Strategic Plan 2010 - 2014

The Queensland School Sport Strategic Plan (2010 – 2014) outlines the future direction for Queensland School Sport (QSS) which is the body responsible for administering competitive school sport in Queensland. It provides statements that describe what the organisation is working towards in four key areas: People, Programs, Processes and Finances. For each of these, a number of issues, strategies and measures of performance have been developed. Responsibility for key strategies has been attributed to relevant QSS personnel.

The Strategic Plan sets out Queensland School Sport’s directions concisely and clearly for stakeholders.

These statements represent the outcomes of discussions and planning sessions with a range of QSS members and will be reviewed as external circumstances change.

Keith Werder,
Chair, QSS Council of Management
2009
Who Are We?

Queensland School Sport (QSS) is the body responsible for administering competitive school sport for students in affiliated state and non state schools across the Queensland.

**Vision:** Queensland School Sport - a culture of excellence on and off the field

**Mission:** Queensland School Sport seeks to maximise opportunities for all Queensland students to participate and excel in their chosen sport through organised district, regional and state competitions and championships.

**Values:** Queensland School Sport values:
- its people and the importance of the volunteers who administer, deliver and support its programs at all levels
- competitive sport as an integral part of the school curriculum with maximum opportunities for students to participate in representative sporting programs at district, regional, state and national levels
- exemplary management of its activities with consistent policies and an accountable and effective governance structure
- clear financial policies and procedures and exemplary fiscal management in delivering its programs

**Role:** Queensland School Sport is the Department of Education and Training’s overarching body that organises and promotes representative school sport in Queensland for students in affiliated state and non-state schools.

QSS incorporates the Department of Education and Training’s vision of developing a clever, skilled and creative Queensland’ and its key values: ‘excellence in endeavour, respect for people, integrity in service, professionalism in performance, environmental sustainability and unity of purpose.

As an affiliate of the national body, School Sport Australia (SSA), QSS supports the SSA vision that all young people in Australia have an opportunity to regularly participate in quality school sporting activities that are well organised, low cost, commensurate with their ability level, provide them with social interaction opportunities and above all, are enjoyable.
## Organisational Structure

**CENTRAL**
- Department of Education and Training
- Education Queensland
- Queensland School Sport Council

Queensland School Sport is part of the Department of Education and Training (DET) and its strategic governance is provided by Education Queensland's Assistant Director General, Teaching and Learning (ADG TL) on behalf of the Minister for Education and Training and the Director-General. The ADG TL is Chair of the Queensland School Sport Council (QSSC) which includes representatives from key stakeholder groups. QSSC is responsible for policy decisions and the strategic direction of school sport in Queensland.

Queensland School Sport Management Group

Sport Specific Committees

Queensland School Sport Unit

Operationally, QSS is administered by a Management Group. QSS Management Group is a broadly representative group that manages and coordinates QSS and its functions. Comprising of regional personnel and Sport Specific Committees, the Management Group meets four times a year. The Sport Specific Committees include individual members representing all of the specific sports offered by QSS.

The Queensland School Sport Unit is a unit within Education Queensland responsible for supporting the Council of Management and the regions in providing quality sporting programs.

**REGIONAL**
- Regional School Sport Boards
- District School Sport Committees
- Regional School Sport Officers
- Affiliated Schools

Each sporting region (12) has a Regional Sports Board (RSB) with a nominated chair. RSB’s provide a governance structure for sport in a region and oversee the operations of District Sport Committees which organise and administer sport at a local (district) level. To assist the regions, districts and affiliated schools, each region has a Regional School Sport Officer (RSSO) to manage a range of sporting activities and functions and to coordinate competitions.

**EXTERNAL**
- School Sport Australia
- School Sport Foundation
- Clubs and Associations

Queensland School Sport is affiliated with the national school sport association, School Sport Australia (SSA). The national body focuses on interstate policy and competitions. To assist with funding QSS competitions and activities, an externally administered School Sport Foundation has been established. The foundation was established as a Ministerial Advisory Committee (MAC), reporting to the Minister for Education and Training. QSS also encourages and welcomes close working relationships with state-wide sporting clubs and associations.
Queensland School Sport Organisation Chart

MINISTER / DIRECTOR-GENERAL
QUEENSLAND DEPARTMENT OF EDUCATION AND TRAINING (DET)

