

**QUEENSLAND COLLEGE OF TEACHERS
STRATEGIC PLAN 2013 – 2016**

QUEENSLAND COLLEGE OF TEACHERS STRATEGIC PLAN

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Preface

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.

The challenges and critical issues 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.

OUR VISION

Quality regulation – quality teachers

OUR PURPOSE

- To uphold the standards of the teaching profession
- To maintain public confidence in the teaching profession
- To protect the public by ensuring education in schools is provided in a professional and competent way by approved teachers

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

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 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

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QUEENSLAND COLLEGE OF TEACHERS STRATEGIC PLAN

OUR STAKEHOLDERS

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

- The Minister for Education, Training and Employment
- Queensland registered teachers
- Employers of teachers in Queensland
- Queensland teacher unions
- Higher education institutions providing initial teacher education in Queensland
- Parents/carers of Queensland school students
- The wider public in Queensland

OUR CRITICAL ISSUES

- Requiring, through the approval of initial teacher education programs, that Queensland graduates meet the national professional standards at a graduate level
- Promoting the quality and consistency of the assessment of teacher candidates in Queensland teacher education programs
- Assessing whether a person is suitable to be an approved teacher or to continue to be an approved teacher
- 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

OUR CONTRIBUTION TO STATE GOVERNMENT OBJECTIVES

The QCT's objectives and strategies support the Queensland Government's policy objectives to promote economic growth, enhance government accountability and lower the costs of living. We support these by:

- Enhancing teacher quality to assist in achieving better student outcomes and thus enable greater economic productivity
- Enhancing our governance and decision making processes
- Conducting an efficient administrative operation

OUR 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

OUR CHALLENGES

The QCT faces several challenges in achieving its strategic objectives. These challenges include but are not limited to the following issues:

ECONOMIC CONDITIONS

The Queensland Government has a policy of fiscal constraint and has adopted a strategy of reducing the size of the public service. Although the QCT is principally funded by the teaching profession and does not receive Government funding it must adhere to Government employment policies. The QCT has reduced its staffing establishment from that of recent years and focuses on delivering essential services and key deliverables to the public and stakeholders.

QUALITY OF GRADUATES

The QCT has a major role in the pursuit to raise the standards of teacher graduates as it has the responsibility of accrediting Higher Education Institutions' (HEIs') initial teacher education programs. The challenge for the QCT is to work in partnership with relevant stakeholders to improve the quality of beginning teachers. This requires having reliable and valid data on the quality of graduates and providing relevant information back to HEIs to assist them in their quest for continuous improvement.

LABOUR MARKET CONDITIONS

There is an imbalance between the intake of applicants into HEIs' initial teacher education programs and the number and type of teaching vacancies advertised by employers. This is particularly true for primary education. Only about 35% of teachers who hold provisional registration have permanent or long-term temporary employment in a school. Many new teachers therefore do not receive a well-structured, long-term induction program. The QCT needs to work with stakeholders to reduce this imbalance and to support beginning teachers in the range of circumstances experienced by teachers who hold provisional registration.

At the same time, there is a need to address shortages of qualified teachers in certain specialist subject areas (e.g. mathematics, science, manual arts, languages) and certain geographical areas.

OUR KEY RESULT AREAS AND STRATEGIES

<p><i>Key Result Area 1 – Maintaining and improving quality teaching</i></p> <p>Overall objective: Ensure teachers in Queensland schools are qualified, competent and ethical</p>	
<p>STRATEGIES</p> <p><i>Work in partnership with all key stakeholders to support and improve the quality of teacher graduates</i></p> <p><i>Enhance professional awareness and knowledge of the national (Australian) standards, which are critical in the maintenance and development of quality teaching</i></p> <p><i>Implement a timely and targeted regulatory compliance program</i></p> <p><i>Implement and continue to improve the framework for disciplinary management</i></p> <p><i>Support ITE students and practising teachers through the provision of appropriate resources and activities on ethical behavior for teachers</i></p>	
<p>PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Level of satisfaction of employers with quality of graduates • Level of compliance management action undertaken to address regulatory compliance • Number of disciplinary matters decided by QCAT where QCAT finds against the QCT for insufficiency of evidence, inappropriate investigative processes or being contrary to the public interest • Teachers’ evaluations of the helpfulness of QCT resources on the national (Australian) standards and on ethical behavior for teachers 	<p>TARGETS</p> <ul style="list-style-type: none"> • Improved satisfaction with the quality of teacher graduates • Compliance management plan fully implemented • Nil such matters • At least 80 per cent satisfaction rate

