



Urangan State High School
Parents and Community (P&C) Association
*Working together to create supportive environments to learn, work
and promote wellbeing at Urangan SHS*

Strategic Plan - 2026

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Statement of Purpose

Urangan State High School (USHS) is an Independent Public School (IPS) located in Hervey Bay on the traditional lands of the Butchulla people.

The purpose of the USHS P&C is to:

- Work in a productive partnership with their school principal and the community to promote the interests of the school
- Facilitate school improvements to achieve the best possible outcomes for students
- Provide feedback and advice on school policies/activities
- Provide services (Canteen and Uniform Shop)
- Assist in providing resources, particularly to improve school facilities and learning environments for all students

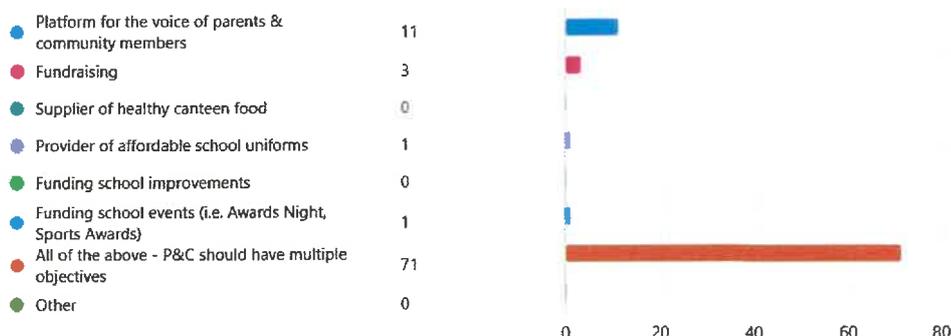
Objectives

The objective of the USHS P&C is to foster a supportive learning environment for students by:

- Providing a forum for parents and the community to engage in school improvements
- Supporting the school to provide optimal educational opportunities
- Assisting the school to provide a caring and nurturing environment
- Operating a Canteen that sells a range of healthy foods for USHS community
- Managing a Uniform Shop with sun safe and unisex clothing

2. What do you think P&C's core objective should be?

2026 P&C Survey Results:
82% of respondents believed that P&C should have multiple objectives (all options provided).



Strategic Plan – 5 Years (2023-27)

The 5 year Strategic Plan adopted in 2023 sets the below goals for P&C:

- Increase P&C membership and attendance at monthly meetings
(number of members: 2025 = 16; 2024 = 15; 2023 = 16)
- Provide a variety of fundraising and social opportunities to the school community in partnership with the Student Council (for students, staff, families and community)
- Continue to operate an affordable and profitable Canteen that follows Smart Choices guidelines
- Continue to operate an affordable and profitable Uniform Shop (sole school uniform supplier)
- Develop a formalised master plan for outdoor area surrounding Canteen in anticipation of a future SSS grant application. This will complete infrastructure improvements in the Canteen precinct.
- Develop a formalised master plan for main school entry
- Implement changes to simplify canteen menu and offer varied menu options through the introduction of food themed days
- Transition to the use of updated point of sale (POS) systems to improve efficiency processing canteen sales and general queue flow

2026 P&C Survey Results:
 Respondents ranked improving school facilities as P&C's 1st priority, followed by having input into school decisions & voicing issues/concerns to school admin.

- Improving school facilities
- Having input into school decisions
- Voicing concerns/issues to school principal
- Providing a healthy & affordable canteen menu
- Funding school/classroom resources
- Providing affordable school uniforms & selling pre-loved school uniforms
- Providing free school hats to new students
- Increasing P&C membership
- Providing yearly donation to USHS for events (Awards Night, Sports Awards), Stymie & SchoolTV
- Funding year 7 scholarships



