



TSA Independent School

School Workplan

2024-2026

"Our school is committed to supporting young people in overcoming adversity and building independence, whilst challenging them to grow, whatever it takes".



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Focus Area 1: People

No	Key Strategic Focus	Priority	Tasks Required	Lead	Additional Staff	Due Date	Status	Outcome
1	Provide a safe and inclusive workplace culture for the education team across all campuses	Year 1-2	Prioritise continued professional development focusing on staff motivation and school culture	School Principal	School Leadership Team	28/03/2025	In progress	Improved team cohesiveness and collaborative practice across triad teams. Improved staff retention rates and job satisfaction
		Year 1-2	Celebrate school and campus wins by improved communication and publicity	School Principal	School Leadership Team, Business Development Officer, Business Administrator and Whole Education Team	20/06/2025	In Progress	Improved team culture, more settled and collaborative team, better outcomes for students
		Year 1	Develop a school professional development plan, in consultation with all education teams, with a strong focus on workplace culture	Deputy Principals	Whole Education Team	28/02/2025	In Progress	Coordinated approach to staff professional development to ensure equity and alignment with school vision and Youth Strategic Direction
		Year 1	Inclusion of Psycho-social risk in School Risk	School Principal	School Leadership Team	20/09/2024	Yes	Psycho-social risks included on school risk register. ISQ



			Register and roll out of training for school leadership team around potential impact of psycho-social risks to their staff/teams					training provided to school leadership team who are now able to discuss with their teams. School now has a staff wellbeing area for staff to have some downtime when needed
2	Developing and Enhancing Leadership Capabilities across the school	Year 1-2	Development of School Leadership Capabilities across all school key areas using TSA Capability Framework	School Principal	School Leadership Team and TSA Frontline Manager Development	31/10/2025	In Progress	Improved educational leadership to support education team within school
		Year 1	Conduct a skills analysis across Education team to assist in valuing individual skills and abilities and strengths	School Leadership Team	Whole School Education Team	31/01/2025	In Progress	Raise awareness of 'gaps' in skills to shape PD planning and to consider human resource needs across school campuses
		Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap to enter a date.	Choose an item.	Click or tap here to enter text.
3	Developing Staff Skills, Capabilities and Competencies Across All School Campuses	Year 1	Review existing School Induction Program across all school roles to include a key responsibilities section aligned with each	School Principal	School Leadership Team and BDO	6/12/2024	In Progress	Lead to a more intentional, shared induction process across school campuses



			induction task/area					
		Year 1-2	Prioritise commitment to TSA Accountability Framework and training of whole education team	School Principal and TSA HR Business Partner	School Leadership Team	27/06/2025	In Progress	All staff involved in shared approach to goals, values as individuals and to the whole school approach
		Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap to enter a date.	Choose an item.	Click or tap here to enter text.
4	Enhancing Internal Collaboration, Sharing Skills and Expertise Across All School Campuses and Across the Wider TSA Community	Year 1-2	Continued development of Communities of Practice through intentional scheduled triad times and support from State Practice Lead	School Principal and State Practice Lead and National Youth Specialists	School Leadership Team, School Triad Teams	6/06/2025	In Progress	Shared knowledge and expertise, more cohesive team environment
		Year 1	Introduction of School Chaplain to support both school staff and young people	Assistant Principals and TSA Social Mission Chaplaincy Program	Education Team and School Student Leaders - CIA Interest Group	22/11/2024	Yes	Partnership with TSA Chaplain developed. Scheduled meeting times in school monthly on Friday's. Support for CIA group and for staff spiritual wellbeing
		Year 1	Collaboration with Pine Rivers and Bundamba Corp to support school	Assistant Principal Teaching and Learning and Corp Officers and Pine	Wider School Education Team, particularly	20/12/2024	In Progress	Service Learning Program commenced at Pine Rivers Corp (some development



			service learning program	Rivers and Bundamba	School Youth Workers			needed). Started reaching out to Bundamba Corp in second half of 2024 - relationship now developing. Riverview Senior Graduation 2024 being held at Bundamba Corp
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Focus Area 2: Participation

No	Key Strategic Focus	Priority	Tasks Required	Lead	Additional Staff	Due Date	Status	Outcome
1	Promote mechanisms that ensure school students actively shape the educational program and school services they receive	Year 1-2	Develop and support the school Student Representative Council	Assistant Principal Teaching and Learning, Manager Student Support Services	Year 11 and 12 Form Teachers	25/04/2025	In progress	Promote student voice and lived experience across the school. Student more involved in school decision-making
		Year 1-2	Student Review of Interview Questions for school staff as part of recruitment process	School Principal	School Leadership Team	25/04/2025	In progress	Student voice into their needs of staff skills and experiences