EDUCATION QUEENSLAND
Deputy Director-General
Oversees all EQ activities; supervises EQ ADG’s / Regional Executive Directors (REDs)

Assistant Director-General
Teaching and Learning
Oversees all Curriculum-related issues and chairs the QSS Council

QUEENSLAND SCHOOL SPORT COUNCIL
The governing body overseeing school sport in Queensland schools.
Chair: ADG Teaching and Learning
The Council has representatives from state, catholic and independent schools as well as parents (QCPCA) and Sport and Recreation Queensland. It meets three times a year to set strategic direction for Queensland School Sport and to develop, approve and endorse policy and activities as well as to provide advice to Education Queensland.

QUEENSLAND SCHOOL SPORT
The administrative body for sport in affiliated Queensland schools.
Chair: Elected
Queensland School Sport (QSS) coordinates and fosters the development of representative school sport within state schools and the non state schools and the state colleges affiliated with Queensland School Sport.
The QSS Management Group (MG) meets 4 times a year to review policy, manage emergent issues and for professional development. MG has representatives from Regional Sports Boards, members of Sport Specific Committees, Regional Sports officers and a Regional Director or their nominee. All have voting rights. The QSS Management Group (MG) recommends policy to QSS Council for final decision making.

SPORT SPECIFIC COMMITTEES
These committees of elected members report to QSS and determine the activities (e.g. championships) of individual sports based on QSS procedures.

SPORTING CLUBS & ASSOCIATIONS
Various across the state

REGIONAL SCHOOL SPORT BOARDS
Boards comprising regional primary and secondary staff for regional sport governance (12); reports to RED

DISTRICT SCHOOL SPORT COMMITTEES
Elected committees that organise and administer school sport for districts.

AFFILIATED SCHOOLS
Only schools affiliated with QSS are eligible to participate in the programs offered by QSS

SCHOOL SPORT FOUNDATION
The QSS Foundation is a ministerially approved (MAC) fund-raising body with the responsibility of providing financial support to Queensland School Sport

REGIONAL SCHOOL SPORT OFFICERS (RSSOs)
Band 6, RSSOs report to REDS / EDS; they manage regional sport and facilitate state-wide competitions.

SCHOOL SPORT AUSTRALIA
SSA is responsible for the development and promotion of school sport through the work of its State Member bodies with a focus on the interstate competitions offered at both Primary and Secondary levels

QUEENSLAND SCHOOL SPORT UNIT
The School Sport Unit is an operational unit within Education Queensland.
It is located in Metropolitan Region Office (Kedron), and is responsible for the promotion and provision of quality school sport programs for all Queensland state and non-state school students.
The unit has a manager, three sports officers and an administration officer and reports to the ED Government Liaison & Projects.

AFFILIATED SCHOOLS
Only schools affiliated with QSS are eligible to participate in the programs offered by QSS
# Strategic Priorities

## 1.0 People
QSS values its people and recognises the importance of those who administer, deliver and support its programs at district, regional and state levels.

