

# 2022-2024 Strategic Plan

## 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 centered

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, support and trust each other.

## Strategic Drivers

**Protecting parental choice**

**School funding**

**Student and staff wellbeing**

**Attracting, retaining and supporting a talented and diverse workforce**

**Growth, sustainability and new markets**

**Education excellence and innovation**

**ICT and cyber security**

## Strategic Goals

### 01.

#### Champion change and reform through effective advocacy

Undertake refreshed community and stakeholder sentiment research to shape advocacy

Produce a focused and ambitious annual advocacy agenda that targets a small number of proactive, high impact reform opportunities

Align our policy research to this priority agenda

Strengthen relationships and collaborations to influence policy

Empower members to contribute to our advocacy work

Embed our staff and members in strategic stakeholder groups

### 02.

#### Lead alongside our members

Explore establishing a research foundation to coordinate and deliver an annual program of thought leadership

Showcase the economic impact of the independent schooling sector

Amplify the outstanding stories of excellence and leadership from our member schools

Support school self-improvement journey

Identify and promote best practice

Develop a Reconciliation Action Plan for ISQ

### 03.

#### Create new opportunities and value for members

Build on our internal capability, systems and processes

Enhance our commercial agility and explore growth opportunities

Explore new business and funding opportunities to diversify revenue sources, particularly where synergies exist

Learn from similar organisations interstate and overseas

Explore strategic partnerships that create and support new services and potential commercial returns

Seek government investment in programs that have an impact

### 04.

#### Deliver exceptional member services

Prioritise high-impact activities aligned with member needs

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

Foster a collaborative environment that encourages knowledge sharing

Provide high quality, timely support services for members

Ensure all products and services are relevant and promote best practice and current trends

### 05.

#### Embrace growth, agility and innovation opportunities

Examine our policies and processes to remove any unnecessary friction that wastes time or inhibits collaboration and innovation

Establish clear focus areas and criteria for innovation linked to improved methods of quality assurance and evaluation to assess value and impact

Introduce an all-staff design thinking workshop once a semester to focus on developing new ideas and solving problems

### 06.

#### Engage and communicate with members

Assess and use appropriate digital strategies, platforms and channels to communicate and engage with members

Continue to be 'on call' for members with critical and sensitive matters

Continue with our focus on physical school visits and providing support on-site, and augment this with digital engagement to broaden our reach

Provide regular information relating to the state of the sector to members

### 07.

#### Provide a great place to work

Develop a consistent employee value proposition

Support the wellbeing of our people

Invest in growth and development of ISQ staff

Grow our future leaders

Develop a meaningful professional development plan for all staff linked to our strategy and the career objectives of our people

Seek to achieve excellence in the new world of hybrid work

Foster organisation-wide collaboration

Evolve our physical workplace to reinforce our collaborative culture

Acknowledge and celebrate successes