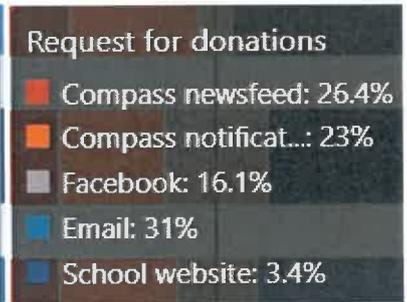
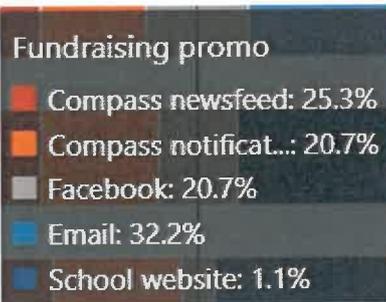
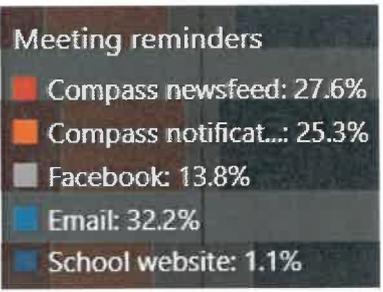
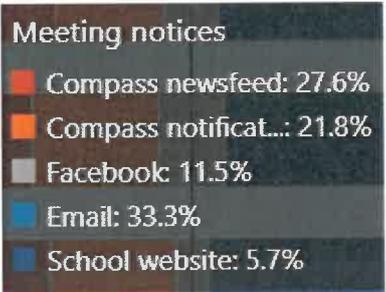
The P&C Executive will consult with the School Executive about potential projects requiring funding (i.e. equipment, resources and facility upgrades) as required. Any allocation of funds to school projects will be discussed at a general P&C meeting and documented in meeting minutes.

Annual Plan – 2026

During 2026 the P&C will endeavour to:

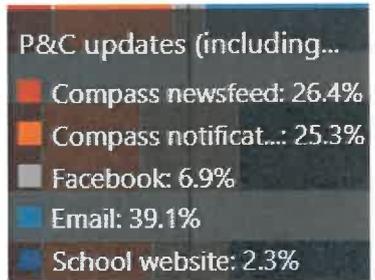
- Maintain regular communication with the school community (via preferred channels), including continuation of meeting summaries for USHS staff, parents and carers
- Continue inclusion of guest speaker presentation (10 minutes) at the start of general meetings when appropriate
- Continue partnership with Student Council, particularly for fundraising ventures
- Encourage attendance at monthly general P&C meetings
- Increase P&C membership, particularly the number of parent members
- Promote volunteer opportunities within the school, especially Canteen
- Continue construction of stage 4 Canteen Infrastructure outdoor master plan

2026 P&C Survey Results:
 Email was respondents most preferred method of communication.
 Maintaining regular communication was the most favoured way to strengthen partnerships with parents/carers.



How can P&C strengthen connections between families & the USHS community?

93%
 Maintain regular communication i.e. monthly meeting updates



P&C Financials

- The P&C determines its level of involvement and financial commitment to the school based on its projected budget and in conjunction with the P&C annual plan.
- The P&C support the school applying for grants under the P&C name and engaging the services of a professional grant writer.
Note: All grant writer fees are to be paid by the school
- P&C will make an annual school donation (\$20,000 – 2026, 2025 & 2024; \$15,000 - 2023 & 2022) to contribute towards the costs such as:
 - Subscriptions – STYMIE (supporting student emotional wellbeing and making USHS a safer place to learn); SchoolTV (provides range of resources for parents to support student wellbeing)
 - Year 7 scholarships
 - Events i.e. Celebration of Excellence and Sports Awards Dinner
 - Breakfast club.School to provide a donation expenditure summary for audit purposes
- P&C will continue to provide a free USHS bucket hat to all new students/staff.
- The P&C aims to provide financial assistance to improve student facilities and learning environments with a focus on helping all students, not individual students.

Budget Overview

5 Years (2023 – 2027)

P&C will allocate funds towards progressing infrastructure improvements in the outdoor Canteen surrounds, which will be the final phase of this long-term project. This will continue to be a priority focus until full implementation of formal master plan. P&C will also commit funds (dependent on grant availability) to improving the main school entry as a second priority area in an effort to maintain a consistent design flow between these two highly used and visible school areas.

P&C will continue to operate the Canteen and Uniform Shop for the school community.

Reflection on Previous Year

During 2025 the P&C:

- Continued support of USHS Sun Safe Policy by providing free school hats to new students (\$4100.58)
- Donated a total of \$31 605 to USHS (includes \$20,000 annual donation) which was expended on:
 - Stymie \$2500; SchoolTV \$2198
 - Celebration of Excellence \$3405; Sports Awards Dinner \$4225
 - 2026 Year 7 scholarships \$3525 (Total = 15; academic x 5 ;music x 3; cultural x 3; community x 4)
 - Breakfast Club \$922
 - Instrumental Music Gala Evening \$354
 - Multi-Purpose Court (MPC) grooming and resurface \$5600
 - Line marking (inc zebra crossing, walking path) \$2500
 - Staff Room 5 Shade Sail \$4922
 - Front of school signage \$1454
- Funded school Staff Appreciation Day hampers (\$599.98, plus 202 free hot drink vouchers for all staff [88 vouchers redeemed])
- Expended all SSS stage 3 Canteen renovation project funds (air conditioning replacements in Uniform Shop and Canteen kitchen).
- Funded construction of covered walkway between Canteen entry and Science block (\$86,441.20)
- Fundraised \$2090 from raffles (Easter= \$900; End-of-year= \$1190)
- Provided Canteen and Uniform Shop services for the school community
- Increased number of items on Canteen Qkr! pre-order menu