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<tr>
<th>Issue</th>
<th>Strategies</th>
<th>Performance Measures</th>
<th>Lead responsibility</th>
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</table>
| 1.1 Succession Planning | QSS will continue to:  
  - Promote QSS to schools and wider community  
  - Actively recruit new staff at all levels  
  - Seek assistance from REDs, EDS and Principals |  
  - Regular QSS information provided to stakeholders  
  - RSSO reports staff recruited for district and regional sport | QSSMG  
RSSOs  
Sports Unit |
| 1.2 Volunteers | QSS will conduct to:  
  - Gain greater departmental and public acknowledgement of the role of its volunteers  
  - Consolidate induction programs (district/region)  
  - Investigate problematic HR issues and practices  
  - Support existing staff in difficult tasks (eg billets)  
  - Draft an explicit statement of pathways, incentives and entitlements for officials |  
  - A range of acknowledgement measures are put in place  
  - Sufficient new volunteers from in and out of schools recruited  
  - New range of incentives for volunteers considered by MG  
  - Induction programs available statement of pathways exists | QSSMG  
Regional Sport Boards  
District committees  
RSSOs |
| 1.3 Qualifications and training | QSS will:  
  - Work with senior officers (ADG, HR director, Qld College of Teachers) to formalise the sporting qualifications required of graduands  
  - Work with QCOT and DET to have PD recognized  
  - Liaise directly with tertiary providers and S and R  
  - Fund QSS training programs  
  - Encourage school funded sport PD for staff |  
  - Reports to QSSC of discussions held at executive level  
  - Budget plans to include PD  
  - Staff participation in S and R’s Get Active Queensland Accreditation Program (GAQAP)  
  - Reports from regions of school PD initiatives | ADG T and L  
Finance Officer  
REDs EDs |
| 1.4 Communication | QSS will:  
  - Conduct state-wide awareness raising activities to improve grass roots understanding of the QSS role and the value of volunteers  
  - Ensure QSS policy, activities and timetables are disseminated to key stakeholders |  
  - Audit of existing communication is conducted  
  - Range of new communication strategies are in place to complement current work | Sports Unit  
Regional staff  
DET media unit |
| 1.5 Liaison with external providers | QSS will:  
  - Pursue cooperative relations with relevant sport providers (clubs and associations)  
  - Explore options in areas of overlap  
  - Develop a consistent approach across QSS sports  
  - Actively engage and seek support from other government agencies (e.g. Sport and Recreation) |  
  - Audit of sports and providers with contact lists  
  - Generic Memorandum of Understanding is available to partner with clubs/associations  
  - Increased GAQAP take up rate | Sports Unit in liaison  
with Legal branch and  
RSSOs  
Sport Specific Committees |
## 2.0 Programs

QSS believes that competitive sport is an integral part of the school curriculum and seeks to provide maximum opportunities for students to participate in representative sporting programs at district, regional, state and national levels.

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<td><strong>2.1 Sports offered</strong></td>
<td>QSS will ensure that the sports offered are financially and operationally viable and that they provide the best possible opportunities for students.</td>
<td><strong>Establish a working group (# 1) to:</strong>&lt;br&gt;• Review sport to age group offerings using cost and participation data and alignment with SSA&lt;br&gt;• Identify problems and anomalies (QSS to SSA)&lt;br&gt;• Review policy to ensure robust and responsive criteria for adding and removing sports&lt;br&gt;• Explore alternative selection pathways&lt;br&gt;• Cross reference with 2.1 for revised criteria</td>
<td><strong>Terms of Reference developed</strong>&lt;br&gt;• Working Group # 1 operates and reports by August 2010&lt;br&gt;• Data is presented to Council of Management (COM) meetings for discussion&lt;br&gt;• Revised policy is presented to COM for deliberation&lt;br&gt;• Policy is ratified by QSSC</td>
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<td><strong>2.2 Participation levels</strong></td>
<td>QSS will continue to promote all sports as well as seeking solutions to sports considered to be ‘at risk’ of failing or where participation levels in certain age groups are a problem.</td>
<td><strong>Working Group #1 will also:</strong>&lt;br&gt;• Gather accurate participation data for all sports and explore reasons behind any ‘at risk’ age groups and sports&lt;br&gt;• Recommend ways to increase participation or to withdraw particular sports (in line with policy)</td>
<td><strong>Working Group # 1 operates and reports by August 2010</strong>&lt;br&gt;• Data is presented to Council of Management (COM) meetings&lt;br&gt;• Recommendations presented to COM for deliberation</td>
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<td><strong>2.3 Place in curriculum</strong></td>
<td>QSS representatives on QSS Council will:</td>
<td><strong>Issue is placed on Agenda of QSSC for debate</strong>&lt;br&gt;• Outcomes reported to COM&lt;br&gt;• Changes to statements are monitored / reported to COM&lt;br&gt;• QSS has explicit role in Smart Moves implementation</td>
<td>Executive members&lt;br&gt;COM&lt;br&gt;Regional Boards</td>
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<td><strong>2.4 Age (the Preparatory year)</strong></td>
<td>QSS will:</td>
<td><strong>SSA consultation occurs</strong>&lt;br&gt;• Policy drafted for 2012 full implementation&lt;br&gt;• Age group findings (1.1) are agreed and implemented&lt;br&gt;• 2011 trials for Under 13’s in primary schools are planned and evaluated</td>
<td>RSSOs&lt;br&gt;Regional Boards&lt;br&gt;District Committees&lt;br&gt;Sport Unit and QSS executive members&lt;br&gt;REDS, EDS and School Principals</td>
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## 3.0 Processes

QSS aims to manage all aspects of its activities in an efficient and effective manner with consistent policies and an accountable governance structure.

