

Annual Report **2024**



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IMAGE: Livingston Christian College



Annual Report 2024

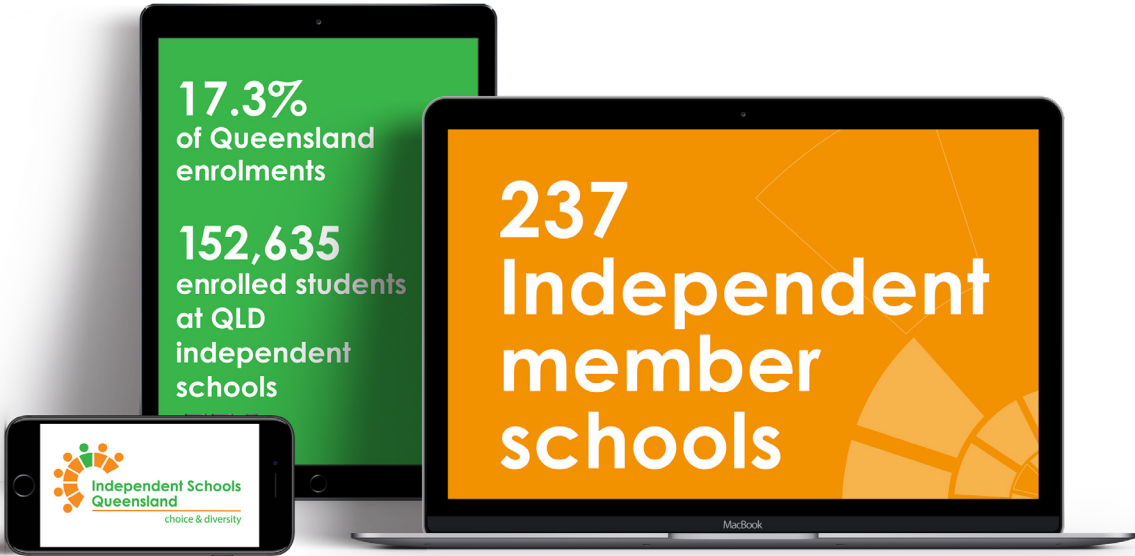
Independent Schools Queensland (ISQ) is the peak state body for the independent schools sector. We represent the interests of member schools, fostering choice and diversity in education and protecting the autonomy of independent schools.

MISSION

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

VISION

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



By the Numbers

MEMBERSHIP

237	member schools
232	independent schools
5	Catholic schools
152,635	independent school students
4	special schools
30	special assistance schools

INDEPENDENT SCHOOLS

155	combined primary & secondary schools
28	primary only schools
54	secondary only schools
218	co-educational schools
9	girls only schools
10	boys only schools

Independent Schools in
37 Local Government Areas



30 SPECIAL ASSISTANCE SCHOOLS CATERING FOR 7,488 DISENGAGED STUDENTS



209 SCHOOLS EDUCATING 7,266 INDIGENOUS STUDENTS AND 13 MAJORITY INDIGENOUS SCHOOLS



79 SCHOOLS EDUCATING 1,498 FULL FEE PAYING OVERSEAS STUDENTS



191 INDEPENDENT SCHOOLS OFFER VOCATIONAL EDUCATION AND TRAINING



138 APPROVED EARLY CHILDHOOD SERVICES



35 SCHOOLS PROVIDING BOARDING



SCHOOL IMAGES FROM LEFT

1. Mastery Schools Australia 2. Djarragun College 3. St Paul’s School (page 2); 4. Nambour Christian College 5. Concordia Lutheran College 6. Stuartholme School (page 3)



Chair Report



I am incredibly proud of the way ISQ staff have continued to innovate their offerings for members and remained unwavering in their commitment to ensure member service remained front and centre throughout 2024.

Continued sector growth

Parental confidence in Queensland's independent school sector continues to grow, with increased value being placed on the choice and diversity afforded to them by our members. At the conclusion of the 2024 school year, ISQ's membership accounted for 242 schools (239 independent schools and 3 Catholic schools). There were 152,635 students enrolled in independent schools, with the sector representing 17.3% of all school enrolments across Queensland, up from 16.8% in 2023.

Service continuity

Alongside this continued growth, ISQ staff have worked incredibly hard throughout 2024 to ensure our membership base received the service and professional development opportunities for which the organisation is known.

Continuing on from the significant growth in service delivery carried out in 2023, ISQ's dedicated and professional staff raised the bar again by delivering more targeted and tailored events and professional development opportunities for our members.

I am incredibly proud of the way ISQ staff have continued to innovate their offerings for members and remained unwavering in their commitment to ensure member service remained front and centre throughout 2024.

Leading and Governing by example

Thank you to ISQ CEO Mr Christopher Mountford and his leadership team of Chief Operating Officer Mr Stuart McDowall and Education & School Services Director Mr Mark Newham. Without your dedication, commitment and unwavering hope – we would not be the organisation that we are today.

It is a privilege to lead the ISQ Board alongside Deputy Chair Dr Lynne Doneley. The performance and reputation of the ISQ Board is critically dependent on the quality and effort of all the members of the Board.

In 2024 the ISQ Board has been outstandingly served by its members listed on page eight. These members have each provided a combination of professionalism, dedication, engagement, and enthusiasm wrapped up in many packages – educators of a range of backgrounds, schools and personalities – diversity that has been applied to benefit ISQ as a whole. I thank them all for their efforts. It has been a privilege to work with them and I appreciate their individual and collective contributions to ISQ's success.

I would also like to acknowledge the valued work of the various committees appointed by the Board, their Chairs, and dedicated members. ISQ's Board-appointed Finance Committee is chaired by Geoff McLay, former Principal at West Moreton Anglican College and the Education Committee is chaired by Ros Curtis AM, Principal of St Margaret's Anglican Girls School.

In conclusion, I wish to offer congratulations to Independent Schools Queensland for what has been another year of success. The ISQ Board is appreciative of the role that it has to play in representing all Independent Schools in Queensland and looks forward to further supporting members in 2025.

Dr Phillip Moulds OAM

CHAIR
ISQ BOARD



CEO Report



ISQ is the state-wide peak body for Queensland's independent schools, dedicated to championing the interests of schools in a sector which spans Kindergarten to Year 12 and encompasses international, boarding, vocational education and training, specialist learning and support for students.

Core to ISQ's mission is delivering the best knowledge, advice, service and support over 240 members across Queensland. We see this expertise as vital in ensuring these schools can be the very best for their students and their communities.

Through 2024, ISQ put into action numerous significant operational improvements. These were made to ensure our service delivery was not only the best it could be for schools now, but also for the future of ISQ as it moves with an evolving education landscape.

2024 also marked the final year of ISQ's 2022–2024 Strategic Plan. I am incredibly proud of the way that ISQ staff embraced this plan as it guided our organisation's strategic direction, ensuring our service delivery and member support remained targeted, innovative and effective.

Professional Learning and Support

In terms of professional learning opportunities for our members, ISQ hosted 88 face-to-face events at ISQ in South Brisbane. In addition, ISQ continued to bring professional learning opportunities to member schools in regional Queensland hosting 85 face-to-face events at regional member schools and external conference facilities. The number of online and hybrid events delivered was 173, a 42% increase from 2023.

In 2024, over 21,000 education professionals and school staff logged into ISQ's online learning platform, Connect&Learn, an increase of 62% from 2023.

This equated to issuing over 23,000 certificates across 74 courses. The most popular course was Child Protection Training for Teachers completed by 9,057 people.

The provision of tailored and timely learning across all areas of school operations and governance remains one of ISQ's key functions and we are continually seeking opportunities to evolve our offerings.

Policy and politics

Throughout 2024, ISQ maintained a productive and collegial partnership with the Queensland Education Minister Di Farmer, her advisors and key departmental officials. We were also pleased to see this same relationship continue with the newly appointed Education Minister John-Paul Langbroek in the later part of the year following the 2024 State Election.

ISQ also welcomed the ongoing capital funding assistance and recurrent funding for non-state schools outlined in the 2024–25 State budget, as well as receiving positive responses to submissions to a number of policy and legislation reviews including the Education (General Provisions) and Other Legislation Amendment Bill.

Following the LNP State election win in October 2024, ISQ immediately began proactive engagement with the new Education Minister and his advisors around issues including capital funding for the non-state sector, red tape reduction in schools, new school planning for the non-state sector, and teacher workforce issues.

Throughout 2024, ISQ has worked closely with its colleagues at Independent Schools Australia (ISA) and its national advocacy efforts with the Federal Labor Government on behalf of members.

Through collaborative stakeholder engagement, submissions and roundtable discussions, key areas of focus for national advocacy in 2024 included the National Teacher Workforce Action Plan, ongoing work around the new National School Reform Agreement, student and teacher wellbeing and campaign planning leading up to the 2025 Federal election.

Staff put members first

The cohort of ISQ staff is made up of talented and committed individuals who put the interests of members first in all that they do. I want to thank all ISQ staff members who have embraced our member first attitude, delivering more professional learning opportunities than ever before. The way they have embraced innovation in not only what they deliver, but how these events and programs are delivered should be commended.

