

QUEENSLAND COLLEGE OF TEACHERS

# Strategic Plan 2016-2019

# Preface

This document sets out the strategic drivers and directions of the Queensland College of Teachers (QCT) over the next four years. The broad strategies outlined in the following pages will be supported by annual operational plans developed by senior QCT management for each of the QCT's main activity areas.

An organisational performance framework will assist in monitoring achievement of the performance indicators.

The key tasks and strategic risks identified below will be reviewed by the QCT Board on a quarterly basis to ensure they remain up-to-date.

The overall four-year Strategic Plan will be reviewed annually.

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# Who we are and what we do

The QCT is the regulatory body for the teaching profession in Queensland. It is principally funded by Queensland teachers. The QCT works in the best interests of school students, the public and the profession. It protects students by ensuring approved teachers are qualified, current in their practice and suitable to teach students. Established by the Queensland Government on 1 January 2006, the QCT is governed by the *Education (Queensland College of Teachers) Act 2005* (the Act), and builds on the work of previous Queensland authorities, namely the Board of Teacher Education (1971–1989) and the Board of Teacher Registration (1989 – 2005).

The QCT consists of the Board and the Office of the QCT.

The QCT develops, maintains and applies professional standards, codes of practice and policies to underpin initial entry to and continuing membership of the profession. Its functions include:

- maintaining a register of approved teachers, including:
  - receiving and assessing applications for teacher registration and for permission to teach
  - ensuring ongoing eligibility for registration or permission to teach by approved teachers
  - maintaining a system for renewal of registration by approved teachers, including requirements for recency of practice, continuing professional development and returning to teaching
- approving and monitoring Queensland initial teacher education programs
- promoting the teaching profession to the public
- managing notifications and complaints about teachers that allege there are grounds for disciplinary action
- conducting investigations into the conduct of approved teachers when required
- managing and hearing disciplinary matters
- monitoring compliance with the Act and disciplinary orders
- identifying and undertaking research relevant to the work of the QCT and the profession

# Our values

**Professionalism** – we demonstrate through our own actions the highest standards of professional and personal performance

**Accountability** – we act in a transparent, fair and ethical manner in all decision-making and processes

**Collaborative relationships** – we work constructively with all stakeholders in a consultative, responsive and collaborative way

**Leadership** – we demonstrate leadership in maintaining a high quality regulatory framework suitable for contemporary educational contexts in Queensland

**Exemplary service** – we demonstrate effective, efficient and capable service delivery

**Government shared values** – we support the Queensland Public Service Commission shared values: *Customers first; Ideas into action; Unleash potential; Be courageous, and Empower people*

Our Vision  
Quality Regulation – Quality Teachers

## Our Purpose

- Uphold the standards of the teaching profession
- Maintain public confidence in the teaching profession
- Protect the public & the profession

# Stakeholders

The main individuals and groups who have a stake in our work are:

- The Queensland Minister for Education (as representative of the Queensland public)
- The wider public in Queensland
- Parents/carers of Queensland school students
- Queensland approved teachers
- Employers of teachers in Queensland
- Unions of Queensland teachers
- Deliverers of initial teacher education programs in Queensland



## Contribution to State Government objectives

The QCT's objectives and strategies support the Queensland Government's objectives for the community:

- Creating jobs and a diverse economy
- Delivering quality frontline services
- Building safe, caring and connected communities
- Protecting the environment

We support these by:

- Enhancing teacher quality through the use of professional standards to achieve better student outcomes and thus enable greater economic productivity and social equity
- Promoting the value of education and the teaching profession
- Enhancing teachers' knowledge of the teaching of literacy and numeracy skills
- Conducting an efficient administrative operation
- Enhancing our governance and decision making processes

## Contribution to the National agenda

Our strategies support the Council of Australian Governments (COAG) agenda through National Agreements, National Partnerships and other initiatives for:

- Implementation of the Australian Professional Standards for Teachers
- Nationally consistent accreditation of initial teacher education programs
- Nationally consistent teacher registration
- Reform of early childhood education



# Strategic risks and opportunities

## Emerging technologies

Use of new technologies such as digitization and social media provides many opportunities to engage teachers, teacher applicants and other stakeholders and deliver services more efficiently and effectively. However, new technologies also present many risks. The new technologies can provide greater reach and access to people but at the same time the QCT must develop strategies to mitigate the possibility of information security breaches or reputational damage.

## Stakeholder engagement

Teaching is a complex and demanding profession. Involving stakeholders in the development and implementation of solutions to complex issues increases the sense of “ownership” of the proposed solution. This increases the likelihood of success of programs and projects.

