



Strategic Plan 2025 - 2028



Acknowledgement of Country

We acknowledge the Traditional Owners of the lands, seas, skies and waterways from across Queensland. We pay our respect to the Elders, past, present and emerging, for they hold the memories, traditions, the culture and hopes of Aboriginal peoples and Torres Strait Islander peoples.

A better understanding and respect for Aboriginal and Torres Strait Islander cultures develops an enriched appreciation of Australia's cultural heritage and can lead to reconciliation. This is essential to the maturity of Australia as a nation and fundamental to the development of an Australian identity.

Queensland Department of Education, 2025



QACSL Strategic Plan 2025 - 2028

The Queensland Association of Combined Sector Leaders (QACSL) Inc. is the peak body representing and supporting school leaders in Queensland's combined sector state schools. Combined sector schools span both Primary and Secondary education, with many also offering State Delivered Kindergarten (SDK) programs. These unique educational settings can deliver learning experiences from kindergarten through to Year 12, often within a single community-centred campus.

QACSL proudly supports a diverse network of schools, ranging from large metropolitan P-12 colleges to some of the most geographically isolated and smallest K-9/10 schools in rural and remote Queensland. This diversity is our strength. It enables us to advocate for, support and collaborate with the full spectrum of combined sector leadership across the state, while championing the importance of equitable educational access for all students.

As we look to the next four years, QACSL stands at a critical juncture. After a period of strategic pause and consolidation, we are now positioned to revitalise our purpose, re-energise our membership, and reaffirm our place as an influential voice within the broader Department of Education landscape. Strengthening and growing our membership is central to this mission – our collective power lies in connection, collaboration, and a shared commitment to the communities we serve.

Our key work falls within three Strategic Pillars:

- 1. Governance**
- 2. Professional Learning**
- 3. Advocacy & Influence**

Our Purpose

At the heart of QACSL's work is a simple, powerful truth: everything we do is about improving outcomes for students. We empower school leaders to lead with confidence and impact - ***because when leaders thrive, students succeed***. Through advocacy, professional development, and collegial support, QACSL equips leaders to meet the complex demands of combined sector schooling, today and into the future.

Our Vision

To be the leading voice and professional community for combined sector school leaders in Queensland, driving equity, excellence and innovation in education.

Our Mission

To support, connect and empower school leaders of combined sector schools through advocacy, professional learning, research and strategic partnerships that address the unique needs of our communities.

Our Strategic Priorities:

1. *Strengthening association governance and structures (Pillar 1)*
2. *Embedding the state schooling strategy throughout our strategic focus (Pillar 1)*
3. *Statewide presence and professional learning (Pillar 2)*
4. *Reinvigorating regional representation and advocacy (Pillar 3)*
5. *Building research, policy and innovation influence (Pillar 3)*



Strategic Priority 1

Strengthening association governance and structures

Goal: Enhance QACSL's internal structures to support agile decision-making, clearer communication, and improved member engagement

- a. Establish distinct executive and general member meeting structures.
- b. Develop standard operating procedures for executive roles and meetings.
- c. Introduce quarterly strategic reviews by the executive team.
- d. Develop a digital catalogue/portfolio of resources on strategic direction, policy positions and QACSL decision making

Success Measures:

- Meeting Attendance
- Engagement Data
- Executive Feedback
- Governance Documentation

Actions:

- Develop role descriptions for each executive position
- Create strategic review process
- Create a strategic direction sub-committee to build folio of policy positions and resource kit

Timelines:

	2025	2026	2027	2028
a.	Implement	Embed	Embed	Embed
b.	Develop	Implement	Embed	Embed
c.	Implement	Embed	Embed	Embed
d.	Develop	Implement	Embed	Embed

Strategic Priority 2

Embedding the state schooling strategy through strategic focus

Goal: Position state schooling strategy as the central Pillar of Professional Learning, Dialogue and Support across QACSL

- a. Launch monthly themed professional learning aligned to the state schooling strategy.
- b. Develop and distribute Leadership Resource kits aligned to strategic agenda.
- c. Capture and publish case studies from member leaders, schools and organisations, encapsulating the diversity of QACSL with both rural and remote and urban voices.
- d. Promote presentations from member schools to highlight innovation and success.

Success Measures:

- Participation Data
- Feedback Quality
- Number of Case Studies
- Resource Kit Development & Distribution

Actions:

- Develop timetable for meetings & schedule guests to provide PD/insights
- Liaise with Members/Leaders in combined sector schools to show innovative practices
- Develop feedback loop where leaders can share positive stories with wider members on regular basis

Timelines:

	2025	2026	2027	2028
a.	Implement	Embed	Embed	Embed
b.	Develop	Develop	Implement	Embed
c.	Plan	Develop	Implement	Embed
d.	Plan/Dev.	Implement	Embed	Embed

Strategic Priority 3

Statewide presence and professional learning

Goal: Amplify the profile of QACSL and its members through visible, high-quality learning opportunities across Queensland

- a. Re-establish the role of QACSL in the planning and implementation of the annual School Leaders conference in partnership with the Queensland Association of State School Principals (QASSP).
- b. Establish sponsorships and partnerships to support event delivery.
- c. Promote the work of the association through a detailed membership drive and marketing campaign.