I would also like to extend my sincere thanks to ISQ's 12-member Board, led by Chair Dr Phillip Moulds OAM and Deputy Chair Dr Lynne Doneley, for their ongoing support. The latest enrolment data speaks for itself, and it is clear that our hard work amongst a growing and evolving school landscape is paying dividends, with parents placing considerable value on the choice and diversity offered by independent schools across the state.

Christopher Mountford
CHIEF EXECUTIVE OFFICER
INDEPENDENT SCHOOLS QUEENSLAND

ISQ Board and Committees

2024 Board of Directors

ISQ is governed by a Board of Directors. Directors are appointed for three-year terms, with one-third of directors retiring each year. ISQ's Board met seven times during 2024 to continue the advancement of the collective interests of member schools and their communities. ISQ's Board is responsible for ISQ's overall governance, management and strategic direction, including the stewardship of human and physical resources, to provide services in line with the needs of member schools.

Dr Phillip Moulds OAM (Chair)
The Rockhampton Grammar School^
Headmaster

Dr Lynne Doneley (Deputy Chair)
Nambour Christian College
Board Chair

Craig Bassingthwaighte
Somerset College
Headmaster

David Bliss
St Andrew's Lutheran College
Principal

Richard Brown
Nambour Christian College^
Board Director

Dr Alan Campbell
Anglican Church Grammar School
Headmaster

Ros Curtis AM
St Margaret's Anglican Girls School
Principal

Alasdair Jeffrey
St Peter's Lutheran College
Council Member

Dr Andrew Johnson
Redlands College^
Principal

Geoff McLay
West Moreton Anglican College^
Principal

Anna Owen
Sunshine Coast Grammar School
Principal

Andrew Wheaton
Whitsunday Anglican School
Principal

Education Committee

The Board of Directors appoints the Education Committee on an annual basis following the Annual General Meeting. Members of the committee are appointed for three years, with four positions to be made vacant each year to provide fresh perspectives and allow for the continuity of the Committee to be maintained.

Ros Curtis AM (Chair)
St Margaret's Anglican Girls School
Principal

Tony Andrews
Kairos Community College
Principal

Michael Barton
Djarragun College*
Principal

Daniel Brown
Emmanuel College
Principal

Dr Andrew Cousins
Clayfield College
Principal

Josh Counsel
Discovery Christian College#
Principal

Kay Gleeson
Lourdes Hill College#
Principal

Sharyn Ive
Carinity Education Shalom
Campus Director

Chris Ivey
St Andrew's Anglican College^
Principal

Tim Kotzur
St Peters Lutheran College
Head of College

Gary O'Brien
Cannon Hill Anglican College
Principal

Toni Riordan
St Aidan's Anglican Girls' School#
Principal

Craig Schmidt
Westside Christian College
Principal

Ross Waltisbuhl
Cooloola Christian College
Principal

Other ISQ Committees

The Board also has two other standing committees that provide specialised advice and recommendations: the Finance Committee; and the Remuneration and Nominations Committee.

Finance Committee

Geoff McLay (Chair)

Craig Bassingthwaighte

Richard Brown

Dr Andrew Johnson

Toni Williams

Remuneration and Nominations Committee

Dr Phillip Moulds OAM

Dr Lynne Doneley

Geoff McLay

* Terms concluded in 2024
Appointed in 2024
^ Reappointed in 2024

Year in Review

2024 was a year of continued growth for the independent sector, with memberships sitting at 242 schools, providing choice and diversity in schooling for parents across the state.

In 2024, 152,634 students were enrolled in Queensland independent schools. Independent school enrolments represented 17.3% of all school enrolments across Queensland.

Throughout the year, ISQ's work has been guided by its Strategic Plan launched in 2022. The seven strategic goals which helped guide ISQ's work between 2022–2024 are:



01. champion change and reform through advocacy
02. lead alongside our members
03. create new opportunities and value for members
04. deliver exceptional member services
05. embrace growth, agility and innovation opportunities
06. engage and communicate with members
07. provide a great place to work

Throughout 2024, ISQ continued to adopt a member first mentality, providing assistance and support to these schools in delivering positive educational outcomes for their students and their communities.

Examples of the commitment of ISQ's staff towards promoting, supporting and developing the Queensland independent school sector are highlighted throughout this *Annual Report*.

01.

CHAMPION CHANGE AND REFORM THROUGH EFFECTIVE ADVOCACY



IMAGES: (top) ISQ Chair Dr Phillip Moulds OAM, QIS Parents Network Executive Director Amanda Watt, Former Queensland Education Minister Di Farmer, ISQ CEO Chris Mountford at the ISQ Parliamentary Reception (bottom); ISQ members and MPs networking at the Parliamentary Reception to celebrate the independent school sector

Australian Government

MINISTERIAL ADVOCACY

Throughout 2024, ISQ has worked closely with its colleagues at Independent Schools Australia (ISA) and its national advocacy efforts with the Federal Labor Government on behalf of members.

Through collaborative stakeholder engagement, submissions and roundtable discussions, key areas of focus for national advocacy in 2024 included:

- National Teacher Workforce Action Plan
- Ongoing work around the new National School Reform Agreement
- Student and teacher wellbeing
- Campaign planning leading up to the 2025 Federal election.

FUNDING

ISQ continued its engagement with ISA and the Commonwealth Government regarding the implementation of DMI to calculate schools' 'capacity to contribute'. Amongst various considerations, this engagement addressed the long-term impacts on the financial viability of Queensland independent schools.

CHOICE AND AFFORDABILITY FUND

Funding from the Choice and Affordability Fund (CAF) provided direct financial assistance to independent schools which were adversely affected by the new funding arrangements with the objective of assisting schools to transition to the new funding arrangements.

ISQ had three CAF priorities in 2024 – Transition Assistance, Special Circumstances Funding, and Choice and Affordability of Schools.

Under the Transition Assistance funding priorities, ISQ provided direct financial assistance to independent schools which are adversely impacted by the new funding arrangements, and, under previous policy settings, would have been eligible for assistance under the former National Adjustment Assistance Fund.

Within the Special Circumstances funding priorities, ISQ provided direct financial assistance to independent schools which were impacted by a range of special circumstances, including natural disasters and extreme weather events. This funding assisted these schools to recover from the impacts of their situation, minimise operational disruption and continue the delivery of their educational activities.

The granting of Transition Assistance and Special Circumstances funding for Queensland independent schools is informed by the ISQ Choice and Affordability Fund Reference Group. The Reference Group consists of individuals appointed by the ISQ Board, who are independent of any individual independent school, and who collectively possess a mix of skills, expertise and experience in financial assessment, program management and independent school governance and management.

Schools and independent auditors have certified that the distributed funding has been used for the purposes for which it was provided. ISQ provides an annual report on the distribution of CAF funding to the Commonwealth, and will ensure that these reports are publicly accessible for the duration of the CAF program.

Under the priority of Choice and Affordability of Schools, ISQ facilitated projects which support schools to maintain their choice and affordability, and projects which support the implementation of structural adjustments where such adjustments are required because of changes in funding arrangements.

In the Agreement, ISQ agreed to the following Priority Objectives for the Choice and Affordability of Schools priority:

- Maintain and improve choice in schooling for Queensland families driving the improvement of educational standards and competition across the schooling system
- Maintain and improve opportunity and diversity in the schooling system through a vibrant independent schooling sector in Queensland

- Plan for and support structural adjustments for schools which are adversely impacted by the new funding arrangements.

During 2024, ISQ continued to deliver several centralised projects to support the objectives of the Choice and Affordability of Schools priority. These are projects to assist schools in managing their costs, and projects to assist schools in understanding their market. These initiatives intentionally focus on activities that can support a broad range of schools at scale, and all schools represented by ISQ are provided with the opportunity to be supported through these initiatives.

Queensland Government

MINISTERIAL ADVOCACY

Throughout 2024 ISQ maintained a productive and collegial partnership with the Queensland Education Minister Di Farmer, her advisors and key departmental officials. ISQ was also pleased to see this same relationship continue with the newly appointed Liberal National Party Education Minister, John-Paul Langbroek following the election in October 2024.

ISQ welcomed the ongoing capital funding assistance and recurrent funding for non-state schools outlined in the 2024–25 State budget.

ISQ also put forward submissions to a number of policy and legislation reviews including the Education (General Provisions) and Other Legislation Amendment Bill.

Following the LNP election win in October 2024, ISQ immediately began proactive engagement with the new Education Minister and his advisors around issues including:

- Capital funding for the non-state sector
- Red tape reduction in schools
- New school planning for the non-state sector
- Teacher workforce.

FUNDING

ISQ continues to be highly active in representing Queensland independent schools through funding and policy advocacy involving the Queensland Catholic Education Commission (QCEC), the Queensland Office of Non-State Education, and the Non-State Schools Accreditation Board.

Government funding for independent schools is determined according to agreements under the bilateral funding agreement between the Queensland and Australian governments.

Under the agreement applicable to 2024 (signed in 2018), the Queensland government will contribute a minimum of 20% of the nationally determined Schooling Resource Standard (SRS) for non-state schools in Queensland.

