



**Independent Schools
Queensland**

choice & diversity

2025–2027 Strategic Plan

Excellence with Purpose





From our Chair

Dr Phillip Moulds OAM

Queensland’s independent school sector continues to grow, with more parents valuing the choice and diversity offered by independent schools. At the conclusion of the 2024 school year, 239 schools were members of ISQ (233 independent schools and six Catholic schools).

Over the past two decades, enrolments in the Queensland independent sector have increased 75%, from 83,841 students in 2003 to 147,268 in 2023. For the past five years, independent school enrolments have grown at an average of 4.02%. This is significantly higher than both the State (0.64%) and Catholic sectors (1.74%).

This shift in parent’s preferences, along with anticipated population growth in Queensland means that high levels of demand for independent schools are expected to continue for the foreseeable future. In fact, the sector is likely to overtake the Catholic sector in terms of overall enrolment within the coming three years.

As our member schools continue to experience the many and varied challenges and opportunities that come with this growth, ISQ aims to walk alongside them as a trusted advisor, advocate and service provider.

Our new 2025–2027 Strategic Plan is titled *Excellence with Purpose*. It sets out how ISQ will continue to evolve to meet the changing needs of our membership as we collectively strive for excellence in a changing world.

It has been developed following extensive consultation with our staff and our members, ensuring that it reflects their ambition for the sector and ISQ. I thank everyone who has been involved in its development.

Our purpose

Being aligned with a strong sense of purpose and having a clear understanding of what and who we represent as an organisation is fundamental to the success and effectiveness of any strategic plan.

ISQ firmly believes in the importance of choice and diversity within Queensland’s education system. We support parents’ rights to choose a school that aligns with their values and suits their child’s needs. It is our belief that independent schools are best positioned to serve their communities and deserve the support to do so.

For independent schools to thrive, they need the backing of all levels of government in the form of fair funding and supportive regulation. In this way, independent schools remain a vital and growing part of Queensland’s educational landscape.

Our success

It’s clear that with such significant growth, there will be both significant challenges and opportunities on the road ahead. To ensure we’re best placed to meet these head on, key themes and strategic goals will underpin ISQ’s work over the next three years. These drivers are not meant to narrow ISQ’s focus or reduce our responsiveness to members, but rather to ensure we stay attentive to the most significant issues and trends impacting our sector.

Our success in meeting the goals of the 2025–2027 Strategic Plan will be reflected in a number of ways: through our advocacy efforts and political influence, by increasing positive public discourse and awareness about independent schools, and most importantly, by how much our members appreciate the services, products, and representation we provide on behalf of the sector.

2025–2027 Strategic Landscape

Protecting parental choice

ISQ will always advocate for the right of parents to choose a school that aligns with their values and meets the needs of their child.

A growing sector serving a growing population

Over the past five years, enrolment growth in independent schools has been at record levels, and Queensland’s population is expected to continue to grow strongly in the lead-up to the 2032 Olympics. ISQ will actively support the sector to grow, become more sustainable and access new communities.

School funding

ISQ will always fight to ensure independent schools receive a fair share of state and commonwealth funding.

Attracting, retaining and supporting a talented and diverse workforce

The challenges of teacher shortages in specific fields, attracting staff to rural and remote areas, improving teacher quality and attracting a diverse workforce continue to grow. ISQ will lean into these challenges with our schools to secure a thriving independent school workforce into the future.

Fit for purpose regulation

The regulatory environment for non-state schools has evolved over time to the point where it has become burdensome, punitive and a barrier to innovation. ISQ will be a lead voice for change to this regulatory environment.

Education excellence and innovation

Independent schools are at the forefront of education excellence and innovation. With new technology such as AI opening up new frontiers, ISQ will continue to support our schools on this journey and advocate for a regulatory environment that supports their endeavours.

Leadership and governance

Independent schools are more than learning institutions. They are community hubs that have an important role to play as pillars of leadership in the community. ISQ will continue to support our schools to meet the ever-increasing regulatory and community expectations as leadership institutions.

Wellbeing

The wellbeing of school staff and students continues to grow as an area of concern globally. ISQ will seek to play a constructive role in supporting schools to meet this challenge.

Vision

A thriving independent school sector that ensures choice and diversity in Queensland's education system.

Mission

To champion independent education and to support independent schools to serve their communities.

Values

Member Centred

We put our members at the heart of all that we do and are in their service.

Leadership

We stand with our members as leaders in Queensland's education system.

Excellence

We are passionate about our work and deliver outstanding outcomes.