Key Result Area 2 - Leading as a contemporary regulator

Overall objective: Actively support and promote the teaching profession through state and national leadership as a contemporary regulatory body

STRATEGIES

Maintain the integrity and improve the quality of information on the register of Queensland approved teachers to inform strategic policy development and business practices

Lead, influence and collaborate with major stakeholders on future directions in the regulation of teaching at both state and national levels

Undertake relevant research projects and implement findings to enhance the evidence basis for quality teaching

Enhance community awareness and understanding of the teaching profession and the QCT's role, by:

- *Showcasing the profession in regular planned ways, e.g. through the annual QCT teaching awards*
- *Providing formal opportunities for major stakeholders to give feedback to the QCT*

Achieve QCT-identified improvements in legislation and policies relating to the profession of teaching through consulting with stakeholders

PERFORMANCE INDICATORS

- Improved data collection and analysis
- Satisfaction rate of stakeholder groups with the QCT
- Number of research documents produced
- Estimated advertising value of published media releases

TARGETS

- Development of better-targeted policy and communication
- At least 80% satisfaction rate
- At least three research documents per year
- \$100k per year

<p><i>Key Result Area 3 - Enhancing services to stakeholders</i></p> <p>Overall objective: Engage, enrol and/or empower stakeholders by providing responsive, timely and accurate service delivery</p>	
<p>STRATEGIES</p> <p><i>Enhance stakeholders' awareness of the QCT's role, processes and services by developing and implementing a communication plan</i></p> <p><i>Enhance services for stakeholders and deliver services through a variety of media</i></p>	
<p>PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Stakeholders' satisfaction with QCT services 	<p>TARGETS</p> <ul style="list-style-type: none"> • At least 80% satisfaction level

<p><i>Key Result Area 4 – Valuing our staff</i></p> <p>Overall objective: Nurture an engaged, skilled and productive QCT workforce</p>	
<p>STRATEGIES</p> <p><i>Continue to build capacity in our staff by informing, engaging and providing opportunities for ongoing development through Performance Planning and Review</i></p> <p><i>Develop an organisational leadership and innovation plan in consultation with staff</i></p>	
<p>PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Satisfaction of QCT staff with their employment at QCT 	<p>TARGETS</p> <ul style="list-style-type: none"> • At least 80% satisfaction rate

Key Result Area 5 – Strengthening organisational capability and sustainability

Overall objective: Strengthen organisational capability and sustainability

STRATEGIES

Identify potential savings in the delivery of services to approved teachers and stakeholders based on:

- *an analysis of our expenditure*
- *comparing our operating model with a comparable national organisation*

Enhance governance systems and processes, including risk and compliance management systems, by implementing a quality framework

Build on IT and other business systems to ensure they are contemporary, effective and efficient and support the delivery of user-friendly and accessible member services

Become an environmentally responsible organisation

PERFORMANCE INDICATORS

- Number of activities examined for potential cost reduction
- Outcome of external audit
- Support of major systems (e.g. ATIS, TRIM) by relevant vendors
- Level of QCT's carbon footprint and waste

TARGETS

- All main activities examined for potential cost reduction over period of Plan
- Unqualified audit report
- All major systems supported by vendors
- Reduction of 10% by 2015

ATTACHMENT: OUR PRIORITIES FOR 2013

- Priority 1** *Work in partnership with all key stakeholders to support and improve the quality of teacher graduates*
- Priority 2** *Enhance professional awareness and knowledge of the national (Australian) standards, which are critical in the maintenance and development of quality teaching*
- Priority 3** *Maintain the integrity and improve the quality of information on the register of Queensland approved teachers to inform strategic policy development and business practices*
- Priority 4** *Identify potential savings in the delivery of services to approved teachers and stakeholders based on*
- *an analysis of our expenditure*
 - *comparing our operating model with a comparable national organisation*