In August 2023, ISQ received confirmation from then Minister Grace that the NCCD will replace the Education Adjustment Program (EAP) as the basis for state government Students With Disability (SWD) funding from 2024 in all non-state schools.

ISQ negotiated with the Queensland Government to finalise arrangements for short-term transition arrangements. Under these arrangements, targeted SWD funding was determined based on 50% previous measures (EAP), and 50% new measures (NCCD). From 2025 onwards, this funding will be allocated entirely based on NCCD.

GOVERNMENT POLICY

Throughout the year, ISQ was actively involved at the national and state level to ensure that the design of future funding models would offer substantial support to independent schools, many of which are still dealing with significant challenges.

ISQ continued to support member schools with advice and support regarding policy changes to the ‘Gonski’ model of Commonwealth funding, and the State Recurrent Grant distribution model.

Throughout the year, ISQ offered consultations, produced forecasts, and conducted scenario analyses, offering crucial support for schools with their budgeting and planning, as well as advice to current and future schools.

THE DECISION SUPPORT PLATFORM

Queensland independent schools operate in a fast-changing landscape, and must continue to stay abreast of changing demographic, social and economic circumstances. Additionally, schools can be complex business entities and require accessible information to optimise business planning. To support member schools in navigating these challenges, ISQ has developed the Decision Support Platform, a transformative self-service tool designed to inform school decision-making.

ISQ’s Decision Support Platform marks a significant leap forward. Developed with market-leading Business Intelligence software, it offers real-time, ‘self-serve’ access to critical funding information. This platform not only enhances transparency but also empowers schools with the insights and tools they need to navigate their funding landscape with confidence and precision. The platform also provides sector wide school characteristics and enrolment trend analysis which was launched during 2024.

During 2024, the Decision Support Platform was rolled-out more broadly following a successful pilot program in 2023. Future phases of development are planned for 2025 with the vision of providing enhanced analytics capabilities on a range of topics, so schools can harness the power of data to make informed decisions.

SCHOOL PLANNING

Throughout 2024 the sector continued to see significant growth.

Meeting this growing demand for an independent education and providing choice and diversity for parents in the education of their children, remains a priority focus for ISQ.

ISQ represented the interests of the sector on the Queensland Schools Planning Reference Committee (QSPRC), a Queensland Government committee that conducts regular consultations with key local government authorities (LGAs) in areas where the greatest growth is projected for school-aged children, including new growth areas, and reports to the Queensland Government about the likely demand for future school capacity.

These consultations are across all three school sectors with relevant government agencies participating.

Establishing a new school is complex and ISQ works with aspiring new independent schools across Queensland to aid in the development of their operational, infrastructure, governance and teaching and learning requirements.

Significant work in collaboration with Queensland Independent Schools Block Grant Authority continued in 2024 around a New Schools Strategy. This work involved meeting with key stakeholders in the new school space including developers, funding institutions, local and state governments, and of course member schools to openly discuss the challenges and opportunities for all parties in meeting the demand for new schools in the context of significant population growth in southeast Queensland over the coming decades.

02. LEAD ALONGSIDE OUR MEMBERS

THOUGHT LEADERSHIP

Briefings is an ISQ publication providing thought leadership for the independent schooling sector.

Each edition includes an opinion article, a research feature or an advocacy piece. In 2024, ISQ subject matter experts delved into areas of importance to member schools and the education sector including:

ENGAGING PARENTS FOR STUDENT (AND SCHOOL) SUCCESS.
by Amanda Watt and Jackie Dawson

As we navigate the dynamic landscape of education, one truth remains constant: parents are indispensable partners in their child’s educational journey.

In this research article, Amanda Watt, Executive Director of the Queensland Independent Schools Parents Network, and Jacky Dawson, Project Manager Parent Engagement, delve into the essence of successful parent engagement. They unpack some simple, yet practical strategies for busy teachers, offering examples of meaningful collaboration.

Parent engagement is backed by more than 50 years of research and that cumulative research shows that effectively engaging parents can not only enhance students’ achievement, it is also a vital ingredient in high performing schools, and may lead to better wellbeing outcomes for students, families and educators.

EXECUTIVE FUNCTION AND SELF-REGULATION: LONG TERM EDUCATION AND WELLBEING OUTCOMES. by Kate Crowe

Investment in the early years pays off in multiple ways, yielding long-term benefits at the child and family, community, and national levels.

In this research article, Kate Crowe, ISQ School Services Advisor, and Rebecca McKinnon, ISQ School Services Manager, delve into executive function and its relevance to learning and education. They unpack the importance of equipping educators with actionable insights to support executive function and self-regulation.



By leveraging data-driven insights, independent schools in Queensland can serve as beacons of excellence in nurturing the potential of every child, regardless of their background or circumstances.

NATIONALLY RECOGNISED TRAINING IN SCHOOLS: EQUIPPING SCHOOL STUDENTS WITH INDUSTRY RELEVANT SKILLS. by Melanie Alexandra

The independent schooling sector in Queensland is known for its diverse range of schools and for placing student choice at the heart of educational enterprise. It isn’t surprising therefore, to see marked increases in the number of independent school students capitalising on the opportunities available to them by participating in vocational education programs.

In this research article, ISQ Vocational Education Services Advisor Melanie Alexandra discusses current and emerging skills shortages and the contribution vocational education and training delivered in schools makes to relieving workforce gaps. This paper also highlights some of the perceptions of key stakeholders, the benefits and challenges currently experienced in Queensland’s independent schools and opportunities for engagement being provided for senior students.

CREATING VALUE: MAXIMISING THE RETURN ON INVESTMENT IN EDUCATIONAL FACILITIES.
by Gary Adsett

In the realm of education, the importance of creating environments that foster learning and growth cannot be overstated. There are a number of strategic considerations that schools must navigate to ensure their construction-related expenditures yield the highest possible returns.

In this article, Queensland Independent Schools Block Grant Authority General Manager, Gary Adsett outlines eight key value principles that schools can adopt to maximise their return on investment in educational facilities. By focusing on these principles, schools can ensure that their construction-related projects not only meet immediate needs but also contribute to long-term educational success.

03.

CREATE NEW
OPPORTUNITIES
AND VALUE
FOR MEMBERS



ISQ TEAM

Throughout 2024, ISQ responded to the changing needs of our ever-growing membership base which required more specialised staff. The collective expertise of 49 staff at the head office in South Brisbane has enabled ISQ to provide a diverse range of tailored services and support including advocacy, student services, school business services, teaching and learning, leadership, policy, research, IT, school improvement, communications and media issues and crisis management.

IMAGE: ISQ staff in attendance at the ISQ Staff Professional Development day



ICT Managers Advisory Committee

Technological innovation remains a key priority for ISQ and its members. To enhance communication and collaboration, ISQ established the ICT Managers Advisory Committee – a new initiative designed to provide strategic insight and support in the ever-evolving ICT landscape.

Nominated and elected by their peers, committee members have made a significant impact in a short time. In just six months, the committee has:

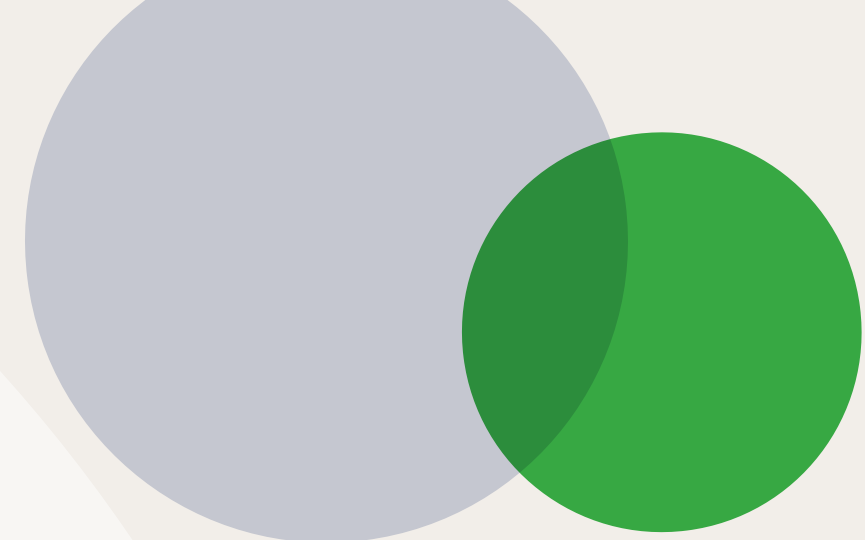
- Welcomed over 80 ICT managers to a highly successful October forum
- Brokered the first-ever Jamf Education Support agreement tailored for schools
- Negotiated a collective Microsoft licensing agreement to benefit member schools
- Provided responsive support for ICT-related enquiries
- Offered expert guidance on ICT issues affecting independent schools across Australia.

This committee continues to play a vital role in strengthening ICT capacity and fostering innovation across the sector.

COMMITTEE MEMBERS

- Solomon Box, Ormiston College (Chair)
Peter Yeates, PMSA
Danielle Twomey, Kairos Community College
Chris Topp, Matthew Flinders Anglican College
Leon Major, Tec-NQ
Lee Pickering, Hillbrook Anglican School
Shane Hannant, St Lukes Anglican School
David Garmeister, Victory College
Joshua Whysall, Suncoast Christian College
Dale Walker, Glenvale Christian School

IMAGE: ICT Managers Forum, April 2024



04.