## Application of regulation

The application of regulation must be balanced, inclusive, efficient and utilise reasonable discretion. A Queensland government objective is to reduce regulation and unnecessary bureaucracy. Realistic application of regulation will enhance relationships with stakeholders and the Minister for Education.

## People and organisational capability

The Board, management and staff of the QCT must anticipate or recognise change and adapt accordingly. Appropriate judgements will increase the probability of the QCT remaining relevant to its stakeholders and the wider public.

## Minimum standards

The QCT applies threshold standards to many critical decisions about registration. Threshold standards must be set at an appropriate level to ensure the public and other stakeholders have continued confidence in those people teaching in Queensland schools.

## Key tasks

- Requiring, through the approval of initial teacher education programs, that Queensland graduates meet the national professional standards at a graduate level
- Assessing whether a person is suitable to be an approved teacher or to continue to be an approved teacher
- Promoting the quality and consistency of the assessment of teacher candidates in Queensland teacher education programs
- Applying the appropriate regulatory response to risk assessments and compliance breaches by providers and individuals
- Maintaining the accuracy of the QCT's public register to assist employers to engage approved teachers
- Preparing for amendments to our governing legislation in 2016
- Reviewing processes for teachers' progression from provisional to full registration

# Performance indicators

Our performance indicators focus on:

- Accuracy of register
- Customer satisfaction levels
- Staff satisfaction levels and engagement in professional development
- Liquidity
- Stakeholder engagement

## Outcomes

Registered teachers are qualified, competent and suitable to teach

Stakeholders are empowered and enrolled by partnering with the QCT to develop solutions to issues

The QCT's services are delivered efficiently and effectively through contemporary mediums

The QCT has sound financial administration and uses good governance practices

The QCT has an agile, engaged, skilled and productive workforce.





# Objectives and strategies

OUTCOMES	STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES
Registered teachers are qualified, competent and suitable to teach	Admit and retain as registered teachers, only persons who are competent, qualified and suitable to teach.	<b>% of matters where the register is updated within 1 working day of receipt of disciplinary suspension notifications</b>  <b># reduction in data requests to Higher Education Institutions during program accreditation processes</b>	<ul style="list-style-type: none"> <li>• Maintain the integrity, and improve the quality, of information held about Queensland approved teachers to inform strategic policy development and business processes</li> <li>• Undertake relevant research and data analysis and implement findings to enhance the evidence base for quality teaching</li> <li>• Develop and/or apply appropriate standards and procedures to decisions on registration and initial teacher education program approval</li> <li>• Maintain productive partnerships with all key stakeholders to support and enhance the quality of Queensland teachers and applicants for teacher registration</li> <li>• Work collaboratively with stakeholders to enforce the regulatory framework</li> </ul>
<p>Stakeholders are empowered and enrolled by partnering with the QCT to develop solutions to issues</p> <p>The QCT's services are delivered efficiently and effectively through contemporary mediums</p>	Develop and provide effective and efficient processes and services	<b>% of respondents to customer and stakeholder surveys who are satisfied with their experience of the QCT</b>	<ul style="list-style-type: none"> <li>• Develop innovative approaches to the delivery of services</li> <li>• Apply fair and just practices and processes</li> <li>• Enhance transparency of information by releasing data sets to the public</li> <li>• Lead, influence and collaborate with major stakeholders on future directions in the regulation of teaching at both state and national levels</li> <li>• Implement a robust and cost-efficient regulatory framework that reflects risk, necessity and proportionality</li> <li>• Use a range of communication channels to deliver information, processes and services to our clients</li> </ul>
The QCT has sound financial administration and uses good governance practices	Maintain the QCT as a financially sustainable organisation overseen by good governance	<b>% by which current assets exceed liabilities (excluding Criminal History Fund)</b>  <b>% by which Criminal History Check Fund exceeds anticipated expense</b>	<ul style="list-style-type: none"> <li>• Implement sound financial management to maximise outcome</li> <li>• Maintain good governance and accountable decision making</li> </ul>
The QCT has an agile, engaged, skilled and productive workforce	Build the human capacity of the QCT	<b>% of staff who feel they receive quality feedback and regular recognition of work performance</b>  <b>% of staff with positive work morale</b>	<ul style="list-style-type: none"> <li>• Support QCT staff to build their professional capacity to deliver high quality, innovative solutions for clients</li> <li>• Maintain a dynamic, supportive and healthy environment for QCT staff</li> </ul>

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