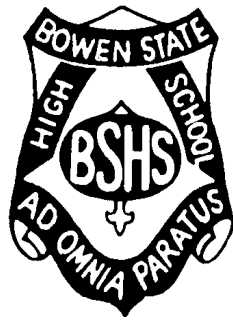


Bowen State High School



Partnership Agreement

2003 - 2005



Queensland Government

Education Queensland

Statement of Purpose and Vision

The members of the Bowen State High School community, are committed to furthering the fine reputation of our school. At Bowen High, our primary objective is to challenge and support all students, in the hope that they achieve the best they possibly can from secondary education. This is achieved by parents, teachers and students, working together to develop a positive school climate and successful working relationship.....an environment where quality learning and teaching can flourish.

The essential concerns of this School are embodied in the School's Mission Statement: -

***“Quality Education in a Caring,
Disciplined Environment”.***

The staff of this School have developed a range of excellent curriculum, sporting and cultural programs for our students. These programs have been instrumental in the outstanding results being achieved by our students. Paramount in the achievement of educational quality is a shared belief that such an ideal can be attained in a school climate that is supportive, caring, regulated, positive and tolerant. Discipline at Bowen State High School is firm but fair. We aim to foster and encourage the development of quality teacher/student relationships built on mutual respect.

“AD OMNIA PARATUS”

The School Motto “Ad Omnia Paratus” has guided the school over the years. The common sense translation from the Latin is “Prepared for all Things”.

Queensland State Education – 2010 (QSE-2010) is the endorsed statement of strategic direction for Education Queensland. It reflects parents’ expectations that their children have the best opportunities for success in a knowledge-based society. It also reflects the needs of the community and of business and industry for an educated society and workforce that supports economic development and social cohesion.

The goals of QSE-2010 are to improve the quality of the education experience and increase the number of Queensland students who successfully complete 12 years of schooling.

Destination 2010 is the action plan to implement the directions for change established by QSE-2010. It enables Education Queensland to focus on the outcomes, performance indicators, measures and targets that support QSE-2010 objectives and the principles of quality improvement and accountability.

Bowen State High School is committed to QSE-2010 and Destination 2010 and is focussed on the achievement of expected targets. Specific targets are outlined in our Annual Operational Plan, which can be viewed through the school office.

Bowen State High School Mission Statement

“Quality Education in a Caring, Disciplined Environment.”

- ✧ *excellence in teaching and learning that optimises students’ access to - and participation in - quality educational episodes;*
- ✧ *the provision of respected curriculum, responsive to systemic and school based mandates and needs;*
- ✧ *the promotion of productive partnerships;*
- ✧ *observation of fair and equitable practices that evoke a supportive school environment, and;*
- ✧ *responsible and accountable school management.*

The Bowen Way

Organisational Principles - Our Values and Beliefs

- 1. Positive Organisational Culture***
- 2. Trust and Credibility***
- 3. Effective Communication***
- 4. Innovation and Risk-Taking***
- 5. An Orientation To Action***
- 6. Acceptance of Personal Accountability - Focus on Outcomes***
- 7. Whole School Approach to Problem-Solving and Implementing Policies***
- 8. Commitment To Training and Development***
- 9. Celebration of Success***
- 10. Responsible Management***
- 11. Personal Contributions***
- 12. Do As We Say***

WE VALUE ...

Life long learning

Literacy and numeracy

Being prepared

Partnerships

Professional development

Moral and social responsibility

Diversity

Self-esteem

OUR GOALS ARE ...

- **Learners:** *To develop self-disciplined, intrinsically motivated learners.*
- **Curriculum:** *To offer a diverse curriculum catering for a wide range of students, while maintaining quality and basic competencies.*
- **Staff Development:** *To enhance teacher professionalism and other staff training and employee self-esteem.*
- **Resources and Facilities:** *To continue to provide high standards of resources to support a quality education.*
- **Environment:** *To provide an appropriate environment which enables self-esteem to flourish.*
- **Community:** *To foster close school/community partnerships.*
- **School Management:** *To support teaching and learning by providing efficient resource, service and personnel management structures.*

Community Profile

Bowen Community Overview

Bowen is located at the top of the Whitsunday Islands and is known as the "Climate Capital of Australia" with a constant temperature all year round. Eight magnificent sandy beaches are a major attraction where it is possible to swim, snorkel and dive to see coral reefs and fish within metres of the shore in crystal clear waters.

Fishing is also a major attraction, commercially or for leisure, either from the beaches and rocky outcrops or anywhere in the local waters. Bowen breezes are perfect for sailing with sheltered waters available year round. You can cruise the local waters, or just relax on the beaches and soak up the sun.

Bowen boasts panoramic lookouts over ocean and islands, or back to the local farmlands. A number of walking tracks take you to lookouts with breathtaking scenery. In town you might like to take a stroll around the gallery of murals, or perhaps take a tour to the Abbot Point Coal Loading Facility.

Located just 45 minutes from the Whitsundays, a range of accommodation is available, from caravan parks with cabins, to self contained units, resorts, or motels with most of these on or near the beaches.

A wide range of visitor and community information is available at www.bowentourism.com.au.

Economic Overview

Bowen Shire has come through a period of extended economic decline, with over 2500 jobs lost from traditional industries (mining, power generation, meat processing, railways) since the mid 1980's. This economic decline has resulted in a rise in unemployment and slight reduction in population over this period (from 14000 to 12700 in 2001).

To arrest this economic decline, a co ordinated economic development program was introduced in 1999 by Bowen Shire Council and Bowen Collinsville Enterprise. 2003 will see a number of exciting new projects that will create new employment and economic activity within the Shire:

- Aquaculture development (3 new large scale developments to be constructed in 2003 creating 140 new jobs);
- QLD Pork – the expansion of QLD Porcs existing piggery creating 110 new jobs.
- Tourism industry growth - Bowen is on the doorstep of the Whitsundays, and will focus on attracting a larger number of visitors to the fledgling local industry.
- Tourism infrastructure development – land has been acquired in Bowen for the construction of two new hotel and unit accommodation developments on Bowen's Front Beach.