DELIVER EXCEPTIONAL MEMBER SERVICES

IMAGE: ISQ's online learning platform, Connect&Learn



A SPECIALIST PROFESSIONAL LEARNING PROVIDER

In 2024, there was a much greater range of both online and in-person events hosted by ISQ compared to 2023.

ISQ hosted 88 in-person events at the Training Centre at South Brisbane. In addition, ISQ continued to bring professional learning opportunities to member schools in regional Queensland hosting 85 in-person events at regional member schools and conference facilities. The number of online and hybrid events delivered was 173, a 42% increase from 2023.

Continuing with the modern digital learning eco system at ISQ, more than 4.5 Million xAPI statements were captured allowing greater insights into user engagement in Connect&Learn. January 2024 captured over 2.3 million statements corresponding to Child Protection Compliance requirements.

In 2024, over 21,000 education professionals and school staff logged into ISQ's online learning platform, Connect&Learn. This equated to issuing over 23,000 certificates across 74 courses. The most popular course was Child Protection Training for Teachers completed by 9,057 people.

Additional School Administration, Course Access and a VET Seed Funding Portal have been added to Connect&Learn providing greater access to data and features for member schools.

CORPORATE PARTNERSHIPS

Alliance Partners provide substantial financial contribution to strategically build their brand recognition, make connections, increase engagement and share knowledge to support the independent education sector alongside ISQ. An Alliance Partnership with ISQ is built on trust, commitment and responsibility and is a genuine relationship with aligned values and agreed objectives.

ISQ provides Alliance Partners with tailored benefits to reflect their financial contribution and priorities. These benefits focus on opportunities for acknowledgement, engagement and profile for the partner and can include:

- bespoke networking opportunities
- logo placement and contribution of content for key ISQ communications and website
- opportunity to present meaningful content at selected relevant ISQ events
- complimentary tickets to attend selected ISQ events (e.g. State Forum).

Members benefit from these partnerships through the sharing of relevant and timely information, access to trusted providers of goods and services, a strengthened connections and involvement with corporate Australia and access to best practice and thought leadership impacting the sector.

ISQ is open to exploring partnerships with the wider business and education community to create new opportunities and value for members.

SUPPORT FOR CURRICULUM, TEACHING AND LEARNING: PREP-YEAR 12

Over 2024, the Education Services Team, worked collaboratively with many departments across the organisation but particularly, the Student Services team, to provide a more holistic service to curriculum leaders. Multiple teams often co-presented at events to provide the best possible experience for members and cross-promote all work across the organisation.

EXTERNAL COMMITTEES

Throughout 2024, ISQ upheld its pivotal role as an advocate by actively participating in numerous state and national curriculum committees. These include numerous committees lead by the Australian Curriculum, Assessment and Reporting Authority (ACARA), the Queensland Curriculum & Assessment Authority (QCAA), Independent Schools Australia (ISA), the Queensland College of Teachers (QCT) and various others. Of particular importance this year was the review of the Non-State Schools Accreditation Framework (educational program guideline). Together with Independent School Principals who volunteered their feedback, ISQ provided strong advocacy for this review to support the diversity of the sector and ensure the sector is not held to higher standards than those required in Queensland state schools.

ISQ's involvement on these committees has ensured that the perspectives and requirements of independent schools in Queensland are effectively represented and taken into account in decision-making processes. Participation in these committees has also facilitated the dissemination of timely and pertinent information regarding changes, available resources and services to schools within the sector. This information continues to be shared on the Member Hub in the Curriculum Leaders Updates section and promoted in the weekly Teaching and Learning newsletter, enabling immediate sharing of insights and updates presented at these meetings directly to school leaders.

ISQ PROGRAMS

In 2024 there were numerous programs for schools to engage in.

These programs provided schools with professional learning and support to improve. Their work was exemplified at the Teaching and Learning Showcase held at the end of the year.

27 schools
Middle Leaders Program

12 schools
English Program

10 schools
Maths Program

135 attendees
The Science of Reading

148 attendees
The Science of Writing

92 attendees
The Mathematics Masterclass

EVENTS

Throughout the year, ISQ hosted four mixed-mode Curriculum Leaders Forums, attracting between 125 and 155 people at each event. These forums were specifically designed to provide essential information to curriculum leaders within the sector and for the first time the sessions provided electives to meet the variety of needs of the diverse audience. The sessions were repeated in regional locations each term to provide networking opportunities. Of the 12 regional curriculum leaders events planned for the year, eight regions took up this opportunity.

PROGRAMS

The Education Services Team led 49 schools through three programs over the year.

The English Program involved 12 schools who participated in professional learning and termly mentoring, then showcasing their work at the Term 4 Teaching and Learning Showcase. The professional learning events (presented in both Semester 1 and 2), *The Science of Reading* and *The Science of Writing* were open to all schools and sectors and saw participation from 135 and 148 people respectively.

The Maths Program involved 10 schools who participated in professional learning and termly mentoring, then showcased their work at the Term 4 Teaching and Learning Showcase. The professional learning event (presented in both Semester 1 and 2), *The Mathematics Masterclass* was open to all schools and sectors and saw participation from 92 people in total.

The Middle Leaders Program supported 51 middle leaders across 27 schools. It consisted of one mixed mode professional learning event, eight webinars and monthly mentoring sessions. This program included another 25 participants who joined without the mentoring component.

All of our events received very positive feedback with above 90% satisfaction rates and regularly receive feedback such as: "This has been the best PD I have attended, it was useful to what we are attempting to implement at our school."

INDIVIDUAL SCHOOL SUPPORT

Together with daily email and phone support, more extensive development of the Member Hub has supported leaders to develop their own curriculum and compliance knowledge.

Over the course of the year, our team provided email and/or phone support to over 90% of member schools. We also provided individual paid service of Professional Development sessions for 11 schools and one-on-one, face-to-face support for two schools.

VOCATIONAL EDUCATION AND TRAINING

Queensland represents the highest number of Vocational Education and Training (VET) 15–19 year old student enrolments and achievements, when compared to other states and territories.

The year saw continued growth in the number of VET students completing nationally recognised training across independent schools, with 191 of those schools offering qualifications ranging from Certificate I to Diploma level.

Independent schools were proud to have enrolled 30,676 students in VET in schools programs, representing an increase of 33% on 2023 enrolments, with Certificates at levels II and III continuing to be the pathway of choice for students in Years 10–12.

Forty independent schools were registered either with the Queensland Curriculum and Assessment Authority (QCAA) or the Australian Skills Quality Authority (ASQA) as training organisations in their own right, delivering and issuing VET qualifications from their own scopes of registration.

More than 5,000 students partook in either a work experience or structured work placement in an effort to sample a range of workplace industries prior to making informed decisions regarding their study pathways.

With a 35% increase in participation across 12 Gateway to Industry Schools programs (GISP), Renewable Energies showed the largest increase with 24 schools signing up in its first year.

Other GISP providers also showed marked increases across Community Services, Information Communications Technology, Health, Tourism & Hospitality.

ISQ recorded 1,315 students commencing school-based apprenticeships or traineeships, constituting an almost 5% increase on 2023 commencements, with carpentry, electrotechnology, hairdressing, engineering and light vehicle being the top five industry areas of choice. Business and Early Childhood Education and Care were the top areas of interest for traineeships.

As well as workshops and webinars delivered as professional learning events for VET school members, ISQ continued to offer support for accredited training opportunities that equip VET practitioners in schools across qualifications from the TAE and CHC training packages.

ISQ was also proud to see a number of its practitioners engage in the Queensland and Australian Training Awards. The Australian International Islamic College received the VET Teacher Trainer of the Year award in the metropolitan area of Queensland and the Men of Business Academy CEO was awarded Queensland's Australian of the Year. The integrity of vocational education and training being taught in independent schools is being nationally recognised for the valuable role it plays in engaging students in education practices across Years 10, 11 and 12, whilst recognising the high level of knowledge and skill held by our VET teaching practitioners.

Increased ministerial focus on quality VET delivery and its relevance and impact on current skills shortages, continues to be a national issue. Independent Schools Australia (ISA) with the support of ISQ, submitted a range of feedback from schools and industry stakeholders which contributed to the new Australian Apprenticeships Incentives System. Additionally, the Queensland Government's response to the National Skills Agreement saw the release of the Good Jobs, Great Training – QLD Skills Strategy 2024–2028. This strategy incorporates the new Career Ready VET in Schools program, focused on supporting school-based apprenticeships and traineeships across Years 10, 11 and 12 and vocational education programs in Years 11 and 12. Career Ready is due to be implemented in January 2026.

ISQ continue to represent its VET schools in the Department of Education's Regional Schools to Industry Partnerships program, the ministerial Trade to Teach program, the Gateway to Industry Schools Steering Committee, ISA's Strategic Reference Groups and national VET Sector Leaders groups. More recently ISQ now represents ISA on the national myfuture Career Education Reference Group through Education Skills Australia.