		Year 1	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap to enter a date.	Choose an item.	Click or tap here to enter text.
2	The Students' Lived Experience informs school practice, educational program delivery and school reviews around continual improvement	Year 1-2	Student Review of Interview Questions for school staff as part of recruitment process	School Principal	School Leadership Team	25/04/2025	In progress	Student voice into their needs of staff skills and experiences
		Year 1	Intentional and dedicated time for supporting feedback from students around teaching and learning, school environment, school resources and extra-curricular support and offerings	School Principal	School Leadership Team and BDO	13/12/2024	Completed	School now using MS Forms to gauge feedback from student cohort across a range of school services. This feedback has provided an intentional student voice into improvement processes across the school campuses
		Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap to enter a date.	Choose an item.	Click or tap here to enter text.
3		Year 1	School students actively supported to participate in National Youth Surveys to provide feedback to Govt and other NGO's	School Leadership Team	Youth Workers	9/02/2024	Completed	Students across both campuses participated in the 2024 National Youth Survey and ATSI Students participated in 2024 Footprints in Time Study (Govt)



	Advocate for meaningful change that delivers a strong student voice to the issues, needs and achievements of our young people in school	Year 2	School Education Staff participate in youth conferences both in Qld and Interstate	Manager Student Support Services	Youth Workers	5/12/2025	Not yet commenced	Staff become more experienced and skilled in State and National Youth issues to support school planning and development
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4	Cultivate a school environment that promotes the social and economic participation of young people in our school	Year 1-2	Continued development of school work experience program for all students	Assistant Principal Teaching and Learning	Senior Teacher	20/06/2025	In progress	Improved outcomes and transition pathways for students, focus on 'work' skills and learning on the job
		Year 2	Continued development of Service Learning Program across both school campuses in partnership with TSA Corps	Assistant Principal Teaching and Learning	Manager Student Support Services	28/11/2025	In progress	Creating faith pathways for young people and improved values
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Focus Area 3: Practice

No	Key Strategic Focus	Priority	Tasks Required	Lead	Additional Staff	Due Date	Status	Outcome
1	Deliver quality, evidence-based practice across all school campuses	Year 2	Continue to develop relationship with State Practice Lead to work with school triad teams weekly on embedding reflective practices with school staff	Assistant Principal Teaching and Learning	All Education Team	22/08/2025	In progress	Staff in school become more reflective in their practices
		Year 2-3	Develop a school-based framework and rational for promoting and supporting communities of practice across all school campuses	School Principal	All education team, State Practice Lead, National Youth Specialists	20/02/2026	Not yet commenced	Shared knowledge and experiences amongst the school's multi-disciplinary team
		Year 2	Work intentionally with ISQ to support the NSSAB school 5	School Principal	School Leadership Team, ISQ	12/09/2025	In progress	Successful 5 year cyclical review outcome



			year cyclical review					
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2	Actively Engage Families and School Community in our work with young people in our school	Year 1	Update and Improve school communications with families through improved access to website, facebook page and school newsletters	School Administration Team	School Leadership Team	25/10/2024	Completed	School website updated and improved, each campus now has a facebook page to share information with families and school newsletter is distributed each month. Feedback from parents and carers has been very positive
		Year 1-2	Schedule and Host Parent Information Sessions across both campuses throughout 2025 on issues impacting families: QCE, School Transitions, Vaping, Social Media, Healthy Relationships, Bullying, AOD	School Leadership Team	Youth Workers	19/12/2025	In progress	Fostering better relationships with school community, particularly parents/carers. School support for families in need
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3	Organisational frameworks, models and procedures are embedded into school practice	Year 2-3	Develop, implement and embed the Youth Spirituality Framework into school practice, in conjunction with local Corps and ALT's	Manager Student Support Services	School Leadership, Local Corps and ALT's	20/02/2026	In progress	Creating improved faith pathways for students by working intentionally with Mission/Corps
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Focus Area 4: Partnerships								
No	Key Strategic Focus	Priority	Tasks Required	Lead	Additional Staff	Due Date	Status	Outcome
1	Foster and Strengthen Relationships with the Education and Training Sector, Employers and TSA Mission	Year 1	School Principal to engage with ISQ Principal's Forums for Flexi and Special Assistant Schools	School Principal	ISQ and other SAS Principals/Leaders	29/11/2024	Completed	School Principal member of SAS School Principal's Forum and Round Table Meetings. Networking support and ability to discuss issues impacting all



								SAS schools in Qld - enables advocacy to State and Commonwealth Govt
		Year 2	Youth Workers to make contact with local employers to develop database of Work Experience employers and possible traineeships/Apprenticeships	Manager Student Support Services	Youth Workers, Chamber of Commerce	21/11/2025	Not yet commenced	Improved relationships and partnerships with local employers, increased employability skills in students, potential workforce for employers
		Year 1-2	Develop relationship with local Corps through our school service learning program and via ALT meetings	Assistant Principal Teaching and Learning	Manager Student Support Services, Corp, ALT	13/06/2025	In progress	Shared vision of school/Corp, shared resources and developing faith pathways for staff and students in school
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2	Continue to cultivate relationships with school service delivery partners and RTO's	Year 1-2	Streamline relationship with external RTO's by improving admin systems and relationship with RTO Coordinators	Assistant Principal Teaching and Learning	Senior Teacher, BDO, Youth Workers and RTO Administrators	22/08/2025	In progress	Wider choice of RTO's and VET offerings to students