Confidence is returning to the local economy, with the following developments recently completed:

- Construction of the Bowen Central Shopping Village (\$800,000)
- Bowen Backpackers Resort – 80 bed backpacker accommodation (\$800,000)
- Village Life aged living development – 44 unit aged accommodation (\$2.4 million)
- Rose Bay Unit Development – 24 room multistorey unit development (\$3.2 million)
- Grand View Hotel redevelopment (complete restoration & expansion) (\$600,000)
- Central Hotel redevelopment – Stage 1 (\$ 400,000)
- Centrepoint Plaza shopping centre redevelopment (\$1.2 million)
- Flagstaff Hill Interpretive Centre & Restaurant Development (\$600,000).

The Australian Financial Review cited Bowen as one of the residential capital gains winners in an article on 31/12/2002, citing the 5.59% capital gain over the previous 12 months as evidence that Bowen is one of the residential growth hot spots on the QLD coast. (AFR 31/12/02 p38).

Building approvals in the Bowen Shire support the notion that confidence is returning to the local economy, with an increase in approvals from \$6.7million in 1999 to \$10.7 million in 2001:

Identified Potential Development Opportunities

Aquaculture

Bowen Shire has an attractive dry tropical climate, pristine clean seawater, and large quantities of suitable land, making it an ideal location for a wide range of aquaculture activities.

Prawn Farming

4 large-scale marine prawn farming sites have been identified in the Bowen Prawn Farm Site Identification Study 2001.

Fish farming

Additional sites suitable for both freshwater and saltwater fish production can be found in the Bowen Shire.

Tourism

Accommodation Development

The Bowen Shire Tourism Development Action Plan 2001 (Rob Tonge & Associates, 2001) has identified a shortage of 4 to 4.5 star as a major constraint in developing the higher yield tourism market segments similar to that currently visiting Airlie Beach.

Charter/cruise services to Great Barrier Reef

There are currently limited opportunities for visitors to gain access to the Barrier Reef from Bowen. Some potential exists to offer cruise/charter services from Bowen.

General tourism opportunities

Bowen is only 45 minutes from Airlie Beach – one of Australia’s premier tourism destinations. This proximity affords significant future development opportunities.

Marina

Bowen Marina

The Whitsunday Region Marina Demand Analysis – 2000 (Brown & Root Services Asia Pac. Pty Ltd for Dept of State Development, Nov 2000) identified an acute shortage of marina facilities in Bowen, and recommended that the “internal dredge basin at Bowen Harbour is developed as a priority” (p viii). Potential exists for the development of up to 240 marina berths at Bowen, with associated on-shore commercial and tourism developments.

Marine engineering services

Potential has been identified for the establishment of expanded marine engineering, marine electronics and mechanical services at the Bowen boat harbour, with the possibility of supplying services to the Whitsunday marine industry (ferries & recreational craft) as well as the Bowen fishing fleet. Land suitable for additional marine engineering activities is available adjacent to the Bowen Boat Harbour.

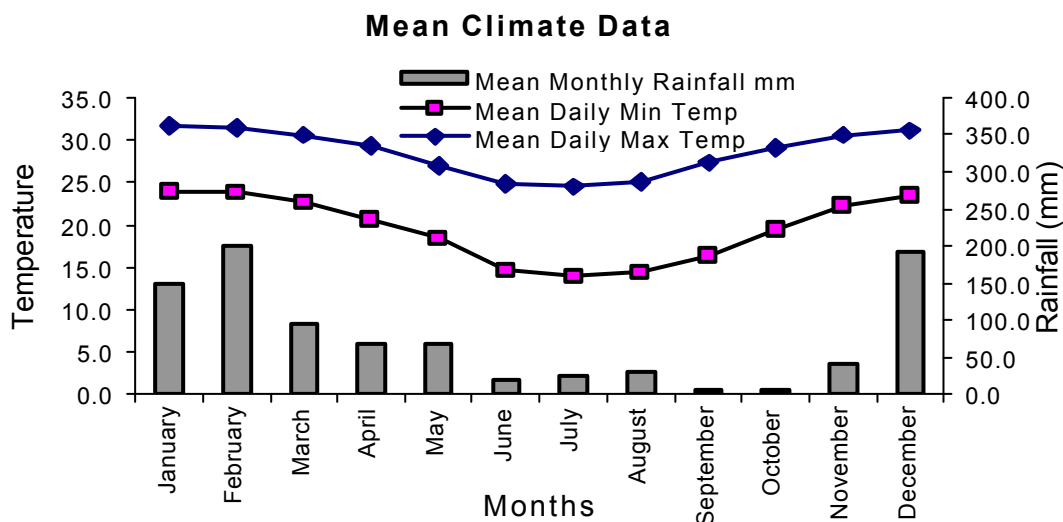
Geography and Climate

The Shire covers an area of 21,121 square kilometres making it the largest coastal Shire in Queensland.

Situated along the Pacific coastline north of Whitsunday Shire and south of Burdekin Shire, Bowen is located a little over 180 km North of Mackay, 200 km South of Townsville and 83 km north-east of Collinsville.

Bowen has a unique dry tropical climate, with a higher than average percentage of sunny days (284 sunny days per year on average), with temperature ranges in summer from an average 23.5°C minimum to 31.5°C maximum and in winter from an average 15.0°C minimum to 24.8°C maximum.

Bowen has an average annual rainfall of 937 mm that falls predominantly in the summer months, ranging from a maximum of 236.1 mm (Feb) to a minimum of 6.8 mm (Sept).



Demographics

Population

The total population of the Shire is 12,679, distributed between Bowen, the administrative Centre for the Shire with a population of 8,500, Collinsville/Scottville 1,800 with the remainder of 2379 residing in the rural areas.

Whilst the population has declined in Bowen Shire in line with economic decline, the neighbouring shires of Whitsunday and Mackay have seen sustained growth. With close proximity to the Whitsunday tourism industry, and a co-ordinated industry development program focusing on tourism, aquaculture, manufacturing, call centre development and horticulture, Bowen Shire will arrest the recent population decline.

Labour and Industry

Labour Force

The Bowen Shire has historically had a high concentration of workers in the skilled trades, engineering and technical fields (3100 persons or 47.6 of the workforce at the 1996 census) - servicing the traditional industries of mining, meat processing, power generation and railways.