- Updated format of Uniform Shop flyer/order form and Canteen menu
- Was represented at Awards Night and Scholarship presentations by President

Source: Audited
Financial Statements

	2023	2024	2025
Canteen Sales	\$488,605.79	\$446,289.22	\$483,150.22
Uniform Shop Sales	\$142,729.59	\$139,653.69	\$145,089.53
Gross Trading Profit	\$276,578.09	\$267,670.84	\$287,329.62
Total Income	\$286,660.26	\$275,764.30	\$295,722.56
Total Expenses	\$241,731.88	\$274,739.88*	\$372,688.56*
Net Profit/Loss	\$44,928.38	\$1,024.42	(\$76,946)

* Included in expenses: depreciation (2025 \$18,502) & leave accruals (2025 \$3,791.88)
 ↑ 2025 Donation Expenses (\$119,102.20; 2024 = \$20,080.97)

Recommendations from 2025 Audit Report

- nil

Forecast for 2026 (see Budget page 9)

- Continue provision of USHS hat to all new students
- Allocate \$20,000 for school donation to contribute towards cost of school events and subscriptions that support student wellbeing
- Continue construction of stage 4 Canteen Infrastructure master plan to maintain commitment to this long-term project
- Fund Staff Appreciation Day hampers (all school staff)
- Hold fundraising raffles
- Support events to bring the USHS community together (in partnership with Student Council)
- Continue to operate the Canteen and Uniform Shop facilities
- Consider submissions for funding, determine action at monthly P&C meetings and minute all associated decisions
- When opportunities arise for grant applications, these will be addressed and where appropriate, discussed at a P&C meeting and actioned accordingly

Fundraising

During 2026, the P&C will aim to conduct a fundraiser each semester. P&C will also work to support Student Council fundraising events where possible.

The proposed fundraising events for 2025 include:

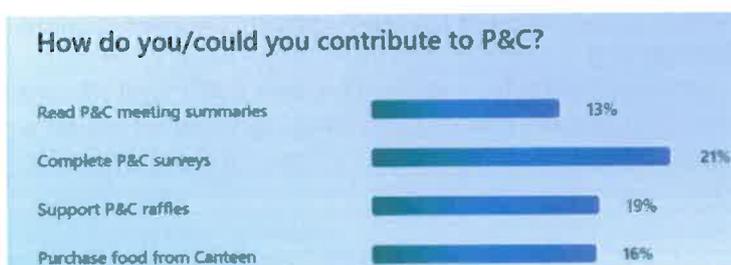
Semester 1 Easter Raffle

Semester 2 End of Year Raffle

The P&C will continue to work in partnership with Student Council on their fundraising ventures and goals, providing ongoing support as required.

P&C will also strengthen ties with the Hervey Bay business community, offering businesses the opportunity to donate prizes for fundraising ventures in return for promotion of their business.

2026 P&C Survey Results:
Supporting raffles was a key way respondents felt they could contribute to P&C



P&C Roles and Responsibilities

The following Executive roles are elected at the USHS P&C AGM in March each year:

- President
- Vice President
- Treasurer
- Secretary

The role of the P&C Executive Committee is to:

- Serve in an honorary role without payment
- Provide good governance and management of the P&C
- Work closely with the Principal, students and staff to promote the interests of the school
- Promote parental/carer and community engagement
- Ensure adequate transparency and interaction between the P&C and the wider school community through regular and transparent communication
- Ensure succession planning and ongoing support is sufficient for incoming Executive to receive a transfer of operational capability and knowledge, respective to their roles
- Ensure President/or representative attends School Council Meeting

The USHS P&C will have operational groups including:

- Sub-Committee: Canteen/Uniform shop (operations)
- Working party: Canteen Outdoor Infrastructure Project (progression)
- Working party: Fundraising (as required for events)
- Representation on Year 7 scholarship panel

As required, P&C will conduct school community surveys to inform strategic decisions and direction. Survey findings are to be presented at a P&C general meeting and communicated to the school community via preferred channels (as indicated by survey results).