		Year 2	Develop partnership with EBC to increase delivery options of vocational training offerings in school	Assistant Principal Teaching and Learning	Teaching team, RTO's, VET trainer	16/01/2026	In progress	Wider choice of VET offerings to students in a cost-effective manner. Enhanced relationship with EBC
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3	Develop Educational Leadership across the whole Education Team	Year 2	Intentionally embed TSA Leadership Capability Model across the whole school education team	School Principal	School Leadership, TSA HR Team, whole education team	12/12/2025	In progress	Improved succession planning, improved opportunities for growth and development of education team
		Year 2-3	Support school leaders and aspiring leaders to engage in ISQ's Aspiring Leaders Program	School Principal	School Leadership team, senior teaching, aspiring teachers (level 3 looking for future leadership roles)	20/02/2026	Not yet commenced	More intentional, high quality educational leadership across the school
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4		Year 1-2	Further develop relationship with TSA Corporate Partnership Relationship Manager	School Principal	School Leadership, TSA Corporate Partnership Relationship	18/04/2025	In progress	Increased corporate sponsors allows school to develop innovative programs eg 'healthy lifestyles' program funded by



	Continue to develop partnerships with corporate and philanthropic organisations to support school growth		Communications Fundraising by inviting to school events, participating in TSA fundraising events and continued presence at Red Shield launches across relevant regions		Manager, Corps			TUH. Relationship with Tech One supports school both financially (funded Cert II SAD) also via excursions, volunteering opportunities etc
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Focus Area 5: Performance								
No	Key Strategic Focus	Priority	Tasks Required	Lead	Additional Staff	Due Date	Status	Outcome
1	Achieving sustainable growth across school campuses	Year 3	Develop a school strategic property plan, particularly for Ipswich location	School Principal	School leadership, TSA Property Services, ISQ BGA Funding Grant	16/01/2026	Not yet commenced	Property growth limited at current Riverview Campus site
		Year 2	Increase vocational subject offerings to students	Assistant Principal Teaching and Learning	Senior Teacher, EBC, RTO partnerships	24/10/2025	Not yet commenced	Opportunities for Certificate programs in Volunteering, Child Care, Foundation Skills



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2	Intentionally use data, evidence and research to drive school development and the school's continual improvement processes	Year 1-2	Work with Lee (TSA Research Analyst) and SAMIS Team to develop Outcomes Measurement Tool and use data reports to shape youth work practices across school campuses	Manager Student Support Services	Youth Workers, TSA Research Analyst	21/03/2025	In progress	Outcomes Measurement Tool being used with student cohorts but better analysis of data reporting needed to shape school improvement
		Year 1	Intentional and dedicated time for supporting feedback from students around teaching and learning, school environment, school resources and extra-curricular support and offerings	School Principal	School Leadership Team and BDO	13/12/2024	Completed	School now using MS Forms to gauge feedback from student cohort across a range of school services. This feedback has provided quality data and evidence into shaping improvement processes across the school campuses
		Year 2-3	Continue relationship with Universities to support educational research and help evaluate school	School Principal	School Leadership Team, university researchers	27/09/2025	In progress	Research projects already established include project on retention rates in SAS Schools



			systems and processes					
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3	Improve and expand school profile both internally and externally	Year 1-2	Develop Plan for communicating and celebrating the benefits of partnering with Corps and ALT	School Principal	Manager Student Support Services, BDO	28/11/2025	In progress	Need a method of capturing data and evidence to articulate benefits of joint partnerships with Corp and ALT and how this is communicated to wider TSA
		Year 2	Work closely with TSA Marketing and Branding to streamline school communications and marketing strategies	School Principal	School Leadership Team, BDO, TSA Branding and Marketing	20/03/2026	Not yet commenced	Branding support for brochures, leaflets, presentation templates, article writing and support
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4	Establish and maintain effective funding models across schools	Year 1	Develop school leadership team to enable succession for understanding and actioning Education State and Commonwealth Census reporting	School Principal	School Leadership Team	21/03/2025	In progress	Upskilling school leadership team essential for understanding School Funding Models for State and Commonwealth funding



		Year 2	Integrate resource sharing across common sites	School Principal	School Leadership Team, Corps	28/11/2025	In progress	Integrate service could include use of school bus, use of Corp facilities (eg kitchen, Salvos Stores as training for students etc..., use of Corp for graduation/awards
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