Collaboration

We respect each other's diverse views and are committed to working together across the organisation to maximise impact for our members.

Integrity

We are ethical, accountable, and support and trust each other.

Strategic Goals

01. Embracing new opportunities
02. Champion change and reform through effective advocacy
03. Supporting school leadership and the education workforce
04. Exceptional professional learning opportunities
05. Outstanding member services
06. An employer of choice

01. Embracing new opportunities

OBJECTIVE

To explore new initiatives that will support schools in a rapidly evolving environment.

OUTCOME

Our approach and services continuously evolve to meet the needs of members.

FOCUS AREAS

Operational excellence: ISQ will support schools to achieve operational efficiency and deliver high-quality education.

Technology integration: ISQ will explore the effective use of AI and other technologies to enhance teaching and learning.

Strategic planning and data analytics: ISQ will leverage data to inform strategic decision-making and identify emerging trends.

Regulatory compliance and risk management: ISQ will ramp up support for schools to navigate regulatory requirements and mitigate risks.

Financial sustainability: ISQ will ramp up support and guidance on financial planning, fundraising, and cost-effective operations.

02.

Champion change and reform through effective advocacy

OBJECTIVE

To be focused and ambitious with our advocacy, while leaving capacity to respond to actions of government and needs of members.

OUTCOME

We achieve high-value advocacy outcomes for members.

FOCUS AREAS

Public perception: ISQ, in concert with Independent Schools Australia (ISA) will endeavour to actively shape public opinion about independent schools, emphasising their economic contributions, innovation, and diversity.

Funding and regulation: ISQ will advocate for fair funding models and drive appropriate regulatory reform for the sector.

Meeting the challenge of growth: ISQ will seek to champion growth in the sector through government support for new school development as a strategic priority.

Curriculum reform: ISQ will advocate for a more flexible and responsive curriculum that meets the needs of students and teachers.

Innovative school models: ISQ will support the development and trial of new school models to address diverse learning needs.

03.

Supporting school leadership and the education workforce

OBJECTIVE

To deliver initiatives that will support schools to meet the growing workforce and leadership challenges in education.

OUTCOME

We deliver high-value services to members that have an impact in supporting our leaders and teachers at all levels.

FOCUS AREAS

Teacher recruitment and retention: ISQ will explore initiatives to address the shortage of qualified teachers and support schools to implement strategies to improve retention rates.

Workforce readiness: ISQ will work with members to understand and respond to the changing expectations of the workforce, for example regarding flexible work arrangements and professional development.

Leadership development: ISQ will support the professional growth and wellbeing of school leaders.

04.

Exceptional professional learning opportunities

OBJECTIVE

To deliver a professional learning suite that responds to members' needs and is regarded as best practice.

OUTCOME

Our suite of professional learning opportunities hits the mark, every time.

FOCUS AREAS

Professional development: Deliver outstanding professional learning necessary for long-term improvement within each school's unique context.

Education improvement: Continue to provide exceptional, evidence-based support to member schools to improve teaching, learning, and educational leadership outcomes for all members.

Connecting and inspiring: Curate and deliver an outstanding events program and professional development opportunities that celebrate, educate, connect and inspire our sector.

05.

Outstanding member services

OBJECTIVE

To ensure our services to members are exceptional.

OUTCOME

Our suite of member services is highly valued by members.

FOCUS AREAS

Enhanced member experience: Utilising AI and related emerging technologies to strengthen personalised and efficient member services.

Streamlined processes: Continue to refine internal systems and processes to support ISQ staff in having access to the information they need to efficiently service members.

Addressing member diversity: Exploring strategies to cater to the needs of an increasingly diverse and geographically dispersed membership base, in collaboration with key stakeholders such as school systems.

06.

An employer of choice

OBJECTIVE

To employ, develop and reward passionate staff, providing a fulfilling work environment that delivers a positive professional experience.

OUTCOME

We attract and retain the best talent and are seen as an employer of choice.

FOCUS AREAS

A compelling employee value proposition: A clear and compelling employee proposition that highlights the unique benefits of working at ISQ.

Support the wellbeing of our people: Continue to ensure that the wellbeing of our people is paramount.

Valuing our people: Rewarding and supporting our staff, and having a bit of fun along the way.

Empowering our people: Ensuring our people are empowered and supported to get on with the job.



IMAGES: (above) Sinai College; (cover - clockwise from top right) Staines Memorial College, Concordia Lutheran College, Rockhampton Grammar School,

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