STUDENT SERVICES AND SUPPORTING WELLBEING IN SCHOOLS

ISQ delivered a range of services to assist schools in supporting students with additional learning needs and enhancing wellbeing through a whole school approach.

More than 600 school staff from 141 member schools registered to participate in face-to-face or online professional learning to support student wellbeing and support students with additional learning needs, including those with a disability. In addition to these, 26 member schools participated in seven regional cross-sector NCCD moderation events conducted with the Queensland Catholic Education Commission and the Department of Education.

Events that supported teachers to provide reasonable adjustments for students with a disability included: Moderation for the Australian Government's Nationally Consistent Collection of Data on Students with Disability (NCCD), Leading Whole School Inclusive Learning, Differentiation for a Class of Diverse Learners, Growth Mindset in Mathematics, 2-Day Behaviour Series, Planning for Students with Individual Needs, NDIA – Applying to NDIS, Planning Interventions (Lit and Num), Supporting Complex Case Management for Students P–12. Almost 4,000 school staff registered for at least one disability-related Connect&Learn module, including more than 4,000 Disability Standards for Education course registrations.

Professional learning was offered to support school staff and student wellbeing, including the Supporting Whole School Student Wellbeing workshop, supporting school leaders with positive staff culture; the Be You - Postvention Leadership webinar and Be You Postvention Planning; a new partnership with EVOLVE therapeutic services to offer webinars on Trauma Informed Practice; and a Student Wellbeing Forum delivered in six locations. ISQ partnered with clinical staff from Ed-LinQ (Queensland Department of Health), Be You and the eSafety Commission to conduct the Student Wellbeing Forum, attended by approximately 131 independent school staff. This forum linked schools with their regional Ed-LinQ and Be You consultants and covered topics on inclusive practises for learning communities, respectful relationships and gender diversity. ISQ provided Commonwealth National Student Wellbeing Program (NSWP) funding to 81 schools and State Government Student Wellbeing Officer Program (C/SWO) funding to 17 member schools, supporting them in providing pastoral care for students.

2024 was a transitional year for the Students with Disability State Funding model moving from the Education Adjustment Program (EAP) to an NCCD informed model. ISQ provided \$19.9 million in targeted state funding for Students with Disabilities to schools in 2024. Funding was provided to 19,091.9 student FTE in 224 schools in Semesters 1 and 2. The EAP funding model ceased at the end of 2023, with 2024 serving as the transition year to an NCCD-informed funding model. In 2025, the state's Student with Disability funding will be one hundred percent NCCD-informed.



ABORIGINAL AND TORRES STRAIT ISLANDER EDUCATION

Over 7,000 First Nations students were enrolled in 222 member schools in 2024. This equates to an 11% increase in First Nations students in the sector. In 13 of these schools, the majority of students were of Aboriginal and/or Torres Strait Islander heritage.

In 2024, ISQ supported the 30-member school sites providing boarding to over 784 First Nations students from regional, remote and very remote communities. First Nations student boarders came from Queensland, Northern Territory, Western Australia, New South Wales and the Torres Strait Islands.

Throughout the year, ISQ provided continued support to schools to:

- enhance teacher confidence and ability to respond to First Nations students' learning needs including providing targeted assessment and learning support for those with English as an Additional Language/Dialect (EAL/D)
- advance teacher professional learning and development to embed First Nations perspectives in curriculum planning and authentically support students' cultural identity
- improve First Nations perspectives in whole school strategic planning
- increase the employment and professional development of Aboriginal and Torres Strait Islander people in member schools.

More than 580 school staff and members participated in ISQ Indigenous education face-to-face and online professional learning events to support quality teaching and learning. These events included:

- Embedding Indigenous Perspectives in Curriculum Planning Workshops and on-line modules
- Indigenous Bandscales Two-Day Intensive Training and Moderation Day

- Indigenous English as an Additional Language/Dialect (EAL/D) Webinar
- Indigenous Education Online Boarding Forum
- Support events for Principals of schools with large enrolments of First Nations' students
- Targeted whole-of-school on-campus professional learning events.

In October 2024, ISQ held a Principals' Roundtable at Kutlu Mullu Gorinna Special Assistance School in Mackay. The day was facilitated by Education Services Deputy Director Anjulee Singh and First Nations Education Services Advisor RoseMarie Koppe. Sue Langley, CEO and founder of the Langley Group, explored ideas about the interrelatedness of people in participant's school contexts and how leaders can harness systems awareness in their leadership. The day ended with a lively network meeting for eight leaders from Majority First Nations Schools within the sector. School leaders attended from as far as Charters Towers and Napranum in the Western Gulf.

Significant school activities throughout 2024 included John Paul College's participating in the Yalari Ready Program which saw nine First Nations students from remote communities participate in a Year 6 transition to boarding year. The readiness program gave the students an opportunity to improve English Literacy and Mathematics skills and experience life in a large metropolitan boarding college before commencing Year 7.

Brisbane Boys College (BBC) engaged the services of ISQ to conduct a review of their First Nations student boarding provision in 2024. The review provided a platform for BBC to reflect on their First Nations Student Boarding Program to date and look at opportunities to enhance the program moving forward.

IMAGE: BBC Indigenous Boarding Review team (L-R) singer/songwriter Waveney Yasso, ISQ First Nations Education Services Advisor RoseMarie Koppe, ISQ Education Services Deputy Director, Anjulee Singh



During Reconciliation and NAIDOC Weeks, ISQ staff participated in activities to continue improving staff's cultural awareness, competency and responsiveness to better support member schools and engage with stakeholders. Thirteen voluntary ISQ staff also worked with community Elders and First Nations education consultants, to complete the development of the ISQ corporate Reflect Reconciliation Action Plan (RAP). ISQ's RAP was endorsed by Reconciliation Australia in May and launched at the end of year ISQ Festive Celebration with 80 school representatives and external stakeholders.

SCHOOL TRANSPORT

The Non-State Schools Transport Assistance Scheme (NSSTAS) is a joint initiative of QCEC and Independent Schools Queensland (ISQ). QCEC administers this Scheme on behalf of all non-state schools in Queensland, and applications are invited via SchoolTransport.com.au. More than \$8.8m was provided by the Queensland Government in 2024, funding 8,400 student applications in 262 school communities.

EARLY CHILDHOOD EDUCATION AND CARE

In 2024, 118 member schools offered 138 early childhood services, incorporating approved sessional and long day care kindergarten models. ISQ supported member schools to meet state and federal early childhood education and care (ECEC) regulatory requirements, advocated via state working groups and committees, and provided targeted support to the 39 members of the ISQ Central Governing Body for Kindergartens.

In 2024, approximately \$19 million in Queensland Government kindergarten funding was administered by

ISQ incorporating Queensland Kindergarten Funding (QKF), Kindergarten Inclusion Support Scheme (KISS), Kindy Uplift, Kindergarten Capital Works Upgrade funding and two targeted programs. The new Queensland Kindergarten Funding scheme introduced in 2024 included Free Kindy, ensuring families had access to 600 hours of an approved kindergarten program at no cost. ISQ continued to support the implementation of the funding model via management of a portal for the reporting of individual child enrolments securely to the Department of Education.

The Kindy Uplift Program was open to all approved kindergarten services in 2024. The funding program is designed to enhance the capability of kindergarten educators to support children's learning and development outcomes, with a focus on six priority areas: cultural safety, inclusion and responsiveness; social and emotional learning; physicality; executive function; oral language and literacy; and maths and numeracy. ISQ provided Kindy Uplift Advisory Support to 97 early childhood services, in both sessional and long day care kindergarten programs.

During 2024, ISQ worked closely with the Department of Education to manage the impact of transition to a new funding scheme, on member services. ISQ continued to support the implementation of the funding model via management of a secure portal for the reporting of enrolment and attendance data to the Department of Education.

Representation of services at a state level included ISQ participation on the Regulatory Advisory Committee, Excellence in ECEC Stakeholder Advisory Group, Kindy Uplift Consultative Committee, QCAA ECEC Reference Group. ISQ met regularly with ISA and ECEC representatives from state independent school associations to ensure ECEC services in the independent sector were advocated for on a national level.

IMAGE: ISQ Reflect RAP

SUPPORTING GROWTH, PROMOTING EXCELLENCE

ISQ continues to support the development of teachers across the four career stages, from graduate to lead teachers with expanded professional development offerings that are informed by, and give opportunity for participants to demonstrate, the Australian Professional Standards for Teachers (APST). Online and face-to-face learning was available across topics including beginning teacher support, from provisional to full registration portfolio building, coaching, the middle leaders program as well as a range of bespoke principal masterclasses and principal roundtables to bring school leaders from around the sector together.

HIGHLY ACCOMPLISHED AND LEAD TEACHERS PROGRAM

Throughout 2024, ISQ continued to build upon its success as the first Queensland-based certifying authority of Highly Accomplished and Lead Teachers (HALT). Concluding the seventh full year, ISQ certified five Highly Accomplished teachers and four Lead teachers and renewed a total of 13 teachers including four Highly Accomplished and nine Lead teachers at the five-year renewal stage. Since 2017, ISQ has certified 157 Highly Accomplished and Lead teachers in Queensland's independent schools which makes up 41% of Australia's independent school HALTs. These teachers exemplify excellent practice and mentor early career teachers in our sector which lifts capability and contributes to the long-term retention of teachers in independent schools.

