



**2018 – 2020  
Strategic Plan**

## MISSION

Promote, support and develop independent schooling in Queensland.

## VISION

Innovative leadership in advocating for and supporting excellence in independent schooling.

## ORGANISATIONAL PRINCIPLES

### RESPONSIVE LEADERSHIP

through intentional response to the needs of members.

### REFLECTIVE PRACTICES

through continuous improvement culture based on research.

### RESPECT

for choice and diversity in a culture of professional service.

### COMMITMENT

to excellence in education by all schools for all students.

Independent Schools Queensland is the peak state body for the independent schools sector. It represents the interests of member schools, fostering choice and diversity in education and protecting the autonomy of independent schools. It provides services and support to promote, strengthen and improve independent schooling.

**Independent Schools Queensland will achieve its mission through five Key Strategic Focus Areas.**

## KEY STRATEGIC FOCUS AREAS

### LEADING ADVOCACY

**Influential representation and advocacy through:**

- Engaging in and influencing national and state education agendas to ensure appropriate recognition of independent schools.
- Powerful advocacy to support choice, diversity and excellence in schooling.
- Ensuring the autonomy of independent schools is recognised and protected.
- Enhancing the public profile of independent schooling by promoting and celebrating the contribution of independent schools and the value they provide to parents and the community.
- Collaborating and developing strategic relationships with governments, other schooling sectors, stakeholders and the community.
- Enhancing the capacity of school communities to be powerful advocates for the independent sector.
- Providing proactive and effective representation for the independent sector.

### SERVICES AND SUPPORT

**Exceptional services and support for independent schools to grow and improve through:**

- Supporting schools to implement improvement strategies and to achieve excellent student outcomes.
- Supporting schools to innovate and implement evidence-based reforms and change designed to improve student outcomes.
- Delivering high-quality services under the Governance and Financial Management, Self-Improving Schools, Teaching and Learning Academy and Great Teachers in Independent Schools programs.
- Managing and adding value to government funded programs through effective program development and delivery.
- Recognising school needs and supporting schools with tailored services.
- Creating opportunities for collaboration and professional learning through innovative delivery methods.
- Fostering collaborative partnerships with quality service providers and other education providers to enhance services and support for schools.

### RESEARCH AND POLICY

**Promoting excellence in public policy and education through:**

- Leading research and analysis on education provision and policy.
- Promoting informed debate about educational futures through delivering the Our Schools – Our Future program.
- Utilising quality research, data and policy analysis to underpin advocacy, representation and support for schools.
- Developing and promoting good public policy on the funding of schools.
- Being at the forefront of identifying issues and trends impacting on independent schools.
- Positioning the independent sector as a key thought leader in education.

### ENGAGEMENT AND GROWTH

**Leading and growing the independent schools sector through:**

- Fostering new schools and the growth of existing schools to ensure increased demand for independent schooling is met.
- Connecting and partnering with independent schools and stakeholders to empower them to achieve excellence in governance, management and service delivery.
- Facilitating collaboration and cooperation between independent schools and associated bodies.
- Focusing on connectedness, convenience and accessibility of services and support for member schools.
- Positioning independent schools for the future as agile, responsive and leading institutions.

### ORGANISATIONAL CAPABILITY

**Organisational efficiency, relevance and performance through:**

- Strong governance and financial management.
- Building and retaining a highly skilled, knowledgeable and service-orientated workforce.
- Building an organisational culture focused on efficiency and effectiveness.
- Continuous improvement in practices, underpinned by technology, to provide cost effective services and support to members.
- Transparency and accountability.