Occupation Employment: Bowen					
Census 1996	Bowen (S)	% of Total	QLD	% of Total	Bowen (S) as % of QLD
Persons - Occupation - Managers and administrators (Number)	579	9.8	125,553	8.8	0.5
Persons - Occupation - Professionals (Number)	465	7.9	214,018	15.1	0.2
Persons - Occupation - Associate professionals (Number)	444	7.5	163,135	11.5	0.3
Persons - Occupation - Tradespersons and related (Number)	656	11.1	193,765	13.6	0.3
Persons - Occupation - Adv. clerical and service (Number)	141	2.4	56,709	4	0.2
Persons - Occ - Inter clerical, sales and service (Number)	564	9.6	231,131	16.3	0.2
Persons - Occ - Intermed. production and transport (Number)	807	13.7	128,158	9	0.6
Persons - Occ - Elemen clerical, sales and serv. (Number)	406	6.9	133,750	9.4	0.3
Persons - Occupation - Labourers and related (Number)	1,658	28.1	139,163	9.8	1.2
Persons emp - Occupation inadequately described (Number)	51	0.9	12,169	0.9	0.4
Persons employed - Occupation not stated (Number)	120	2	23,117	1.6	0.5
Total - Employed Persons	5,891	100	1,420,668	100	0.4

The economic decline in these traditional industries (2500 jobs shed over 14 years) has left a pool of relatively highly skilled people who are either currently unemployed or underemployed. At the 1996 Census, Bowen Shire had 3,747 people with some form of tertiary or trade qualification (over age 15). This means that 1 in 3 working-age people are educated to at least a basic vocational level (relatively high in Statewide terms).

There is evidence of significant underemployment in the Bowen Shire, with many people employed in seasonal industries with wide variations in available hours (horticulture, fishing, and tourism).

Industry

Industry within the Bowen Shire was historically dominated by coal mining, power generation, meat processing, horticulture, fishing and railways. Over time, the economic significance of these industries has changed dramatically.

Whilst still significant industries to Queensland, the coal mining, power generation and railway industries no longer employ significant numbers of people, which has reduced their economic importance to Bowen Shire. The Bowen meatworks closed in 1998.

Currently, the horticulture industry is the largest employer in the Bowen Shire, which together with the fishing industry employed 1,621 people at the 1996 Census. The other key industry sectors in order of employment significance are Wholesale & Retail Trade (1011 persons), Education, Health & Community Services (666), Manufacturing (552) and Transport & Storage (345) (as at the 1996 Census).

Growth is continuing in the Tourism & Hospitality industries and horticulture (and other primary industries like aquaculture), whilst mining and associated industries have continued to decline in relative economic importance to Bowen Shire (whilst increasing in importance to Queensland overall).

Industry Employment: Bowen (S)					
Census 1996	Bowen (S)	% of Total	QLD	% of Total	Bowen as % of QLD
Persons - Industry - Agric, forestry and	1,621	27.5	73,771	5.2	2.2
Persons - Industry - Mining (Number)	279	4.7	22,378	1.6	1.2
Persons - Industry - Manufacturing	552	9.4	149,272	10.5	0.4
Persons - Industry - Electricity, gas and	44	0.7	10,158	0.7	0.4
Persons - Industry - Construction	245	4.2	102,129	7.2	0.2
Persons - Industry - Wholesale trade	332	5.6	78,885	5.6	0.4
Persons - Industry - Retail trade (Number)	679	11.5	201,023	14.1	0.3
Persons - Industry - Accomd, cafes and	256	4.3	77,700	5.5	0.3
Persons - Industry - Transport and storage	345	5.9	69,594	4.9	0.5
Persons - Industry - Communication	35	0.6	24,042	1.7	0.1
Persons - Industry - Finance and insurance	75	1.3	42,336	3	0.2
Persons - Industry - Property and business	223	3.8	132,016	9.3	0.2
Persons - Industry - Government admin	163	2.8	72,008	5.1	0.2
Persons - Industry - Education (Number)	323	5.5	102,271	7.2	0.3
Persons - Industry - Health and community	343	5.8	132,062	9.3	0.3
Persons - Industry - Cultural and rec.	40	0.7	33,463	2.4	0.1
Persons - Industry - Personal and other	111	1.9	51,000	3.6	0.2
Persons employed - Industry non-	91	1.5	19,906	1.4	0.5
Persons employed - Industry not stated	136	2.3	26,654	1.9	0.5
Total - Employed Persons	5,893	100	1,420,668	100	0.4

Economic Indicators

Buildings and Approvals

The Building industry over the past two or three years has been slow, however building approvals are starting to rise along with a general rise in confidence in the market. This is expected to consolidate over the next twelve months with land sales also rising.

In the second half of 2001, several significant construction projects were initiated:

- Bowen Backpackers Resort – 80 bed backpacker accommodation (\$800,000)
- Village Life aged living development – 44 unit aged accommodation (\$2.4 million)
- Rose Bay Unit Development – 24 room multistorey unit development (\$3.2 million)
- Grand View Hotel redevelopment (complete restoration & expansion) (\$600,000)
- Central Hotel redevelopment – Stage 1 (\$ 400,000)
- Centrepont Plaza shopping centre redevelopment (\$1.2 million)
- Flagstaff Hill Interpretive Centre & Restaurant Development (\$600,000).

Real Estate

Bowen Shire has undertaken a promotional campaign, which is bearing fruit in terms of increased interest in investment, and increasing awareness of the location. This is resulting in movement in the real estate market, with coastal land being a big seller and holding the market well with sales of land from \$200K - \$400K.

There is a large market for rental properties in the Shire due to the many seasonal workers present. Bowen has some of the largest coastal subdivisions with sea views left on the East Coast. These are now starting to be taken up.

Vehicles

Motor vehicle registrations have risen in the Shire in the past five years from 10,700 in 1996 to 11,228 on the register as at 31 March 2001. Recreational vessels (boats) registered in the Shire have risen slightly from 1,357 in 1998 to 1,427 in 2001.

Primary Industry Segments

Coal, Shipping & Power Generation

Bowen Shire is a significant coal producing region, with approximately 15 million tonnes of coking and thermal coal produced each year, of which almost 12 million tonnes per year are exported through the Port of Abbot Point at Bowen. Collinsville power station produces 180Mw of peak load power.