LEADERSHIP DEVELOPMENT PROGRAMS

In 2024, ISQ continued to provide high-quality leadership development and support through a suite of leadership development programs.

Over 50 early career teachers participated in ISQ's Beginning Teacher's Program in partnership with YXL Institute. This program allowed new teachers to network, engage in meaningful and practical discussions about classroom practise including High Impact Teaching Strategies (with over 1,000 strategies modelled), and a leadership opportunity for all beginning teachers to share their successes over the course of the year in the final workshop. Teachers were offered coaching sessions and access to feedback on the implementation of the strategies in their schools.



All teachers were supported to develop their portfolio of evidence in the Provisional to Full Registration process as part of the requirements of Queensland teacher regulator, the Queensland College of Teachers.

Over 150 Principals and School Leaders attended events as part of the 2024 Executive Leadership Suite including Masterclasses, Principal Briefings and Roundtables on the following topics:

- Preparing for the NSSAB Compliance Review
- What Parents Want and Why They Want it
- NSSAB Oversight of the Education Program
- NCCD Oversight
- Successfully Setting up a School Facility Project to Maximise Value
- Media Training
- The Power of Purpose
- Building a Culture of Philanthropy
- Strategic Self-care, Burn-out Protection and Systemic Wellbeing
- Regional Principals Roundtable (Mackay)
- Principals Roundtable with the NSSAB Board Chair (Cairns)
- Special Assistance Schools and Small Schools Principals Roundtable
- Teacher Workforce Principal Roundtable.

One hundred percent (100%) of participants in the New Principals Program (15 participants) reported the program had improved their leadership skills

One hundred percent (100%) of participants in the Aspiring Principals Program (19 participants) reported the program was excellent and had increased their leadership capacity.

IMAGE: The Cathedral School of St Anne and St James



PARTNERING WITH TERTIARY INSTITUTIONS

In 2024, ISQ was proud to continue working with a range of tertiary institutions including Queensland University of Technology (QUT), Griffith University, University of Sunshine Coast, Central Queensland University, and Queensland University of Technology. ISQ presented to final year education graduates about the benefits of working in the independent school sector. ISQ has partnered with QUT on the Career Change Teacher Australian Research Council Research Project. ISQ was represented on the Department of Education (DoE) Queensland Council of Deans of Education (QCDE) which has representation from most Queensland tertiary institutions.

This group met quarterly to discuss the ways in which schools, sectors and universities can ensure ongoing preparation and supply of teachers across the sector. ISQ is also represented on the Professional Standards Committee of the Queensland College of Teachers to accredit all Initial Teacher Education programmes delivered in Queensland. ISQ currently are part of the Queensland Teacher Education Network with all sectors and the QCDE as well as the Commonwealth Department of Education, Principals Associations and the Australian Institute of Teaching and School Leadership.

IMAGE: ISQ's Student Services Manager Hayley McDonald and Student Services Advisor Chrissie Mitchell at QUT's Stepping Out conference

05.

EMBRACE GROWTH, AGILITY AND INNOVATION OPPORTUNITIES



IMAGE: Parent Engagement Connect: Partnering with parents when implementing respectful relationships education

GUIDING SCHOOLS IN EFFECTIVE PARENT ENGAGEMENT

Assisting school communities to develop effective partnerships with parents was a key priority in 2024 through targeted programs and regular events.

Our flagship Mastering Parent Engagement (MPE) program – a joint initiative between ISQ and Queensland Independent Schools Parents Network – commenced in 2024. MPE is a year-long scaffolded program with four masterclasses where school leadership teams learned from experts and other school leaders why parent engagement is crucial in high performing schools and about how to better harness the power of parents for improved student academic and wellbeing outcomes. Twenty ISQ member schools took part in MPE, with each masterclass attended by over 100 people from participating schools.

In late 2024, ISQ also launched Mastering Parent Engagement PLUS. This program, commencing in early 2025, is designed to provide continuing support for those school leadership teams that participated in MPE and wished to access dedicated coaching to further refine parent engagement practices in their communities.

A new professional learning series, Parent Engagement Connect (PEC), also launched in 2024. PEC helps schools explore strategies to engage parents effectively and sustainably on a particular topic of interest to schools and families. The first event in March 2024 focused on *Unpacking school refusal* with attendees from a wide range of independent schools. A second event, *Partnering with parents when implementing respectful relationships education*, was held in September.

An online module Whole School Approach to Parent Engagement was also launched during 2024. The course is available on Connect&Learn to any interested educators or school community members and was provided at no cost to schools participating in MPE.

INTERNATIONAL EDUCATION

In 2024, CRICOS-registered member schools began returning to normalcy in their international programs, resulting in a 25 percent increase in international student enrolments. However, the sector still needed to diversify and continue exploring innovative recruitment and program strategies to regain market share in a competitive and volatile geopolitical landscape. The release of the Australian Government's Migration Strategy brought further legislative reviews and reforms around student caps and priority visa processing, adding to the uncertainty of international education in Australia.

ISQ played an integral role in supporting member schools during this period by leveraging strategic partnerships and industry collaborations to expand their international education programs. Regulatory compliance remained a priority, and ISQ facilitated professional development sessions focused on legislative rigour, quality, integrity, knowledge-sharing, and best practice.

Despite the challenges, independent schools demonstrated resilience and adaptability in providing high-quality international education opportunities. There were 79 CRICOS-registered schools in 2024. ISQ delivered four International Education Networking Days, two New Staff Orientation Days, two International Hot Topic Sessions, and one CRICOS workshop for School Principals.

ADVOCACY, SUPPORT AND COLLABORATION

Advocating for offshore curriculum licensing (Schools Transnational Education) remained a key priority, leading to the establishment of the Offshore Schools Stakeholder Reference Group to develop and implement a model for non-state school participation in Queensland's offshore curriculum delivery arrangements.

To ensure ongoing relevance at both state and commonwealth levels, the Schools International Stakeholder Forum was established, with key representatives from ISQ, EQI, QCEC, schools, the Department, and Study Queensland, to build capability and knowledge across Queensland's school sector and improve responsiveness to emerging issues and market changes.

The ISA/AIS International Education Reference Group was established to address key proposed legislative reforms impacting international students at a national level. To support the delivery of the Australian Strategy for International Education 2021–2030 and improve outcomes for international students, ISQ participated in the following stakeholder consultation:

- Review of the Education Services for Overseas Students Amendment (Quality and Integrity) Bill 2024 (carried over from 2023)
- Review of Australia's International Education and Skills (IES) Strategic Framework
- Review of the Points Test for Skilled Migration Overseas Student Applicants
- Review of the Migration Strategy at both State and Commonwealth levels around the genuine student requirements and visa application processes for the school sector for both the student and their guardian.

ISQ collaborated with Study Queensland (SQ) at the International Education and Training Trade and Investment Queensland (TIQ) Minister's Forums through roundtable discussions with the Minister, member schools, and industry representatives to highlight the importance of international education in regional centres. ISQ presented at the Queensland School Principal Dialogue with the Beijing Institute of Education (BIE) fostering the exchange of pedagogical frameworks between onshore and Chinese schools. ISQ was an integral contributor at the SQ and Austrade roundtables around topics such as study abroad programs, sister school relationships, and exchange opportunities in South Asia and South America.

The Queensland School Sector Working Group, comprising ISQ, QCEC, and EQI, continued to troubleshoot with the Designated State Authority and the Education Visa Consultative Committee on issues impacting international

students. The Working Group delivered the annual School Advisors' Workshop, focused on opportunities for international students aiming to transition to tertiary education.

ISQ continued its commitment to promoting international education by proactively supporting member schools connect with emerging markets for student recruitment, ensuring regulatory compliance, facilitating meaningful engagement with key stakeholders, and advocating for the interests of the Queensland school sector at all levels of government.

SCHOOL GOVERNANCE PROGRAM

The ISQ School Governance Course was offered continuously throughout 2024, receiving an excellent Net Promoter Score of 68 for the 48 modules delivered during the year. Additionally, four school boards undertook ISQ's Bespoke School Governance Training to continually improve governance practices.

Two masterclasses and a podcast were conducted, focusing on the foundations of successful philanthropy and a framework for performance measurement. Additional events included a partnership with the AICD to deliver two 'The Role of the Chair' courses and an event focusing on psychosocial hazards in collaboration with the national 'Chair Connect' initiative, which brought together chairs of independent school boards from across the country.

In 2024, ISQ facilitated eight in-depth board and operational reviews, new strategic plans, and principal performance reviews. Additionally, ISQ served as a trusted advisor to board chairs and directors on confidential board matters.

BUSINESS MANAGEMENT

ISQ continued to provide comprehensive advice to school leaders, business managers, and compliance and risk managers on a broad range of compliance and school operational matters.

The Business Managers Program provided exceptional services to members through consistent communication and learning opportunities. In 2024, the program included eight School Operations Focus Area Updates, individual business manager inductions, and four professional development events. The first event offered a full-day overview of the sector to new business managers. Additional

events provided training on current issues and practices, providing an opportunity for business managers to explore emerging trends and future risks. Each session attracted over 70 participants.

