

Equity and Excellence in action

Planning and prioritisation framework

A sustainable approach to strategic planning and prioritisation to deliver quality and fit-for-purpose teaching and learning environments to support every student to realise their potential.

Our purpose

Educational infrastructure provides fit-for-purpose environments for students to access quality educational opportunities, no matter where they live in our diverse and dispersed state.

Planning and prioritising educational infrastructure investment requires collaborative effort across schools, regions, the department, industry and communities. By planning and working together, we deliver effective strategic policy responses, school practices and investment to make the best use of existing assets and optimise educational infrastructure for learning across Queensland.

Why is it important?

Effective planning and prioritisation ensures the department can direct investment towards the greatest needs. In an environment of finite resourcing, innovative and flexible responses are used to optimise existing assets and meet demand before significant capital expenditure is invested.

Planning, prioritisation and investment at the school, region and system level provide a collaborative and responsive model to meet educational and infrastructure needs across the state.

Benefits

By planning for the future and prioritising our investment efficiently, we:

- ensure our early learning settings and state schools are safe, inclusive and accessible to everyone
- are best positioned to meet educational and community needs now and into the future
- get the biggest impact and value for money from investment
- optimise utilisation and minimise operating costs
- make transparent and equitable investment decisions.

Our approach

Governance, monitoring and assurance



Plan

System-wide, regional and school planning ensures current and future educational needs are met through evidence-informed, strategically aligned, collaborative and student-centred responses.

Strategic and long-term, forward planning ensures we can deliver services when and where they are needed most.



Prioritise

Prioritising investment in educational infrastructure requires effective combinations of strategic policy responses, school practices, planning and investment to make the best use of existing assets before building new.

School, region and system-wide oversight and monitoring ensures policy and other non-asset solutions are planned, implemented and assessed.



Invest

Comprehensive assessment ensures investment is balanced and directed where it is needed most. This investment enables school, region and system-wide delivery of infrastructure projects.

Extensive assurance practices ensure our investment across each category achieves value for money through a consistent and robust method of assessing programs from early planning and assessment into delivery.

Planning involves:

- School planning
- Regional asset management planning
- System-wide strategic planning, priority pipelines and asset management.

Our investment priorities are to:

- 1 Optimise use
- 2 Improve existing
- 3 Build new

Infrastructure investment is grouped into 4 categories:

- Maintenance
- Strategic initiatives
- Renewal
- Growth

Our principles

Our principles underpin planning and prioritisation decisions:



Student and safety centred

Meeting in-catchment student needs and statutory safety requirements



Optimal utilisation

Optimising utilisation and performance of existing assets and investment



Fit-for-purpose

Fit-for-purpose, accessible and inclusive schools that enhance teaching and learning



Sustainable and resilient

Sustainable investment and design and strengthening the resilience of schools



Equity and quality

Equitable, needs-based investment so that every state school is a school of choice.

Planning and prioritisation framework

Planning in practice

School asset planning

School asset plans are the primary method of identifying and prioritising facility needs to provide contemporary educational environments. School asset plans consist of:

- 4-yearly asset lifecycle condition assessments (ALCAs)
- School maintenance plans
- School strategic infrastructure plans (SSIPs).

SSIPs are updated annually, outline each schools' infrastructure needs over a 4-year rolling period and highlight funding required above the school's budget. Collectively with data contained in the ALCAs, they are used to inform school maintenance plans.

Regional asset planning

- Regional asset management planning involves prioritising SSIP initiatives, infrastructure needs and non-capital solutions across multiple schools to achieve economies of scale and value for money.

System-wide infrastructure planning





- 5-year pipeline planning identifies and prioritises new schools and enables early acquisition of land and implementation of supporting non-capital solutions to maximise the impact of new builds
- 4-yearly rolling pipelines of prioritised infrastructure projects align to the budget cycle (annually in December)
- Strategic asset management and maintenance planning provides a 4-year roadmap aligning infrastructure investment with strategic direction and community need.

An evidence-informed approach

A wide-range of evidence and data informs planning, prioritisation and investment, including:

- Local Area Strategic Analyses (LASAs) and broader service planning
- SAP asset register
- school enrolment capacity, utilisation, enrolments and forecasts (including enrolment management plan compliance)
- demographic data including population, building approvals, and state and non-state school enrolments
- school bank balances and resourcing allocations.

Prioritisation and investment in practice

1 Optimise use	Making the best use of the existing state school network Implementing policy and practical strategies to meet educational needs and address utilisation disparity by: <ul style="list-style-type: none">• carefully managing utilisation to preserve capacity for local enrolment needs and ensure safe learning and teaching environments• collaborating and sharing resources across schools• leveraging innovations and technology to improve access to services• flexibly repurposing under-utilised assets or spaces• improving perceptions of under-utilised schools or targeting services to better meet local community need.
2 Improve existing	Maintaining and renewing the existing state school network to extend the useful life of assets and provide quality, fit-for-purpose education environments Maintenance <ul style="list-style-type: none"> lifting the condition and prolonging the life of infrastructure assets to minimise costs• improving safety or meeting statutory compliance needs• repairing aged or damaged assets through unplanned maintenance. Strategic initiatives <ul style="list-style-type: none"> targeted programs to improve infrastructure and deliver whole-of-government or departmental priorities. Renewal <ul style="list-style-type: none"> renewing or replacing assets that are no longer fit-for-purpose to meet modern, inclusive and flexible teaching and learning needs• improving existing schools to improve accessibility or provide facilities such as halls, administration and sports facilities or playgrounds.
3 Build new	Growing the state school network where less capital intensive options have been implemented or exhausted Growth <ul style="list-style-type: none"> providing temporary buildings and building new school infrastructure on existing sites to cater for local growth• planning for new or expanded school sites and acquiring land for growing and new communities or where network capacity cannot be expanded further.

Roles and responsibilities

Schools

- manage enrolment capacity and prioritise space for local enrolments
- engage with their school community to meet local needs
- partner with the region and system to identify and implement practical solutions and non-asset strategies to meet educational needs before investing in improved or new assets
- maintain SSIPs aligned to priorities and plans
- deliver school-based infrastructure projects and maintenance programs.

Regions

- identify and assess projects for investment funding and promote equitable, needs-based resourcing within their regions
- co-contribute funding for school-led initiatives
- support schools to collaborate, share resources and build capability to manage school infrastructure.

Infrastructure services division

- support regions and build capability to manage school infrastructure
- identify, plan, prioritise and deliver system-led infrastructure projects
- develop funding submissions to ensure current and future needs are met
- manage the budget to ensure investment decisions are transparent and represent value for money.

Governance committees

The System Implementation, Policy and Performance (SIPP) Committee oversee implementation of policy solutions and system strategies that optimise utilisation of the existing state school network without capital expenditure.

The Infrastructure Services Advisory Committee (ISAC) and Infrastructure Portfolio Committee (IPC) align the investment portfolio with whole-of-government and departmental strategic direction and ensure governance and delivery of the infrastructure capital program.

Strategic alignment

[Queensland's Planning Framework](#)

[State infrastructure strategy](#)

[Queensland Project assessment framework](#) and [Business case development framework](#)

[Strategic plan](#)

Equity and Excellence in action: Infrastructure for learning plan

Infrastructure Management Framework (IMF)

Strategic asset management and strategic maintenance plans.