Horticulture

The Bowen Horticulture Industry produces \$230 million worth of fruit and vegetables per year (farm gate value), which is predominantly sold through the central market system, supermarket chains and to export agents.

Bowen Shire Horticulture Production 2000					
<i>Crop</i>	<i>Area Grown Ha</i>	<i>Estimated Production/ha (t)</i>	<i>Total Production Bowen Shire Tonnes</i>	<i>Return Per Tonne \$</i>	<i>Gross Return</i>
	<i>(a)</i>	<i>(b)</i>	<i>(c)</i>	<i>(d)</i>	<i>(e)</i>
Beans	1,860	5	8,370	\$2,281	\$19,091,970
Capsicums	1,598	20	31,960	\$1,502	\$48,003,920
Chillies	33	40	1,320	\$4,292	\$5,665,440
Cucumber	67	35	2,345	\$1,143	\$2,680,335
Egg Plant	62	50	3,100	\$1,420	\$4,402,000
Honey Dew	155	40	6,200	\$886	\$5,493,200
Okra	15	35	525	\$4,996	\$2,622,900
Pumpkin	367	24	8,808	\$436	\$3,840,288
Rockmelon	340	30	10,200	\$820	\$8,364,000
Sweet Corn	831	12	9,972	\$1,073	\$10,699,956
Squash	10	35	350	\$2,571	\$899,850
Tomatoes	1,900	40	76,000	\$1,377	\$104,652,000
Watermelons	365	50	18,250	\$485	\$8,851,250
Zucchini	80	35	2,800	\$1,396	\$3,908,800
TOTAL	7,683		180,200		\$229,175,909

(a) Area grown per crop was sourced from N.Meurant
 (b) Tonnage per crop from N.Meurant
 (d) \$ per tonne was sourced from the "Prices and Throughput for the Brisbane Market 2000" by Market Information Services. Price used is the annual average in 2000 for each crop.

Fishing

The fishing industry in Bowen Shire is a major exporter of live reef fish and processed frozen fish and prawns. Over 300,000 kg of live reef fish are exported each year, with a total of 3000 tonnes in total being produced locally.

Aquaculture

Bowen is the home of Australia's largest marine prawn farm (200 ha of pond based production) 25km South of the town.

Studies completed by the Mackay Tourism & Development Bureau (Burdekin Broadsound Aquaculture Area Identification Study 1998) identified that over 50% of the suitable land for aquaculture development between Broadsound and Ayr lay within the Bowen Shire.

Following the commencement of an Aquaculture Industry Development program in 1999, four additional marine prawn farm sites have been identified, and two new prawn farm developments have commenced approvals and regulatory assessment. Once operational, these two farms will have a combined total of 300ha of production, employing close to 200 workers.

At full potential, the aquaculture industry will deliver approximately 350 new jobs in the Bowen Shire.

Infrastructure

Sea Ports

The Port of Abbott Point, 25 kilometres north of the town of Bowen is Australia's most northerly coal Port. In 2001/02 the port handled 137 ships that carried just over 12.5 million tonnes of coal. Due to increased production to meet demand and capitalise on higher coal prices, growth is forecast for 2003 to be 13.5 mt and 142 ships. Destinations for these vessels included Japan, China, Taiwan and the Philippines.

Bowen Harbour is home to a major fleet of commercial fishing vessels and is currently under consideration for the development of a small boat harbour and marina.

Rail

A rail network services both local industry and passengers. Queensland Rail Passenger services from Brisbane and Cairns run through Bowen.

Health

Bowen Hospital provides Health care through the Bowen District Hospital and also the Collinsville Hospital. There are several Medical Centres, and an ambulance service in the Bowen Shire. CQ RESQ's helicopter service is available at all times for transportation of seriously ill patients to larger hospitals if required.

Education

The Bowen Shire caters well for students from pre primary through to senior secondary with six primary schools and 2 high schools, one of which is in Bowen, the other in Collinsville. The total number of students in the Shire is 1907, representing just over 7% of total school students in the Region. Barrier Reef Institute of TAFE has a college at Bowen, with students studying a variety of subjects. Additional information on the Bowen schools can be found at www.ebowen.com.au

Arts

Bowen has a comprehensive Historical Museum and an Art Gallery featuring local talent, as well as a twin cinema complex. Bowen is also gaining a reputation as the "Mural Town" with 22 Murals depicting historical events. The majority of these murals can be found on the walls of buildings in the main town area with a self drive tour brochure available. There

is also an active theatre arts group who give a number of performances each year. Recreational clubs for activities as diverse as Quilting, Woodworking, Pottery, Lead lighting, Lapidary, Kennel Club, Bridge and Garden Clubs also feature.

Multiculturalism

The Bowen Shire is a multicultural community. Bowen Shire is very proud of its diverse cultural populations, and celebrates these each year with a multicultural festival. At the 1996 Census, over 15% of the total population were born outside of Australia. Cultures represented include Italian, Greek, Asian, Polynesian, Maori, and Philippine to name a few, making Bowen a 'melting pot of people'. To celebrate this Bowen hosts the Bowen Multicultural Festival annually to celebrate learning, acceptance and understanding between all cultures, a "show and tell" experience so to speak.

Sport

A range of sporting activities is available including: Basketball, Cricket - Senior and Junior, Darts, Golf, Horse and Pony Clubs, Junior Rugby League, Karate, Lawn bowls (several clubs), Little Athletics, Netball, Polocrosse, Recreational fishing, Sailing, Senior Rugby Union, Soccer, Speedway, Sporting Shooters, and Rifle Clubs, Surf Lifesaving, Squash, Swimming club, Tae-Kwon-Do, Tai-Chi, Touch football, Junior and Senior Tennis. Bowen also holds several Race Meetings during the year and visitors are welcome at most sporting clubs. A Fishing Classic is held in August or September, attracting large numbers of visitors from around the country.

Transport

Bowen's population is catered for with public transport as well as coach and rail transport. Bowen's port is also a sea faring route utilised by many commercial fishermen. Coaches from Sydney and Cairns pass through Bowen daily. The Brisbane/Townsville/Cairns rail link passes through Bowen providing rail transport north and south. The nearest airport is Proserpine to the South.

Bowen and Collinsville each have an airstrip used by light aircraft and charter flights.