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| **3.1 Governance** | QSS will establish a working group (# 2) to:  
- Review existing structure, nomenclature and all committee membership and roles  
- Review Council of Management (COM) Management Procedures in the key areas of:  
  - Role and authority of executive  
  - Meeting schedule and structure  
  - Composition and voting rights of COM  
  - Central – regional decision-making  
  - Roles and relationships of Sports Unit, regional boards and district committees | • Terms of Reference developed  
• Working Group # 2 operates and reports by August 2010  
• Required changes are approved by QSS Council (centrally)  
• Changes are adopted progressively from 2010 onwards | Working Group #2 reporting to Council of Management aided by the Sports Unit |
| **3.2 Competition Procedures** | QSS will continually modify and revise relevant documentation and policies to ensure consistency across all sports  
QSS will establish a working group (# 3) to:  
- Review Competition Procedures Manual for:  
  - consistency (region to region, sport to sport, age groups and other guidelines)  
  - registration and de-registration criteria  
  - alternative pathways to state selection  
  - operational issues such as accommodating students and staff | • Terms of Reference developed  
• Review to be conducted during 2010 with recommendations implemented by 2012  
• Proposed changes are communicated to stakeholders  
• Close liaison with Working Group #1 | Working Group #3 reporting to Council of Management aided by the Sports Unit |
| **3.3 Sport Specific committees** | QSS will continue to assess Sport Specific Committee and their functions  
QSS will:  
- Continue to review the role and composition of sport specific committees (including Primary – Secondary membership) | • Timely amendments to committee membership in line with policy and findings of Working Party #2 | Working Group #2 Executive members COM members |
| **3.4 Regions** | QSS will:  
- Annually assess the QSS regional structure to:  
  - Align (as appropriate) with DET regions  
  - Ensure fairness and equity of selection and representation across Queensland  
  - Research alternative pathways to higher representation for all sports (e.g. individual nominations, documented performance or school team nominations) | • RSSO feedback at COM  
• Data available regarding regional representation  
• Alternative selection pathways are trialled from 2011  
• Reporting arrangements (e.g. to EDS and/or RED) are clearly enunciated | RSSOs Regional Sport Boards Districts Sport Specific Committees |
## 4.0 Finances
QSS is a financially responsible organisation with clear policies and procedures to ensure fiscal accountability and compliance in delivering its programs

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| 4.1 Budget and Audit | QSS will:  
• Maintain fiscally responsible budget processes and audit procedures (including for state championships and Queensland teams)  
• Discourage the funding of programs that are deemed unviable |  
• QSS annual operational budget prepared and approved in a timely way  
• Balanced Budget  
• Financial year report to COM |  
Executive  
Finance Officer |
| 4.2 Departmental funding | QSS executive will:  
• Lobby through QSS Council and other avenues (Principal Associations, regional staff) to retain / increase existing funding  
• Seek enhanced support from regional sources and individual participating schools  
• Seek to ensure that the financial load is spread fairly across the non-state and state sectors |  
• TRS allocation is maintained or enhanced  
• Funding of the Sports Unit and regional positions is maintained  
• Report to COM regarding contributions and participation of staff and students from state and non-state schooling sectors |  
Executive Members  
EDs  
Finance Officer |
| 4.3 Other income sources | QSS Finance Officer will:  
• review and analyse existing non-departmental funding sources (e.g. the QSS Foundation, major sponsors at all levels)  
QSS Executive will:  
• research available participation data and review user pays model to ensure equitable contributions from all participants |  
• Report to COM regarding current external funding agreements and their amounts  
• Report to COM regarding equitable load sharing  
• Executive advised regarding the current ‘user pays’ system and its efficacy |  
Finance Officer  
Executive  
Foundation members |
| 4.4 Future-proofing | QSS executive will develop a Forward Plan to:  
• Examine possible options to manage the budget or secure alternative funds in the event that current income decreases  
• Ensure that programs that may be offered by alternative means (e.g. by an external provider) as determined by Working Group #1 are identified in the Plan. |  
• A Forward Plan with strategies to accommodate income changes exists  
• Liaison between Finance Officer and Working Group #1 (Programs) is ongoing |  
Working Group #1  
Finance Officer  
Executive members |