Due to strong member interest in 2023, a series of School Management Modules were further developed to include eight modules. Designed for school leaders, four new modules were added in 2024 including Enrolment, Disability and Discrimination; Privacy, Archiving and Copyright; The Theory and Practice of Strategic Planning; Governance and Legal Compliance. The series will continue in 2025 with three additional modules planned for the series.

Following the establishment of the Compliance and Risk Manager Network (CARMN) in 2023 with over 50 members, the goal was to increase online engagement through regular meetings, and an inaugural networking event in Term 2. The meetings provided valuable compliance updates and networking to members. Member engagement via the external Teams channel increased to multiple posts per month and membership grew to over 70 members.

EMPLOYEE RELATIONS AND COMPLIANCE

ISQ continues to support school leaders in navigating the complex landscape of employee relations. As well as assisting numerous member schools with enterprise agreement negotiations, ISQ assisted school leaders with over 1,400 employee relations matters including the impact of new industrial relations laws impacting schools.

In relation these new laws, ISQ initiated joint submissions with the other State AISs to the Fair Work Commission in relation to the Right to Disconnect clauses that were incorporated into the Modern Awards covering the sector.

The ISQ Employee Relations team delivered employee relations information sessions to schools and school Boards regarding developments in employment law and industrial trends impacting the sector and held the first HR Networking Events with guest speakers such as Deputy President Dobson of the Fair Work Commission.

ISQ continued collaboration with interstate counterparts and other sector employers regarding changes to federal laws and emerging industrial trends, advocating the interests of Queensland independent schools.

PROFESSIONAL LEARNING AND EVENTS

21,000
ISQ Connect&Learn
online logins

88
face-to-face events
at ISQ Professional
Learning Centre

85
events held
regionally and
externally

173
live webinars
hosted with
2,570 participants

IMAGES: assorted images from the Education in AI Conference



EDUCATION IN AI Designed by teachers, for teachers.

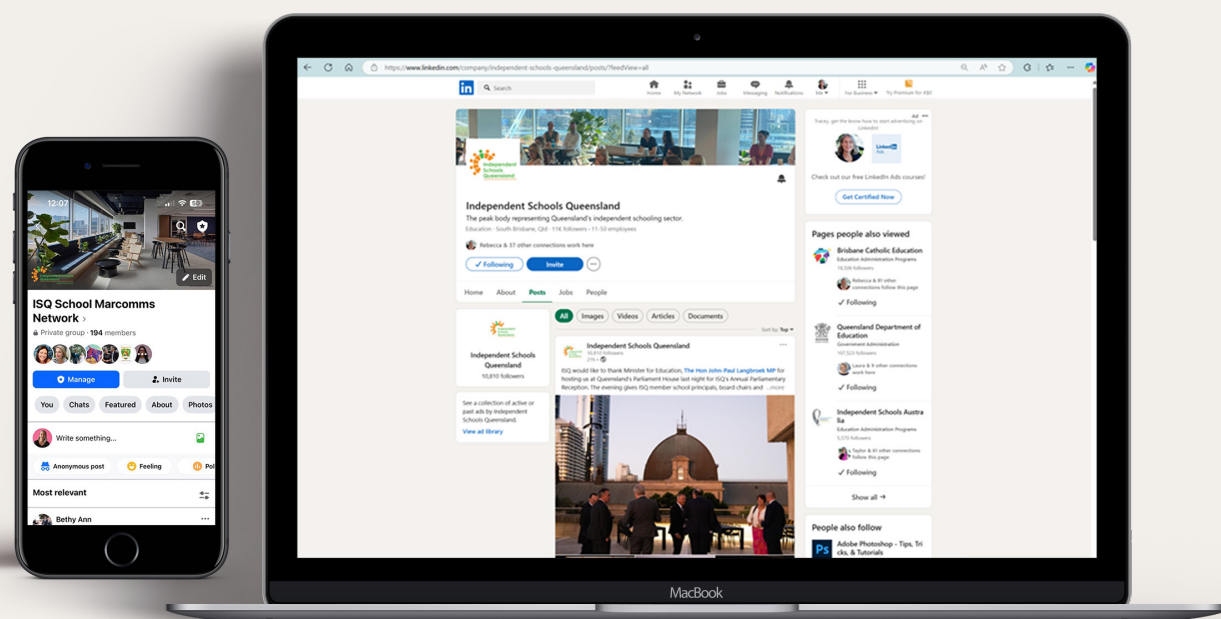
On 12 July 2024 Independent Schools Queensland (ISQ) collaborated with Queensland Schools Network for Emerging Technologies (QLDSNET) to host the inaugural Education in AI Conference.

The conference explored how generative AI is being harnessed across schools in Queensland. Over 300 people descended on the Brisbane Convention and Exhibition Centre to enjoy presentations from leading education professionals and technology experts on how AI is changing the education landscape.

The conference also saw the 'Teaching Tomorrow: AI Ad Challenge', a competition which provided an opportunity for schools to experiment with generative AI to produce a television commercial (TVC) aimed at encouraging new teachers into the sector.

06.

ENGAGE AND COMMUNICATE WITH MEMBERS



IMAGES: (L-R) ISQ School Marcomms Network Facebook Group, ISQ LinkedIn page



ENHANCING SCHOOL MARKETING AND COMMUNICATION EXPERTISE

The approach to marketing and communications in Queensland's independent schools varies, with some schools employing dedicated professionals for these roles, while others rely on existing staff to handle them alongside their primary responsibilities.

Throughout 2024, ISQ supported independent schools to serve their communities by working to enhance school marketing and communications capacity. This included offering tailored one-on-one media and communications support, providing marketing/media issues management support to schools, developing positive media profiles for schools, profiling of school staff and student achievements in traditional and

social media, administering an online marketing and communications network, and providing practical media training to school leaders.

ISQ continued to deliver exceptional member services through hosting events such as the Schools Marketing and Communications Forum, media training events and providing training on emergency management communications and media issues management at the New Business Managers Forum and the New Principals Program. In 2024, we held two Marcomms Forums, 27 March at The Emporium and 9 October at ISQ South Bank, with over 110 attendees across both events. ISQ maintained regular communication with members through Marketing and Communications Focus Area Updates and the ISQ Marcomms Facebook group.

EYES ON SOCIAL

10,350
LinkedIn followers

173
LinkedIn posts

3,010
X (Twitter) followers

1,210
Facebook followers

243
Social posts

Net fans up
106%,
doubling to 2.68k

Engagement up
87%
to 8.65%

Post link clicks up
83%
to 27.3k

IMAGES: 2024 Schools Marketing and Communications Forums



07.

PROVIDE A GREAT PLACE TO WORK

CHOSEN CHARITY

ISQ is an organisation built on community, and our people are purpose-driven. The ISQ team recognise that to truly support the education of children, they must also support the broader community.

Since 2002, ISQ has chosen a community charity to support each year. Each of these charities has an education or child focus that is aimed at enhancing the community's ability to provide children with a safe place to learn and grow.

In 2024, through staff-led morning teas, raffles, and other various fundraising activities, ISQ staff raised over \$1,000 for Traction.

Traction was founded by Brisbane Boys' College past pupil, Sandy Murdoch, to empower young people through mentoring and hands-on learning designed to build confidence and skills.

Traction engages young people, typically aged 12–15 in innovative, early intervention and prevention programs in a workshop environment,

'on the tools'. The Traction team teaches respectful behaviour, responsibility, teamwork and a new way of learning, all while developing confidence, connections, self-esteem, career aspirations and hope for their future.

COMMITTED TO SUSTAINABILITY

ISQ continues to support a commitment to reduce its impact on the environment and to adopt practices that use resources sustainably. Numerous initiatives have been implemented to reduce ISQ's environmental impact at the South Brisbane head office. ISQ continues to investigate and implement options to reduce its carbon footprint at both premises by working with our suppliers to ensure products are sustainably resourced and have minimal environmental impact, and by making choices to avoid unnecessary consumption or demand for all consumables.