Mining

Bowen Shire is a major coal producing area, with mines at Collinsville and Newlands supplying high quality coking and thermal coals to both domestic and export clients.

In 2002/03 an estimated 16 million tonnes of coal will be produced in the shire, with 13 million tonnes being shipped to export clients via the Port of Abbot Point.

Bowen also has a coking plant that produces coke from Bowen Shire coal for MIM smelter operations in Mount Isa and other areas.

Tourism

In November 2001 Bowen Collinsville Enterprise and Bowen Shire Council completed the Bowen Shire Tourism Development Action Plan, which outlines an integrated tourism industry development program encompassing the entire visitor industry in Bowen Shire (copy available from Bowen Collinsville Enterprise).

The Tourism industry in the Bowen Shire is undergoing significant growth and development. Bowen Shire is an area blessed with beautiful natural tourism assets beaches, warm tropical climate, close proximity to Whitsunday Islands and the Great Barrier Reef.

With a variety of festivals throughout the year (Bowen Birthday Bash, Coral Coast Festival, Wet Weekend Fishing Classic, Moongunya Festival, Capsicum Festival, Bowen River Catfish Classic), Bowen has activities to appeal to a wide range of visitors.

The main sectors currently catered for include the self-drive caravan market and the backpacker market (supported by the abundance of seasonal work available in Bowen horticulture industry).

Bowen Shire hosts 11 hotel/motels, 10 caravan parks, 8 holiday units/cottages and 3 resorts. The following bed numbers are available in Bowen:

Motel bed units	396
Self Contained Units	359
Hotel Beds	42
Cabin beds	244
On site caravan beds	285
Backpacker beds	290
B&B & Farmstay	10

There are also a total of 450 caravan and camping sites (powered) in Bowen.

The majority of visitors participate in fishing, boating & other watersports, bushwalking, fossicking, bird watching and relaxing on Bowen's spectacular beaches.

For additional visitor information see www.bowen.qld.gov.au

Agriculture

Bowen is a significant contributor to the Region's agricultural commodities. The Shire produced around \$160m worth of agricultural product in 1988/99 or almost 25% of the Region's total production. Bowen is famous in particular for its production of tomatoes as the largest tomato-producing region in Queensland. In 1998/99 this represented a value of \$59.5m followed by capsicum at \$30.5m. Bowen's livestock production was worth \$30.5m or 19.3% of the Region's total. Estimates for the 2000 season suggested these figures increased significantly to \$230 million of produce (farm gate value 2000).

Sugar

No sugar is currently grown in the Bowen Shire. Several trial crops have been produced in recent years, which indicate that the Bowen Shire would be an ideal location for sugar production if sufficient quantities of water were available for irrigation.

Options are currently being examined to provide water for sugar production in the Bowen Shire. These are the Urannah Dam project, which would provide water for up to 20,000 hectares of irrigation development near Collinsville; and the Elliott Main Channel project, which is an irrigation channel to bring water from the Burdekin River down the Coastal Plain to Bowen, creating up to 26,000 hectares of new irrigation areas in the Bowen Shire between Bowen and Ayr.

Broadacre Cropping

Limited broadacre cropping is carried out in the Bowen Shire (mainly restricted to fodder crops). Potential for sugar and cotton production will be improved if additional water can be delivered through the Urannah Dam and Elliott Main Channel projects.

Seafood

A large fishing fleet operates out of Bowen Harbour providing seafood for local use and for export both nationally and internationally.

Beef Cattle

The Shire produced \$34.5m worth of product in the 1998/99 year. This represented 19.23% of the Region's total.

Engineering Services

Bowen Shire has a well developed engineering service industry. Originally developed to service the mining and meat processing industries, the Bowen engineering sector has developed over recent years to supply innovative engineering solutions for the horticulture industry.

Several Bowen engineering businesses in the Bowen Shire design and build specialised automated picking and planting aids, automated packaging systems and other specialised agricultural implements for the horticulture industry.

Bowen Shire also has a well established marine engineering capability, which supports the commercial fishing fleet and the leisure boating industry.

The engineering service sector in Bowen is supported by an extensive training capability at the Whitsunday College of the Barrier Reef Institute of TAFE's Bowen campus.

School Profile

Bowen State High School opened in 1961 and services a community of some 11 000 people in a catchment area of approximately 5 000 square kilometres (see Figure 1).

Recent years have seen a decline in local Industry and a consequent rise in unemployment to 16%.

Figure 2 foregrounds the employment profile of Bowen State High School's parent body.

Figure 2: Employment profile - Bowen State High School parent body

Figure 1: Bowen State High School

Catchment area

EMPLOYMENT FIELD	FATHER	MOTHER	TOT - field	%-TOTAL
White collar (general)	108	67	175	18.7
Home duties	1	142	143	15.2
Trade/Self employed	109	26	135	14.4
Blue collar (general)	88	38	126	13.4
Service industry	10	98	108	11.5
Primary Industry	60	33	93	9.9
Processing *	48	22	70	7.5
Not specified	22	36	58	6.2
Pensioner/unemployed	14	4	18	1.9
Other	9	3	12	1.3
TOTAL	469	469	938	100 %

* *Borthwicks Meatworks closure - May, 1997*

Youth unemployment in the Bowen and surrounding district mirrors current state/national trends and may contribute to a student retention rate - Year(s) 10 to 11 transition - approximately 70 - 80% in recent years.

Student services

The school community catered for the learning needs of 570 students in 2002, approximately 37 % of whom were senior students. Bowen State High School draws enrolments (primarily) from four (4) local feeder primary schools, as detailed in Figure 3, following.

