



Independent Schools  
Council of Australia

# ISCA Strategic Plan 2006-2010

The first years of the 21st century have brought rapid and significant change to school education in Australia. There is greater government regulation of schools, increasing parental expectation of what schools can and should be delivering and growing demand for schools to be more educationally, financially and socially accountable. At the same time the independent sector's share of enrolments has continued to expand. The ISCA Board of Management has been conscious of these influences in preparing its Strategic Plan to guide ISCA's operations to the end of the decade. We commend this Plan to you.

Dr Ken Evans  
**ISCA Chairman**

## Our mission

- To be the leading national advocate of independent schools in Australia.
- To promote choice, diversity and partnership in school education.
- To secure appropriate levels of government support for the education of all Australian children according to need.

## Our vision

- For independent schools to be acknowledged and recognised as valued providers of education to Australian children.



## We aim to:

- Assist, strengthen and promote the interests of independent schools in Australia by representing the interests of the sector with the Australian Government, Opposition parties, other national agencies and organisations.
- Enhance funding for independent schools.
- Be regarded as providers of reliable and factual information about the independent schools sector.
- Support the right of independent schools to operate in ways that contribute to the diversity of educational options for students.
- Promote informed public recognition of the investment made by families of students in independent schools and their financial contribution to education in Australia.
- Highlight the particular needs of students with disabilities and others who suffer educational disadvantage.

## We will:

- Work collegially with our member state and territory Associations of Independent Schools to represent the interests of the sector, provide and exchange information and focus on issues of national concern.
- Maintain regular communication with key Australian Government officials and those who influence educational policy and debate in Australia.
- Ensure that the interests of the sector are represented on key national policy committees and forums through our representative arrangements.
- Conduct research and analysis in order to inform our views and provide information about the sector.
- Make available to independent school communities, those interested in the sector and the public the outcomes of our research, through submissions to national inquiries, information on our website and other publications.
- Recognise, respect and communicate with other organisations that represent sections of the non-government school sector.
- Maintain links with other independent school organisations throughout the world.



## Independent Schools Council of Australia

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August 2006

### Implementation

ISCA's Strategic Plan will be achieved through three key processes:

- annual *business plans* providing details about the particular priorities and activities for each calendar year;
- five year *financial plans* providing greater certainty to our member associations about income and expenditure;
- annual *review of the Strategic Plan* at the Annual General Meeting, including the key result areas identified in the business plan.

### ISCA Structure

ISCA has eight member state and territory Associations of Independent Schools (AISs). Independent schools do not have direct membership of ISCA but rather they are members of the relevant AIS. Over 90 per cent of independent schools in Australia belong to their state or territory AIS.

ISCA maintains a small secretariat in Canberra. Its activities include research and analysis, policy advocacy, media, publications and communications.

Direct services to schools such as administration of Australian Government targeted programme funding, curriculum support, professional development and industrial services are provided by the AISs. They also advocate for independent schools at the state/territory level.

### Board of Management

ISCA's Board of Management is responsible for ensuring that ISCA is managed effectively on behalf of its eight member Associations, and for setting general policy directions. The Board is made up of a Chair and one delegate from each of the eight AISs.

### Funding

The bulk of ISCA's funds are provided through subscription income from the AISs. In the same way, AISs are primarily funded by subscriptions paid on a per capita basis from member schools. ISCA does not receive government funding to support its operations.

### Executive Directors' Council

The Executive Directors of the AISs, together with ISCA's Executive Director, constitute the Executive Directors' Council (EDCO). This body meets frequently and provides advice to the ISCA Executive Director on a wide range of issues.



The Independent Schools Council of Australia (ISCA) is the peak national body covering the independent schools sector. It comprises the state and territory Associations of Independent Schools. Through these Associations it represents a sector with over 1,000 schools and almost 480,000 students accounting for some 14 per cent of Australian school enrolments.

Independent schools are diverse in nature and serve a range of different communities. Many espouse a religious or values-based education while others promote a particular educational philosophy. Nearly all independent schools are not-for-profit institutions. They are all registered with the relevant state or territory education authority.

Most independent schools are organised and governed independently. However, some independent schools with common aims and educational philosophies are governed and administered as systems, for example the Lutheran system. Systemic schools account for nearly 20 per cent of schools in the independent sector.