IMAGES: (above L-R) Traction Founder Sandy Murdoch, ISQ CEO Chris Mountford, Program Development & Engagement Manager Oscar Sullivan at the staff fundraiser morning tea in March; (page 31 clockwise from top) St Stephen's College, Lourdes Hill College, Ipswich Grammar School





as at
31 December
2024

ISQ STAFF
IN 2024

49
total staff

Independent Schools
Queensland

Executive

Christopher Mountford
Chief Executive Officer
Stuart McDowall
Chief Operating Officer
Mark Newham
Education & School Services Director

Organisation Services

Annette Butterworth
Executive Assistant
Gina Dunstone
Receptionist
Callum Bentley
Advocacy & Public Relations Manager

Education and School
Services

SCHOOL SERVICES

Johannes Solymosi
School Services Deputy Director
Rebecca McKinnon
School Services Manager
Angelin Achari
School Services Advisor
Courtney Downward
School Services Advisor
Jane Simmonds
School Services Advisor
Fran Myers-Baird
Early Childhood Advisor
Karen Carr
Legal Counsel

EMPLOYEE RELATIONS

Peter Ruffini
Employee Relations Assistant Director
Bonnie Bradford
Senior Employee Relations Advisor
Cameron Young
Senior Employee Relations Advisor

EDUCATION SERVICES

Anjulee Singh
Education Services Deputy Director
Angela Lovejoy
Education Services Project Coordinator
Taylor Pampling
Education and School Services
Administration Officer
Natasha Mayne
Education Research Manager
Kate Crowe
Workforce Innovation Unit Manager
Louise Brauer
Education Services Manager
Edwin Choi
Education Services Advisor
RoseMarie Koppe
First Nations Education Services Advisor
Melanie Alexander
Vocational Education Services Advisor
Loree Wilkinson
Workforce Innovation Project Coordinator

STUDENT SERVICES

Hayley McDonald
Student Services Manager
Anne Wachtel
Student Services Advisor
Christina Mitchell
Student Services Advisor
Sarah Coomb
Psychologist
Tess Verner
Student Services Project Coordinator

Operations

Todd Wellard
Project Manager

ELEARNING AND ICT

Julian Davis
eLearning and ICT Support Manager
Glenn Hammond
eLearning Specialist
Dominic Campbell
Applications Administrator
Shaun Chen
ICT Helpdesk Officer

FUNDING

Len McCarthy
Data Analytics and Schools Funding Manager
Rishitha Asam
Data Analyst

COMMUNICATIONS AND EVENTS

Darren Medhurst
Business Development Executive
Jenna Harp
Venue and Programs Coordinator
Beth Kitson
Communications Manager
Tracey Maree
Graphic Designer
Tiarna Tse
Communications Assistant

FINANCE

Stan Lysuik
Senior Accountant
Tony Yan
Assistant Accountant
Kendry Corcut
Finance Officer

HR

Rachel Wolfson
HR Business Partner

Queensland
Independent Schools
Block Grant Authority

Gary Adsett
General Manager/Company Secretary
Kylie Burnett
Executive Officer
Rod Morris
Executive Officer
Maria Brookes
Financial Officer
Shannon Service
Senior Administration Officer
Hayley Hunter
Administration Assistant

Queensland
Independent Schools
Parents Network

Amanda Watt
Executive Director
Jacky Dawson
Parent Engagement Project Manager



Member Schools



as at
**31 December
2024**

* new member in 2024

A B Paterson College	Carlisle Adventist College
Aboriginal & Islander Independent Community School	Carmichael College
All Saints Anglican School	Challenge Trade and Business College
All Souls St Gabriels School	Chinchilla Christian College
All Hallows School*	Citipointe Christian College
Alta-1 College	Clayfield College
Angelorum College	Clearview Christian College
Anglican Church Grammar School	Compass Independent School
Annandale Christian College	Concordia Lutheran College
Arcadia College	Cooloola Christian College
Arethusa College (Deception Bay)	Coolum Beach Christian College
Australian Christian College - Moreton	Coomera Anglican College
Australian International Islamic College	Dalby Christian College
Australian Technology and Agricultural College	Darling Downs Adventist College
Australian Trade College North Brisbane	Darlingia Forest School
Autism Queensland Education & Therapy Centre	Discovery Christian College
Bayside Christian College Hervey Bay	Djarragun College
Bethania Lutheran Primary School	Eaton College
Bethany Lutheran Primary School	Edu Space Redcliffe*
Birali Steiner School	Emerald Christian College
Blackall Range Independent School	Emmanuel College
Blackheath and Thornburgh College	Endeavour Christian College
Border Rivers Christian College	Enkindle Village School
Brisbane Adventist College	Fairholme College
Brisbane Boys' College	Faith Baptist Christian School
Brisbane Christian College	Faith Christian School of Distance Education (Daisy Hill)
Brisbane Girls Grammar School	Faith Lutheran College - Plainland
Brisbane Grammar School	Faith Lutheran College - Redlands
Brisbane Independent School	Fraser Coast Anglican College
Brisbane Montessori School	Freshwater Christian College
Bundaberg Christian College	Genesis Christian College
Burdekin Christian College	Glasshouse Christian College
Burnett Youth Learning Centre	Glenvale Christian School
Caboolture Montessori School	Gold Coast Christian College
Cairns Adventist College	Good News Lutheran School
Cairns Hinterland Steiner School	Good Shepherd Christian School
Caloundra Christian College	Good Shepherd Lutheran College
Caloundra City Private School	Goora Gan Steiner School (Surf Club Avenue)
Calvary Christian College	Grace Lutheran College
Calvary Christian College (Townsville)	Grace Lutheran Primary School
Cannon Hill Anglican College	Groves Christian College
Canterbury College	Gulf Christian College
Carbrook Animal Assisted Learning Centre	Heights College
Carinity Education - Glendyne	Highlands Christian College
Carinity Education - Rockhampton	Hillbrook Anglican School
Carinity Education - Shalom	Hillcrest Christian College
Carinity Education - Southside	Hills International College
	Hinchinbrook Christian School

IMAGES: (clockwise from top)
Hymba Yumba, Moreton Bay
Boys' College, The Rockhampton
Grammar School

* new member in 2024

Hope Adventist School
Horizons College of Learning and Enrichment
Hubbard's School
Humanitas High School
Hymba Yumba Independent School
IES College
Immanuel Lutheran College
Indie School, Logan
Iona College
Ipswich Adventist School
Ipswich Girls' Grammar School including Ipswich Junior Grammar School
Ipswich Grammar School
Islamic College of Brisbane
Jabiru Community College
John Paul College
Josiah College
Jubilee Christian College
Kairos Community College
Kimberley College
King's Christian College
Kingsley College
Kluthuthu Christian College
Kutta Mulla Gorinna Special Assistance School
Lighthouse Christian School
Living Faith Lutheran Primary School
Livingstone Christian College
Lourdes Hill College
Lutheran Ormeau Rivers District School
Mackay Christian College
Mancel College
Maridahdi Early Childhood Community School
Marist College Ashgrove
Mastery Schools Australia (Springfield)
Matthew Flinders Anglican College
Mawarra Independent School
Men of Business Academy
Ming-De International School Toowoomba
Montessori International College
Montessori Noosa
Moreton Bay Boys' College
Moreton Bay College
Mueller College
Mungalla Silver Lining School
Music Industry College
My Independent School
Nambour Christian College
Noosa Christian College
Noosa Pengari Steiner School
Northpine Christian College

Northside Christian College
Ohana College
OneSchool Global QLD
Ontrack College Emerald
Ormiston College
Pacific Lutheran College
Parklands Christian College
Peace Lutheran College
Peace Lutheran Primary School
Peregian Beach College
Pinnacle Academic College
Prince of Peace Lutheran College
Radiant Life College
Redeemer Lutheran College
Redeemer Lutheran College, Biloela
Redlands College
Rivermount College
Riverside Adventist School
Riverside Christian College
Rockhampton Girls Grammar School
Saint Stephen's College
Samford Valley Steiner School
Sheldon College
Silkwood School
Silver Lining School - Ficks Crossing
Sinai College
Somerset College
Somerville House
South East Brisbane Steiner School
St Aidan's Anglican Girls' School
St Andrew's Anglican College
St Andrews Lutheran College
St Hilda's School
St James Lutheran College
St John of Kronstadt Academy*
St John's Anglican College
St John's Lutheran Primary School
St John's Lutheran School
St Luke's Anglican School
St Margaret's Anglican Girls School
St Michael's College
St Patrick's College Townsville
St Paul's Lutheran Primary School
St Paul's School
St Peter's Lutheran College - Indooroopilly
St Peter's Lutheran College - Springfield
St Philomena School
Staines Memorial College
Stuartholme School
Suncoast Christian College
Sunshine Coast Grammar School
Tamborine Mountain College

Tec-NQ
The BUSY School
The Cathedral School of St Anne and St James
The Glennie School
The Industry School - Brisbane
The Industry School - Ipswich
The Industry School - Maroochydore
The Industry School - Redlands
The Industry School - Robina
The Industry School - Toowoomba
The Kooralbyn International School
The Lakes College
The Rainforest School
The River School
The Rockhampton Grammar School
The School of Total Education
The SCOTS PGC College
The Southport School
The Springfield Anglican College
The Sycamore School
The Village School Gold Coast
The Yunity School*
Toogoolawa School
Toowoomba Anglican School
Toowoomba Christian College
Toowoomba Grammar School
Townsville Christian College
Townsville Grammar School
Trinity Anglican School
Trinity College (Gladstone)
Trinity Lutheran College
Victory College
Wadja Wadja High School
Warwick Christian College (incl. SDFLH)
West Moreton Anglican College
Westside Christian College
Whitsunday Anglican School
Whitsunday Christian College
Wisdom College
Y Schools Queensland - Brisbane South, Acacia Ridge
Y Schools Queensland - Logan, Kingston
Y Schools Queensland - Moreton Bay, North Lakes
Y Schools Queensland, Ipswich
Yarranlea Primary School
YOS Lawnton

Alliance Partners

Independent Schools Queensland aligns itself with other organisations which are also determined to make a difference.

ISQ's Alliance Partnerships are built on trust, commitment and responsibility. They are partners with principle.



Independent Schools Queensland

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COVER IMAGE:

Prince of Peace Lutheran College