Figure 3: 2001 Year 8 enrolments by feeder school

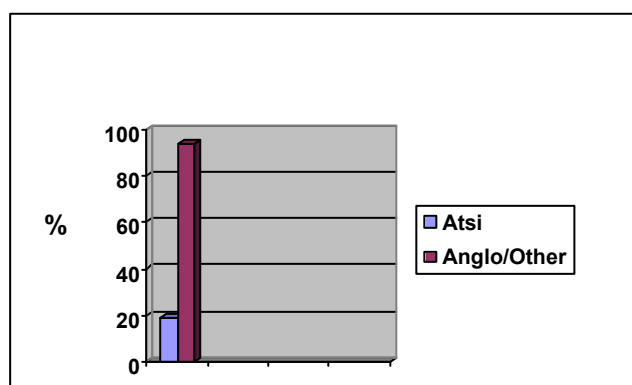
FEEDER SCHOOL	# of enrolments	% of Year 8 intake
Bowen State School	66	52.8%
Queens Beach State School	28	22.4%
St Mary's Primary School	12	9.6%
Merinda State School	5	4%
Other	14	11.2%
TOTAL	125	100%

Across the entire school population, 'Other' enrolments constitute 8.29% of all registrations. Points of origins for this student sub-group include:

	2001	2000	1999	1998
• intrastate transfer	15	45	48	21
• re-enrolment	9	11	8	8
• interstate transfer	9	29	18	7
• private to public system	3	5	6	10
• overseas	1	1	5	2
TOTAL	37 Students	81 Students	85 Students	48 Students

Re-enrolments include students of itinerant Turkish seasonal workers (Agricultural). The composition of this sub-group has changed in both size and membership as indicated above. Figure 4 provides a visual profile of the student population at Bowen State High School.

Figure 4: School population by ethnic origin 2001



A disproportionate number of enrolments are from single parent, low socio income families. This has been a trend in 2001 as Bowen has been established as a "Northern Town Voucher Centre" - which means it is a town where disadvantaged families are able to access food, petrol (and limited accommodation) vouchers through charitable

organisations set up explicitly to disperse these funds. This has had a noticeable influence on the % of students from these circumstances in our student cohort.

Students enjoy access to a diverse curriculum offering in both the Junior and senior school. All areas in the School continued undergoing review in 2001 in terms of work programs and resources. A major 'Basis in Place' program was continued.

Year 11 students may access an individualised educational pathway from eighteen (18) Board subjects and ten (10) Subject Area Specifications (Vocational Education) subjects. Year 12 students may access an individualised educational pathway from sixteen (16) Board subjects and ten (10) Subject Area Specifications (Vocational Education) subjects. The latter curriculum offering(s), furnish students with vocational recognition upon successful completion of coursework, namely:

Subject	Year 11	Year 12
• Agricultural & Horticultural Practices	5	6
• Business (Office - Administration)	10	16
• Computer Studies	21	44
• English Communication	31	22
• Hospitality Practices (Introduction to Hospitality)	34	12
• Industrial Skills (Building and Construction)	15	9
• Industrial Skills (Engineering [Manufacturing])	12	9
• Physical Recreation	16	5
• Trade and Business Maths	32	26
• Marine and Aquatic Practices (Marine Industry)	18	14

Figures listed to the right of the subject title indicate the number of students completing modules in these courses Years 11 and 12 in 2001.

73.4% of all Year 11 and 74.4 % Year 12 students in 2001 undertook at least one (1) vocational education subject. This number is likely to increase over the 2003 to 2005 period.

The opportunity to access School of Distance Education curriculum offerings ensures that students in both the Junior and Senior school(s) are not disadvantaged by staffing constraints, limited student interest levels or geographical isolation. Bowen State High School currently employs a specialist teacher aide to manage this curriculum delivery mode and process.

In 2002 the majority of teachers in the Maths, English and Special Needs faculties continued the collaborative development and delivery of a learning support program which targeted students identified as 'at risk'. Engagement in a significant number of professional development episodes by these teachers underpinned the ongoing success of the program. The school has a commitment to ongoing benchmarking practices to inform a strategic response to students' learning needs. Year 8 students continued to study Japanese as our Language Other Than English, in line with feeder primary schools.

Strategies for managing student behaviour are regarded as being effective. A strong stand is taken on verbal/physical abuse of other students. A "zero tolerance" is enforced for swearing and not following teacher's instructions. A clearly defined and consistent approach is in place not only with the Student Management Framework but also with

the Care Group Program that more closely identified and followed up teacher referrals and concerns.

Bowen State High School enjoys a very low level of truancy. Daily attendance rates in recent years have exceeded 90 %.

Due to the size of the Bowen catchment area, some 33 % of all students travel to school by bus, with approximately one quarter of that percentage being transported in excess of 10 kilometres (one way) to access educational service.

During 2002, Bowen State High School was serviced by the Commonwealth Special Programs Schools Scheme and also accessed Priority Country Area Program (PCAP) funding to enhance delivery of educational service to students at this site.

A range of highly successful educational initiatives has also supported the provision of quality educational service to our rural/remote setting, namely:

- Artist in Residence in the Music and Art faculties, respectively;
- Poet in Residence;
- Rock Eisteddfod/Showcase Variety Show/Theatre Restaurant or equivalent (biennial);
- Tournament of Minds;
- public speaking;
- The Young Diplomats Program;
- an extensive program of intra and inter-school sport;
- AITAP Challenge, and;
- Toastmasters.

Opportunities for students to undertake extension and extra-curricula activities are broad and varied. In 2002 all students participated in all whole school activities through the all-inclusive levy component of the Resource Management Scheme, a program designed to promote opportunity and inclusivity. Students are encouraged to take an active part in the management and collaborative decision-making process through the forum of a very active student council.

Staff Profile

The composition of Bowen State High School's teaching staffing is:

- Principal
- 2 Deputy Principals
- 6 full time Heads of Department
- 1 Head of Special Education Services
- 42 classroom teachers
- 1 Teacher Librarian
- 2 part-time Guidance Officers
- 1 Instrumental Music Teachers
- 2 special needs teachers
- 1 School Based School Youth Nurse

**15 teachers were classified
as Senior Teachers**

A school registrar is responsible for monitoring and management of finances, facilities and support staff. A blend of youth and experience characterises the staff profile. The staff of 2002 reflected a 15% turnover from 2001. Staffing the school was a challenge during the year particularly in terms of replacing staff on leave.

The use of technology in the curriculum further expanded in 2002. Enhanced access through the use of 2 computer laboratories for general use, review of curriculum in light of the provision of these resources and significant funding for professional development of teachers (and non-teaching staff) in the application of technology in the classroom/curriculum was designed to enhance student learning outcomes. In 2002 Internet usage policies were closely monitored for students.

Continuous and timely access to professional development by all staff is an integral aspect of the Bowen State High School model of staff supervision.