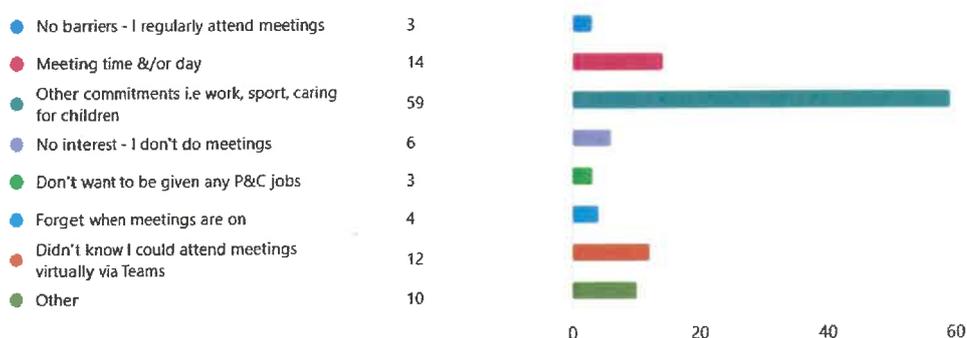
P&C Meetings

P&C Meetings are held in the USHS Boardroom (Administration Building) on the second Tuesday of each month at 5:30pm. They provide a regular and formal opportunity for school and wider community members to meet with the elected P&C Executive, school principal, staff, student council and representatives of the community.

In general, P&C meetings:

- Commence at 5:30pm and aim to finish by 7pm
- Can be attended virtually via Microsoft Teams
- Aim to be informative and friendly (include a guest speaker when possible)
- Are minuted and minutes are approved at the following meeting (flying minutes used as required). Members will receive a copy of minutes via email prior to each meeting.
- Are attended by the school Principal (or a representative) and a short school report is presented

What are the main barriers stopping you from attending P&C meetings?



2026 P&C Survey Results:
The main barrier preventing respondents from attending P&C meetings was 'Other Commitments' (53%)

In addition:

- Special meetings of the P&C are held as required and advertised via Compass newsfeed and Facebook (as required).
- As necessary, the P&C Executive will meet or communicate via email to follow through with items required. These items will be tabled at the next general meeting.
- A request for agenda items and a finalised agenda will be circulated via email to all members prior to each meeting.
- Budgets, events, dates and reports will be delivered at P&C Meetings by the Executive Committee members or the delegated member (record key projects/ decisions on the minutes).

We encourage all parents/carers, staff and interested community members to attend the P&C meetings in person or via Microsoft Teams. However, if people are unable to attend meetings they are encouraged to contact USHS P&C Executive via email with ideas, suggestions or concerns.

Volunteers and New Members

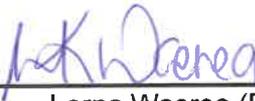
The P&C Committee aims to:

- Make sure new volunteers and P&C members feel welcome
- Operate under the P&Cs QLD Code of Conduct
- Identify and advertise opportunities within the school for parents to volunteer
- Give volunteers any information they might need as a new member
- Operate an efficient, timely and friendly meeting to encourage people to attend, join and contribute
- Celebrate the P&C and USHS achievements
- Provide a variety of channels to disseminate information to members
- Share the workload by utilising working groups to progress projects to action/completion
- Encourage new ideas and provide opportunities for USHS community to share their ideas
- Support each other

Certification

This USHS P&C Association Strategic Plan was developed in consultation with the school community (through the responses received from a school community survey and presentation of findings at a general P&C Meeting). As a P&C we will continue to monitor, review and implement agendas that will lead to better learning outcomes for USHS students.

Endorsed by 2025 USHS P&C Executive Committee:



Lorna Waerea (President)

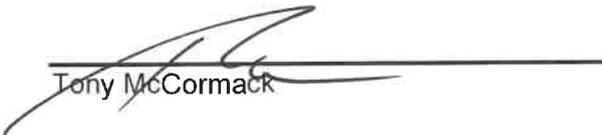


Amanda Bird (Treasurer)



Emily Grimsley (Minute Secretary)

Endorsed by USHS Principal:



