed decision making.</li> <li>• Lead, influence and effectively respond to national policy debates on matters related to QSA responsibilities.</li> </ul> <p><b>Research</b></p> <ul style="list-style-type: none"> <li>• Develop and strengthen research networks to promote public debate and inform evidence-based policy development and decision making.</li> </ul> <p><b>Communication and consultation</b></p> <ul style="list-style-type: none"> <li>• Implement an integrated marketing and communications program to ensure the education community is aware of the policy directions and services of the QSA.</li> <li>• Provide high-quality events that stimulate debate on education policy, provide opportunities for information sharing and professional development.</li> <li>• Provide professional development activities to support schools to implement QSA products and services.</li> <li>• Engage with stakeholders and the community in the development of QSA products and services, forums and activities.</li> <li>• Use diverse and targeted consultation strategies to engage regional and special interest groups.</li> <li>• Continue to build strong relationships with our stakeholders to ensure QSA products and services meet the needs of all students and schools.</li> </ul> <p><b>Governance and business systems</b></p> <ul style="list-style-type: none"> <li>• Improve corporate governance arrangements to ensure accountability.</li> <li>• Identify and manage emerging risks and impediments to the implementation and delivery of QSA's products and services.</li> <li>• Promote transparency by implementing the Right to Information legislation.</li> <li>• Identify and implement a set of organisational development initiatives aimed at improving performance and managing the reform agenda.</li> <li>• Align information and communication technology investment with QSA business requirements.</li> <li>• Use innovative technologies to enhance the quality and efficiency of QSA products, services and practices.</li> </ul> <p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>• Develop and implement recruitment and professional development programs that attract, retain and develop a high-quality, skilled workforce.</li> <li>• Build a unified QSA culture that values innovation, learning and diversity by promoting innovative practices, and strengthening internal communications and knowledge sharing across the organisation.</li> <li>• Continue to promote and enact QSA values.</li> </ul> |
| <b>Performance indicators</b>  |  |  |
| <ul style="list-style-type: none"> <li>• Queensland schools provided with adequate products and services to enable successful integration of the new Australian Curriculum with the Queensland curriculum.</li> <li>• Percentage of stakeholders surveyed who consider the syllabuses and support materials developed by the QSA to be satisfactory.</li> <li>• Number of recognised studies applications reviewed and processed.</li> <li>• Outcomes of the external audit of QSA VET management processes.</li> </ul>  | <ul style="list-style-type: none"> <li>• Number of teachers registered for the Assessment Bank.</li> <li>• Distribution of QCATs to schools within designated time frames.</li> <li>• Distribution of test materials and reports for NAPLAN within designated time frames.</li> <li>• Distribution of QCS Test and SEP reports within designated time frames.</li> <li>• Proportion of students who become QCE eligible.</li> <li>• The percentage of all learners whose QCE eligibility status changed following a request for verification or review of information.</li> <li>• The percentage of all OP-eligible Year 12 students whose OP changed following a request for verification or review of information.</li> </ul>  | <ul style="list-style-type: none"> <li>• Governing Body's satisfaction with support and advice.</li> <li>• Satisfaction with QSA professional development activities.</li> <li>• Increase in subscribers to QSA newsletters.</li> <li>• QSA projects delivered effectively, on time and within budget.</li> <li>• Outcomes of the external audit of QSA financial statements.</li> <li>• Number of requests from external parties for our data and/or expertise.</li> <li>• Staff satisfaction and retention data.</li> </ul>  |