Success Measures:

- QACSL Membership Numbers
- Media and Community Engagement
- School Leaders Conference % of Members attendance
- Regional Participation

Actions:

- Develop and Implement the Marketing and Engagement Plan
- Create sponsorship information package and distribute to potential sponsors
- Review and redevelop new leaders' welcome pack
- President to make explicit contact with all Combined Sector Schools
- Develop and roll out the new QACSL website
- Liaise with department to ensure digital membership sign up availability
- Active reengagement in School Leaders Conference

Timelines:

	2025	2026	2027	2028
a.	Implement	Embed	Embed	Embed
b.	Plan/Dev. Implement	Embed	Embed	Embed
c.	Plan/Dev. Implement	Embed	Embed	Embed

Strategic Priority 4

Reinvigorating regional representation and advocacy

Goal: Empower regional leaders to serve as strong advocates for their communities and connect the voice of smaller combined schools to the urban colleges in support of broader educational agendas.

- a. Redefine and support the role of regional councillors.
- b. Provide training and connection opportunities for regionally based members.
- c. Hold annual councillor summit for intentional collaboration and planning.
- d. Establish peer support/mentor network for leaders in smaller schools to partner with urban college network.

Success Measures:

- Active Councillor representation & participation, influence of agenda setting through provision of regional contexts

Actions:

- Develop role descriptions for regional councillors
- President to meet termly with regional councillors for connection
- Establish Councillor meeting as part of School Leaders conference
- Contact large Urban colleges and develop sister school arrangements
- Establish regional contacts and supports processes for complex scenarios faced by school leaders

Timelines:

	2025	2026	2027	2028
a.	Develop	Implement	Embed	Embed
b.	Develop	Implement	Embed	Embed
c.	Implement	Embed	Embed	Embed
d.	Plan	Implement	Embed	Embed

Strategic Priority 5

Building research, policy and innovation influence

Goal: Leverage the unique insights of QACSL members and schools to influence educational policy and contribute to educational research.

- a. Form an academic and research advisory sub-committee
- b. Commission and/or support school-based research in member schools
- c. Contribute to the development of policy through the adoption of policy position statements informed by both members and expert practitioners in combined sector education

Success Measures:

- Number of publications, papers or contributions
- Partnerships with institutions
- Contribution to DOE policy dialogue through focus groups, committees or forums provided by DOE

Actions:

- Establish strategic partnership with the Education Futures Institute to support PD facilitation and delivery
- Develop the scope of reference and form the academic and research advisory committee
- Develop list of “proud innovations” from combined sector schools
- Participate in all DOE forums, committees and strategic reviews

Timelines:

	2025	2026	2027	2028
a.	Plan	Implement	Embed	Embed
b.	Dev./ Implement	Embed	Embed	Embed
c.	Implement	Embed	Embed	Embed

Stakeholder Engagement

To be successful in achieving these goals, the organization will need to engage the following stakeholders:

Internal (QACSL/Departmental)

External

<p>QACSL:</p> <ul style="list-style-type: none"> - Executive - Members <p>DOE Corporate</p> <ul style="list-style-type: none"> - Director General - DDGs & ADGs - Regional Directors - Executive Directors & Directors - All Corporate Service Divisions - Education Futures Institute <p>DOE Schools</p> <ul style="list-style-type: none"> - Principals - Heads of Schools - Deputy Principals - Heads of Department - SDE Leaders 	<p>Professional Associations:</p> <ul style="list-style-type: none"> - QASSP - QSPA - QASEL - QOEEL - SBMAQ - QTU <p>Government Organisations:</p> <ul style="list-style-type: none"> - QCAA - Qld. College of Teachers - Queensland & Australian Productivity Commission <p>Strategic Partners:</p> <ul style="list-style-type: none"> - Sponsors - Universities - P&Cs Queensland - ICPA
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Review and Evaluation

To ensure the Queensland Association of Combined Sector Leaders (QACSL) remains responsive, relevant, and effective, we will undertake a robust cycle of review and evaluation throughout the life of this strategic plan:

- **Annual Member Survey**
An annual survey will be conducted to gather feedback from members regarding the relevance, impact, and effectiveness of our initiatives. This data will inform continuous improvement and help ensure we are meeting member needs.
- **Strategic Review – Mid-Term and End-of-Term**
A formal strategic review will occur at the end of each semester. Led by the Executive, this review will assess progress against strategic goals and identify areas for recalibration or acceleration.
- **Stakeholder Engagement – Biennially**
Every two years, we will conduct targeted stakeholder interviews and/or focus groups to gain deeper insight into the evolving needs of our members, partners, and key stakeholders. These insights will complement survey data and strengthen our strategic responsiveness.
- **Annual Strategic Adjustment**
Each year, the Executive will review feedback, survey results, and any relevant shifts in educational or policy contexts. Based on this analysis, strategic priorities may be adjusted to ensure ongoing alignment with our mission and the current environment.