Community Links

Bowen State High School enjoys the support of an enthusiastic and informed Parents and Citizens Association. The Bowen community has enthusiastically embraced the concept of governance through School Council.

The Community's commitment to a sustained and productive partnership is best evidenced by the development and maintenance of a Textbook and Resources Hire Scheme, to which 98 % (2002) of all Bowen State High School students subscribed. Strong support was also extended to the school's Instrumental Music, Arts and sporting program(s). The Bowen State High School Aboriginal Student Support and Parent Awareness committee provided timely and appropriate advice on issues impacting on the educational experience of Indigenous students.

Facilities Overview

The Bowen State High School site covers an area of 16.6 hectares, including 7.2 hectares, which is devoted to an extensive Agricultural Science program.

Recent additions to the Bowen State High School site since 2001 have included:

- C2 (the Virtual Schooling room) completely refurbished with new furniture, new curtains and new paint
- all carpets in school cleaned
- internal repaint of C block toilets
- internal repaint of C1
- internal repaint of D15 and new cupboards and benches
- replaced blackboards with whiteboards in B5
- Three of the final stages of the major McKenna Hall refurbishment took place this year: internal painting, renovation of the floor and new furniture
- The library has been renovated with new carpet, curtains, paint and furniture.
- New cricket nets were obtained for the oval
- Further garden-making and tree planting work has been undertaken in the grounds and a major focus of the year has been to keep the school litter-free and encourage students to appreciate their environment.
- Year 12 Construction students have manufactured seats for the picnic areas and paved areas around existing eating areas.
- A new purpose built Nursery has been constructed in the Ag area. An electric fence was installed on the School farm.

The school continued to lease a vehicle in 2002 to increase student and staff opportunities for curriculum enhancement activity - excursions and professional development - conducted within and beyond Bowen's immediate environs.

The services of a security company employed for night time patrols continued in 2002.

Learning

Outcome

LE1: Improved learning outcomes for the diverse range of students in Education Queensland schools

Key performance measures and performance indicators	As at 2001	2005 EQ targets	2005 school targets	Data Sources
KPM: <i>student achievement.</i> Students achieve agreed standards at the key junctures of schooling.				
LE1.3: Schools have strategies to improve Year 9 student literacy levels to a standard that allows all students to make satisfactory progress at school	-	-	78%+ sound or better	School reporting data
LE1.4: Percentage of Year 12 students who have a sound or better level of achievement in three or more Board subjects*	69.4%	65%	70%	Queensland Studies Authority
LE1.5: Schools have targeted intervention strategies to improve learning outcomes for all students	Planning exists	Accepted part of school practice	Accepted part of school practice	School reporting data and information

Outcome

LE2: A learning framework with improved integration of curriculum, pedagogy, assessment and reporting that engages the diverse range of students in:

* Intellectually challenging learning experiences, mastering practices needed for living in complex, multicultural networked societies.

* Experiences that develop competence in using, and confidence in applying, technologies in learning

Key performance measures and performance indicators	As at 2001	2005 EQ targets	2005 school targets	Data Sources
KPM: <i>learning framework.</i> Curriculum development and delivery meets students' needs.				
LE2.1: Percentages of students, and of parents and caregivers, satisfied that they are getting a good education at school	44.1%(P); 45.3% (S)	80%(P); 80%(S)	80% (P); 70%(S)	Corporate Data Warehouse; school data
LE2.2: Percentage of students satisfied with the way computers are used for learning	53.8%	70%	70%	Corporate Data Warehouse: School Opinion Survey
LE2.4: Schools have curriculum planning that integrates curriculum, pedagogy, assessment and reporting in responses to student and community needs	-	All schools	Embedded in practice	School Information

Outcome

LE3: An increased number of students successfully completing Year 12 or equivalent, and successfully making the transition to employment, further education and training by following a range of validated and flexible pathways through senior schooling

Key performance measures and performance indicators	As at 2001	2005 EQ targets	2005 school targets	Data Sources
LE3.2: Apparent retention of students from Year 8 to Year 12	57.5%	80%	63.5%	Corporate Data Warehouse
LE3.3: Percentage of students awarded a Senior Certificate who have also achieved one or more vocational education and training (VET) certificates at Australian Qualifications Framework (AQF) Level 1 or higher	56.5%	43%	60%	School Information
LE3.4: Percentage of Year 12 students who complete at least one science, mathematics or technology Board subject*	76.5%	90%	86%	School Information

Schools

Outcome

SC1: Schools have innovative and distinctive responses to community and student needs.

Key performance measures and performance indicators	As at 2001	2005 EQ targets	2005 school targets	Data Sources
<p>KPM: Learning environment. Learning environments meet the diverse needs of the community and students they serve.</p> <p>SC1.1: Schools have a clear educational rationale responsive to community needs for their distinctive approach to improving learning outcomes.</p>	Planning exists	All schools	Embedded	School Information

Outcome

SC2: Schools have partnerships with their community and with business, industry and other government agencies.

Key performance measures and performance indicators	As at 2001	2005 EQ targets	2005 school targets	Data Sources
SC2.1: Schools have strategies to increase community access to school facilities and the further enhancement of schools as hubs for community activities	Embedded	All schools	Embedded	School information

Outcome**SC3: Schools provide safe, tolerant and disciplined learning environments.**

Key performance measures and performance indicators	As at 2001	2005 EQ targets	2005 school targets	Data Sources
SC3.1: Percentage of parents/caregivers satisfied that the school is a good school	52.9%	88%	88%	Corporate Data Warehouse-School Opinion Survey

Outcome**SC4: Schools have increased enrolments.**

Key performance measures and performance indicators	As at 2001	2005 EQ targets	2005 school targets	Data Sources
KPMs: <i>Enrolment trends and student participation.</i> The number of students enrolled and the number of students who leave the system at key exit points.				
SC4.3: Percentage of students continuing schooling across key junctures – Year 7 to Year 8, Year 10 to Year 11	71.4%	91%	91%	Corporate Data Warehouse

The Workforce Plan

Workforce management processes at Bowen State High School are designed to maximise educational outcomes for every student. Teaching staff need to be supported to ensure that they are preparing, planning and delivering the best possible learning program to enrolled students. Non-teaching staff need to be supported to ensure that they are able to perform allocated duties in a dynamic and often challenging work environment. Everything the workforce does at our school has a clear link to students in our school.