Tony McCormack

Date: 10/3/26

Urangan State High School P&C Budget 2026	
INCOME	Jan-Dec 2026
Uniform Shop	\$39,500.00
Canteen	\$56,900.00
Bank Interest	\$6,000.00
Fundraising	\$2,000.00
TOTAL INCOME	\$104,400.00
EXPENDITURE	
Operating Expenses	
Bookkeeping Fees	\$12,540.00
Xero Subscription	\$1,170.00
Audit & Asset Register Fees	\$2,900.00
P&Cs Qld Membership/Insurance/HR Service	\$4,994.00
Bank Merchant Fees	\$6,500.00
Bank Fees	\$110.00
Workcover	\$1,900.00
Admin Expenses	\$200.00
Subscriptions	\$400.00
Stationary & Printing	\$720.00
Repairs & Maintenance	\$6,000.00
Projects & Programs	
Sun Safe School Hat Program	\$4,200.00
Staff Appreciation Hampers	\$600.00
QLS Custom Bag Racks	\$5,822.00
Canteen Infrastructure Outdoor Project (negotiated & minuted) *	\$50,000.00
School Donation	\$20,000.00
TOTAL EXPENDITURE	\$105,516.00
Uniform Shop	
Total Trading Income	\$145,000.00
Less Cost of Sales	\$90,000.00
Less Super	\$1,500.00
Less Wages	\$14,000.00
GROSS PROFIT	\$39,500.00
Canteen	
Total Trading Income	\$483,200.00
Less Cost of Sales	\$244,000.00
Less Superannuation	\$19,300.00
Less Wages	\$163,000.00
GROSS PROFIT	\$56,900.00

* Allocated project funds to either pay for further staged works OR be a grant contribution to complete infrastructure project

Calendar of Events

2026

January	February	March	April	May	June
Uniform Shop opens last two weeks of school holidays Audit commences		P&C AGM * Fundraiser: Easter raffle			

July	August	September	October	November	December
		School Leaders Induction	School Award Nights (Academic; Sports Dinner) Approval: P&C documents for enrolment packs & back to school promotion Staff Appreciation Day	Fundraiser: Multi-draw Raffle	Last 2026 P&C meeting (celebration) 🎉

* P&C AGM Checklist

Documents Required for AGM

- ✓ Minutes from previous AGM
- ✓ Audited financial statements/Auditor's Report
- ✓ Compliance Report
- ✓ Proposed budget/Strategic Plan
- ✓ President's report
- ✓ USHS P&C membership forms
- ✓ Executive Officer nomination forms
- ✓ DoE P&C Exec Member Details form
- ✓ Bank account signatory forms
- ✓ P&C Constitution
- ✓ DoE Parent & Community Code of Conduct
- ✓ Student Protection Risk Management Strategy & completed Annual Checklist
- ✓ Uniform supplier contract
- ✓ Meeting schedule for the year

Meeting Motions

- ✓ Endorsement of Auditor's Report
- ✓ Appointment of Auditor
- ✓ Adoption of Strategic Plan & Budget
- ✓ Bank signatories; owners of EFTPOS machines (President/Treasurer); ATO authorised contact
- ✓ Endorsement of Student Protection Risk Management Strategy
- ✓ Endorsement of DoE Parent & Community Code of Conduct
- ✓ Specified annual school donation amount; number of year 7 scholarships
- ✓ Proposed fundraising; alcohol use
- ✓ New member applications accepted



Parent and Community Code of Conduct

Supporting learning, wellbeing and safety in every Queensland state school

We welcome parents¹ and other members of our diverse community into schools across Queensland.

Working together with their school community², school staff support the learning and wellbeing of every student, and are entitled to a safe work environment.

Parents and other visitors to schools support safety by ensuring their communications and conduct at the school and school activities is respectful.

Elements of engagement	It is expected that parents and visitors to our school communities will:	Parents and visitors to our school communities demonstrate this by:
Communication 	<ul style="list-style-type: none"> • be polite to others • act as positive role models • recognise and respect personal differences • use the school's communication process to address concerns 	<ul style="list-style-type: none"> • using polite spoken and written language • speaking and behaving respectfully at all times • being compassionate when interacting with others • informing staff if the behaviour of others is negatively impacting them or their family • respecting staff time by accepting they will respond to appropriate communication when they are able • requesting a meeting to discuss any concerns about their child's education — allowing staff time to prepare and appreciating their time may be limited
Collaboration 	<ul style="list-style-type: none"> • (parents) ensure their child attends school ready to learn • support the Student Code of Conduct 	<ul style="list-style-type: none"> • taking responsibility for their child arriving and departing school safely on time every day • reading and encouraging their child to understand and follow the Student Code of Conduct
School Culture 	<ul style="list-style-type: none"> • recognise every student is important to us • contribute to a positive school culture • work together with staff to resolve issues or concerns • respect people's privacy. 	<ul style="list-style-type: none"> • valuing each child's education • acknowledging staff are responsible for supporting the whole school community • speaking positively about the school and its staff • not making negative comments or gossiping about other school community members, including students — in person, in writing or on social media • understanding, at times, compromises may be necessary • considering the privacy of all school community members at all times, and understanding that the school cannot share confidential information.

