

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

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

Our commitment and values:

We will respect, protect and promote human rights in our decision-making and actions.

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



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

Our strategic objectives and strategies

Our strategic plan is closely aligned with our budget structure in the Service Delivery Statements. This plan shows clear linkages between the government objectives, our strategic objectives and the work being delivered in implementing the strategies, to drive direction towards achieving our long-term vision.

We contribute to Queensland Government objectives for the community

- Supporting jobs
- Making it for Queensland
- Growing our regions

- Backing small business
- Growing our regions

- Investing in skills
- Building Queensland
- Growing our regions
- Backing our frontline services



Read more about how DESBT contributes to the Queensland Government objectives for the community on our website at desbt.qld.gov.au

Our strategic objectives

Employment

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

Small business

Helping small businesses to start, grow and employ.

Training and skills

Connecting people to quality training and skills.

Our DESBT culture

Supporting a high performing and contemporary organisation to adapt and add value in delivering priorities.

Our strategies

- 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.

- Delivering targeted programs, services and business grants under the Small Business Strategy 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.
- Reinvigorating the 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.
- Supporting the Small Business Commissioner to deliver engagement, advocacy, and dispute resolution activities for small businesses.

- 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.

- Fostering an inclusive, diverse and innovative workplace culture using new ways of working to better connect, collaborate and create.
- Performance to focus on priority skills capability and quality results.
- Supporting the health, safety and well-being of 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.

Measuring our performance

- Overall customer satisfaction with employment programs (Target 90%).
- Administrative cost per \$1,000 of employment program support (Target \$103.80).
- Number of employers supported through the Back to Work program (Target Increase by year).
- Percentage of people supported through the Back to Work program, by target group (Target Increase by year per target group).

- Percentage of new or existing businesses reporting increased capability (including digital) as a direct result of participation in small business grant programs (Target 98%).
- Percentage of businesses assisted by small business programs that report a projected increase in either employment, turnover or profitability (Target 98%)
- Administrative cost per \$1,000 of program support (Target \$130.60).
- DESBT's small business invoices are paid on-time (Target 100%).
- DESBT contributes to meeting the government's small and medium enterprises procurement target (Target 25% increasing to 30% by 30 June 2022).

- Proportion of all attempted competencies successfully completed (Target 93%).
- Proportion of Vocational Education and Training graduates in employment or further study (Target 87%).
- Number of completions for:
 - apprenticeships (Target 11,500)
 - traineeships (Target 13,500)
 - school-based apprenticeships and traineeships (Target 5,000).
- Proportion of graduates satisfied with the overall quality of their training (Target 89%).

- DESBT response rate in the annual Working for Queensland survey (Target 85%).
- DESBT employees identify as Aboriginal peoples and/or Torres Strait Islander peoples (Target 3%).
- Delivering a contemporary capability strategy for DESBT employees (Target 100% implementation).
- Rolling-out health, safety and well-being support mechanisms for DESBT employees (Target 100% implementation).
- DESBT's operating costs and delivery of initiatives are within budget (Target 100%).
- ICT investment will be aligned to the DESBT Digital Strategy (Target 100% by 2025).

Strategic risks we manage:

- **Delivering government objectives:** DESBT is unable to deliver on its purpose defined by the Government.
- **Managing direction:** DESBT is unable to support future direction through ineffective leadership, poor culture and mismanagement of resources (including people, funding and systems).
- **Focussing on safety:** Harm to DESBT staff or to those on DESBT owned premises.
- **Maintaining relationships:** Relationships with key stakeholders and partnerships are not developed or maintained.
- **Strengthening governance:** Poor governance and controls resulting in significant fraud and corruption.

We leverage our opportunities for advancing our strategic objectives by:

- **Targeting services:** focusing on Queenslanders' needs and tailoring services.
- **Leveraging networks:** leveraging our regional networks to be responsive to customer needs.
- **Applying resilience:** improving resilience through harnessing learnings from responding to and recovering from COVID-19 and natural disasters.
- **Building relationships:** strengthening relationships with the community, industry and government agencies to drive policy and program success.
- **Digital innovation:** leveraging new technology to make better decisions for Queenslanders.