Staff recruitment and selection processes will be open and accountable and follow clear public sector requirements as they relate to merit and equity. If flexible staffing arrangements are to be introduced to the school they will be determined by collaboration and consultation with relevant stakeholders. Any variation to the staffing mix will only occur following endorsement by the Local Consultative Committee (LCC), a majority of the staff, approved by the school council and the Executive Director, Schools and must be submitted to the Central Office Education Consultative Committee (EEC) for approval.

All staff will have opportunity to access and participate in appropriate professional development and learning which is aligned with both school and systemic priorities.

Workforce

Outcome

WO1: The workforce has the capability and flexibility to deliver the objectives of QSE – 2010 with teachers involved in learning and development opportunities to ensure continuous growth of skills, knowledge and professional behaviours necessary for contemporary best practice.

Key performance measures and performance indicators	As at 2001	2005 EQ targets	2005 school targets	Data Sources
KPM: <i>Workforce capability. The characteristics of the workforce match those of the desired workforce.</i>				
WO1.2: Percentage of general component of school grant budget or equivalent expanded on learning and development for school staff	-	10% of budget or equivalent	10% of grant budget	School budget data
WO1.3: Percentage of workforce engaged in learning and development opportunities	-	New target with 2003 data as baseline	100%	School Information
WO1.4: Percentage of school workforce satisfied with access to learning opportunities that relate to school and systemic initiatives	76.9%	80%	80%	Corporate Data Warehouse School Staff Survey

Outcome

WO2: Leadership drives educational reform, supports productive relationships and promotes innovation.

Key performance measures and performance indicators	As at 2001	2005 EQ targets	2005 school targets	Data Sources
WO2.1: Percentage of school workforce satisfied with their professional competencies and opportunities to engage in educational reform	-	New target with 2003 data as baseline	-	New 2003

In addition to the systemic requirements above, the following will also be a workforce focus for the period 2003-2005:

- Continue to work on and improve opportunities for staff to receive feedback on their work and to share good teaching practice and ideas
- Continue to provide professional training and support to staff in the implementation of requisite Queensland Studies Authority syllabi
- Continue to support all staff with training and development in the areas of Information Communication Technology
- Continue to support teaching staff to engage with the Productive Pedagogies, as outlined in the School Curriculum Plan
- Continue to address issues of workload on all staff and investigate ways 'to work smarter, not harder or longer'
- Continue to explore creative ways to address the broad issue of good staff morale in the school
- Provide opportunities for staff leadership by identifying and supporting leadership aspirations and staff responsibility and accountability
- Continue to explore ways of effective communication between staff, students and parents/caregivers in our school.

Resources Plan

Facilities:

Bowen State High School is a part of the Bowen Cluster Integrated Service Delivery Model (ISDM) for planned and unplanned maintenance. Other members of the ISDM are Bowen State School, Queens Beach State School and Merinda State School. The ISDM has the following priorities:

- Each school within the group takes a three-year strategic view of its planned and unplanned maintenance requirements. Q-Build has provided each school with a Maintenance Assessment Report for the period May 2002 until April 2005.
- By taking a four school campus view the ISDM allow schools to lock into a three year rolling maintenance plan, rather than a one year approach to maintenance planning
- The ISDM is also cost effective as Q-Build group jobs across the four schools to maximise pricing/bids for planned work (as opposed to each school site 'going alone')
- Where there are cost savings and/or funds unexpended the schools can nominate additional work and/or add new work to the rolling plan and/or go to the next job on the list. This ensures that all funds are expended within requisite timelines and that work in the four schools is on-going
- All schools have locked into the program for three years, commencing in July 2002 and due to conclude in July 2005.
- The program is reviewed at monthly principal cluster meetings, reporting updates are regularly provided to each parent group and there is an annual review in March each year to monitor the program, with Q-Build and the relevant Facilities Service Centre.
- Bowen STATE High school is the current group nominated coordinating school.

Airconditioning:

The Bowen State High School Parents & Citizens Association has a commitment to progressively airconditioning the school, in particular high use areas and classrooms. The sum of \$20,000 has been allocated by the P&C for the next round of The Cool Schools Program (with the 4:1 subsidy the amount of \$100,000 will be available to this project).

Security:

Currently the school enjoys a relatively vandalism free environment. After careful consideration the school has purchased the services of a private security company in Bowen to do random night foot patrols of school building each evening and random day foot patrols on weekends. At this stage we believe we are getting value for money in terms of the service provided and the relatively vandalism free school environment.

Energy Use:

Airconditioning has significantly increased our electricity costs in the school. We complete the requisite annual financial reports to Central Office and at present Education Queensland is increasing our utilities allocation in line with electrical usage on a historical basis.

Water Use:

In an effort to reduce our excess water bills we are exploring the possibility of sinking a bore on the school grounds for grounds maintenance water supply. We will be negotiating with our Facilities Service Centre in Townsville about the logistics, including costs of such a change to our water supply and the long term cost benefits to the school and Education Queensland.

Summary Local Strategic Issues and Systemic Priorities 2003-2005

***ETRF (Education & Training Reforms for the Future)

***Detailed plans for each local response will be provided in Annual Operational Plans

Systemic Priority

Local Response

Development of Middle Schooling

2003: Orientation to Middle Schooling Concept(s)
2004: Possible Model(s) for BSHS
2005: Preparations for implementation
2006: Implement

ETRF Development of Strategic Community Partnerships

2003-2005: Part of the Bowen/Collinsville Transition Community Partnership Project (transition from school to the workforce) funded by the Education & Career Education Foundation (formerly ASTF)
2003-2005: Part of the Bowen/Collinsville Enterprise Strategic

ETRF Year 10 as a solid foundation for future learning

2003: Express a firm interest in being part of the statewide trial for senior education and training plans for year 10
2004-5: Make necessary curriculum and administrative adjustments to ensure the school is ready to support the introduction of year 10 as a transition to the senior phase of learning from the commencement of the 2006 school year
2003-2005: Continue to build on our current programs of structured workplace learning, school based apprenticeships & traineeships and work experience for students enrolled in years 10,11, & 12