

Strategic Plan 2020–2024

The Queensland Government’s objectives for the community are built around *Unite and Recover – Queensland’s Economic Recovery Plan*. The Department of Employment, Small Business and Training (DESBT) contributes to the following objectives:

- Supporting jobs
- Backing small business
- Making it for Queensland
- Building Queensland
- Growing our regions
- Investing in skills
- Backing our frontline services.

We consider our strategic context by responding to risks and opportunities and monitoring environmental factors.

Our strategic opportunities

We will pursue opportunities for advancing our strategic objectives by:

- **Focusing on Queenslanders’ needs**
Embracing opportunities as they arise, that will better equip DESBT to meet the needs of Queenslanders
- **Tailoring services**
Leveraging our regional networks to tailor our services to meet customer needs
- **Investing in our people**
Investing in our people to drive a performance excellence culture delivering high quality outcomes
- **Strengthening relationships**
Strengthening and valuing our relationships with the community, industry and government agencies to drive policy and program success
- **Leveraging new technology**
Leverage new technology to make better decisions for Queenslanders.

Our strategic risks

We will proactively monitor and mitigate our strategic risks and the impacts of not delivering:

- **Government objectives**
We will deliver on our purpose defined by the Government.
- **Effective leadership**
Through effective leadership and internal culture, we will support future direction and manage resources (including people, funding and systems) to achieve our vision and purpose.
- **Staff well-being**
We will ensure a safe working environment for DESBT staff.
- **Effective stakeholder relationships**
We will develop and maintain relationships through engagement with key stakeholders.
- **Integrity and governance**
We will maintain reliable governance and strong controls to prevent fraud and corruption.

Our environmental factors

- evolving financial and economic volatility in responding to COVID-19 and any other natural disasters
- adjusting to new ways of working and delivering services in responding to COVID-19
- changing growth and investment rates
- finite resources
- competing and changing economic, labour market, business and skills needs.

Our values

The way we operate is driven by our values. We are committed to the Queensland Government values.



Vision

All Queenslanders have the skills and opportunities to manage and adapt, now and into the future.



Purpose

To empower and enable Queenslanders to take full advantage of employment, skilling and business opportunities, so people are ready to: invest in themselves and their future; and participate, employ others and adapt to change, including to support economic recovery from the impacts of COVID-19.

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

Our Objectives – what we plan to deliver		
<p>Objective 1</p> <p>Connect Queenslanders and small businesses to skills, training and employment opportunities so they are better equipped to participate in the state’s workforce.</p>	<p>Objective 2</p> <p>Deliver effective policies for recovery, employment, small business and training.</p>	<p>Objective 3</p> <p>Be a responsive, diverse and team-orientated organisation.</p>
Our strategies – approach of how we will deliver		
<p>Strategies</p> <ol style="list-style-type: none"> 1.1 Make informed decisions using relevant evidence and through engagement with our stakeholders 1.2 Provide place-based infrastructure investment connecting Queenslanders to training and skills opportunities 1.3 Provide pathways to connect people to quality training, skills and employment opportunities 1.4 Help Queenslanders make informed choices for career growth and development and to assist small businesses to manage and adapt, in particular in response to the economic impacts of COVID-19 1.5 Develop programs to align skills development with the changing needs of industry and the future of work, particularly in response to the economic impacts of COVID-19 1.6 Provide support and assistance for small businesses in responding to emerging needs and changing priorities particularly in light of the economic impacts of COVID-19. 	<p>Strategies</p> <ol style="list-style-type: none"> 2.1 Engage and build stakeholder relationships in developing effective policies 2.2 Collaborate across agencies in developing whole-of-government strategic policies, and supporting training and skills development programs, employment and business opportunities 2.3 Provide leadership at the national level on employment, small business and training opportunities for Queenslanders. 	<p>Strategies</p> <ol style="list-style-type: none"> 3.1 Create and promote an inclusive, adaptable and team-orientated workplace culture 3.2 Continuously improve systems and processes that are fit for purpose and responsive to customer needs 3.3 Model strong leadership, good governance and a respectful, professional culture 3.4 Develop simpler and easier ways to access DESBT information and services 3.5 Invest in our people by promoting professional development and learning opportunities.
Our performance indicators – what we will measure		
<p>Indicators</p> <ul style="list-style-type: none"> • Increased proportion of Queenslanders with higher qualifications • Delivery of the capital infrastructure program • Customer satisfaction with policies and programs • Improved employment opportunities for Queenslanders through participation in programs • Provision of data analytics to support DESBT’s business intelligence and decision-making and inform best practice. 	<p>Indicators</p> <ul style="list-style-type: none"> • Internal and external stakeholders are satisfied with our engagement and collaboration and with the strategic advice and support provided including responding to COVID-19 • Policies and the regulatory environment are fit for purpose. 	<p>Indicators</p> <ul style="list-style-type: none"> • Improved collaborative and innovative ways of working which align to the department’s objectives • Improved key employee satisfaction indicators which indicate employees want to join, develop and stay • Increased focus on building our capability to meet current and future business needs and responding to COVID-19 • Invest in diversity and gender equity within the department.