

# 2022-2024 Strategic Plan



**Independent Schools  
Queensland**

choice & diversity



From our Chair

## Karen Spiller OAM CF

The COVID-19 pandemic has challenged all of us in the independent schooling sector in ways we could not have imagined a few short years ago. It demanded an immediacy, agility and responsiveness which became relentless, and at times, all consuming. Despite these challenges, and some lingering uncertainty, now is the ideal time to set our sights on the future. In the years ahead, there is real potential for our sector to learn from this period, create new opportunities and emerge stronger. To fully capitalise on this, our sector will continue to rely on Independent Schools Queensland (ISQ) as a trusted advocate, advisor and provider of services – a role ISQ has played for more than 50 years. Our new 2022-2024 Strategic Plan sets out how ISQ will continue to evolve to meet the changing needs of our diverse membership over the next three years.

ISQ has always sought to put members first and be responsive to their needs. When a member asks for help, it is our instinct to leap into action. We value and seek out member input and guidance into our activities and believe deeply in the importance of the autonomy of our schools. It's fair to say members are at the heart of everything we do at ISQ. This 'member first' culture has underpinned the organisation's success over many years.

In developing our new Strategic Plan we have been careful to ensure this member centric approach is not only retained, but celebrated.

### What we stand for

The successful implementation of any strategic plan is underpinned by a solid understanding of our purpose and what we stand for as an organisation.

ISQ believes strongly in the need for choice and diversity in the Queensland education system. Parents have the right to choose a school that aligns with their values and meets the needs of their child.

Independent schools are best placed to respond to their school communities and should be supported to do this. To deliver on this, independent schools need governments at all levels to support choice and diversity in education through appropriate funding and enabling regulation.

Therefore, independent schooling is a critical component of Queensland's education landscape that must be fostered and grown.

### Measuring our success

As we look ahead and contemplate the challenges and opportunities in front of us, some clear themes and strategic drivers emerge, which will inform and provide focus to ISQ's activities over the next three years. These strategic drivers are not intended to limit ISQ's scope or responsiveness to our members. Instead, they are designed to ensure we keep an appropriate level of focus on the major issues and trends that are likely to have the biggest impact on our sector over the next three years.

How we measure ourselves against the 2022-2024 Strategic Plan will be heavily reflected in the outcomes of our strategic goals including our advocacy efforts and political influence, the growth of positive public commentary and awareness surrounding the independent schooling sector, and most importantly, how ISQ members value our service, products and representation of the sector.

# 2022-2024 Strategic Drivers

### Protecting parental choice

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

### School Funding

ISQ will continue to fight to ensure independent schools receive a fair share of State and Commonwealth funding.

### Student and staff wellbeing

The challenges of COVID-19 have brought the wellbeing of students and staff into sharp focus and ISQ will step up alongside our schools to advocate for and progress this important issue.

### 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 continue to shape its programs, activities and advocacy to support schools address these evolving challenges.

### Growth, sustainability and new markets

Queensland's population growth is rapid in some areas, and subdued in others. We have also seen COVID-19 dramatically impact the international student market. These factors and others place different stresses on independent schools across the state. ISQ will actively support the sector to grow, become more sustainable and access new markets. ISQ will also evolve as a business to support members meet these and other challenges.

### Education excellence and innovation

Independent schools are at the forefront of education excellence and innovation. 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 which 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.

### ICT and cyber security

The increasing use of technology brings great opportunity to education but also raises the potential for ICT and cyber security challenges across independent schools. ISQ will explore how we can support schools navigate this evolving landscape.

# 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. Champion change and reform through effective 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

# 01.

## Champion change and reform through effective advocacy

### OBJECTIVE

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

### OUTCOME

High value advocacy outcomes for members.

### INITIATIVES

Undertake refreshed community and stakeholder sentiment research to shape our approach to 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 and policy positions.

Embed our staff and members on strategic stakeholder groups.



# 02.

## Lead alongside our members

### OBJECTIVE

To partner with our members to demonstrate and promote leadership, excellence and innovation in education.

### OUTCOME

Queensland's independent school sector widely acknowledged as a leader in Australia's education system.

### INITIATIVES

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

Showcase the importance and value of independent schooling to the economy and the community at a macro level.

At a granular level, tell more of the extraordinary human stories of excellence and leadership sourced from our member schools.

Support schools on their self-improvement journey.

Continue to identify and promote leading practice and innovative approaches relevant to our members.

Develop a Reconciliation Action Plan for ISQ.

# 03.

## Create new opportunities and value for members

### OBJECTIVE

Evaluate and develop existing and new services that meet member need and support the organisation's future.

### OUTCOME

Improved financial sustainability of the organisation underpinned by a structure that provides clarity for members and staff about services that are a core part of membership, and services that are an additional commercial offering.

### INITIATIVES

Build our internal capability, systems and processes to position us to better evaluate and evolve our value proposition to members.

Establish a business posture that enables greater commercial agility and recognises 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 service offerings and potential commercial returns.

Seek investment from government in programs and initiatives that have an impact in independent schools.

# 04.

## Deliver exceptional member services

### OBJECTIVE

Ensure our services to members are of high quality and respond to their needs.

### OUTCOME

A suite of member services that hit the mark, every time.

### INITIATIVES

Prioritise activities that respond to the needs of our members and have the greatest impact.

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

Foster a cross-team approach to service excellence that harnesses the synergies and expertise across the organisation.

Provide high quality support services that are responsive to the immediate needs of members.

Keep abreast of trends and changes impacting our members and respond with targeted and relevant products and services.

# 05.

## Embrace growth, agility and innovation opportunities

### OBJECTIVE

Identify and remove barriers to innovation and increase agility and innovation across the organisation.

### OUTCOME

To continuously evolve our approach and services to ensure we are meeting the needs of members.

### INITIATIVES

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 that are 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

### OBJECTIVE

Deliver purposeful, consistent and responsive member communication and engagement experiences.

### OUTCOME

Members have confidence that ISQ will deliver on their information needs whether it is time critical updates or high-quality resources on the Member Hub.

### INITIATIVES

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

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

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

### OBJECTIVE

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

### OUTCOME

ISQ attracts and retains the best talent and is seen as an employer of choice.

### INITIATIVES

Develop a consistent employee value proposition that highlights the unique benefits of working at ISQ.

Support the wellbeing of our people.

Strengthen our position as a learning organisation by investing in the growth and development of ISQ staff.

Grow our future leaders.

A meaningful performance and professional development plan for all staff that is linked to our strategy and the career objectives of our people.

Seek to achieve excellence in the new world of hybrid work – balancing flexible working with the need to connect, collaborate and build our organisational culture.

Greater collaboration, connection and sharing across the organisation.

Evolve our physical workplace so that it reinforces our collaborative culture reflects who we are.

Acknowledge and celebrate successes.

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**Independent Schools  
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