

2024 TO 2026

STRATEGIC PLAN

EXTERNAL



1 OUR FOCUS

1.1 Collective Ambition

Acknowledged nationally as the experts in growing culturally-connected Torres Strait Islander leaders of the future.

1.2 Purpose Statement

Through a culturally unique, and 'on-country' boarding experience, we grow Torres Strait Islander children in Years 7-12 to be proud and confident.

1.3 Our Values



1.4 Strategic Priorities

- Prime-moving strategies
 - Positive Boarding Experience
 - Inspiring Staff
- Supporting strategies
 - Supportive Community
 - Responsible Governance
- Enabling strategies
 - Financial Stability
 - Improved Infrastructure

2 OUR DIRECTION

Strategic priority	Critical outcomes	Projects
<p>A</p> <p>POSITIVE BOARDING EXPERIENCE</p> <p>Ensuring our boarders are happy, healthy and safe, engaged with their culture and making the most of their educational opportunities</p>	<ul style="list-style-type: none"> • A cultural program including Dance/Song/ Art/Food etc. fully embedded in the boarding experience • Potential entrepreneurial skills provided for boarders to better utilise their cultural talents • A structured and formalised wellbeing/ pastoral program – emotional/physical/social/ spiritual – with increased focus on individual needs • An aspirational pathway that gives our boarders opportunities to choose the post-school options best suited to them 	<p>A1 CULTURAL PROGRAM (C) Design and implement a structured and appropriately staffed program for all boarders that goes beyond dance, music, art food and integrates various islands' cultures to help grow culturally connected leaders</p> <hr/> <p>A2 ENTREPRENEURSHIP (S) Further develop and commercialise aspects of the cultural program, identifying the necessary internal skills and external resources needed, and promote those initiatives nationally and internationally</p> <hr/> <p>A3 WELL BEING PROGRAM (C) Expand our knowledge of the core elements of wellbeing (physical, social, emotional and spiritual) and, under the direction of the Director of Boarding, develop a comprehensive program for Years 7 to 12 students that enhances their physical, emotional, social and spiritual development</p> <hr/> <p>A4 EDUCATIONAL OPTIONS (S) Review our current approach and, in collaboration with agencies such as TSIREC and through other contacts and research, investigate options to enhance the educational program, particularly our workforce/ career transition programs. This includes researching viable options for an independent school and increasing resources and staffing dedicated to the career transition program for outer island families to better understand and cater to their needs.</p>

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<p>B</p> <p>INSPIRING STAFF</p> <p>Recruiting, training retaining and rewarding motivated staff who work effectively, compassionately and cooperatively within an well-defined organisational structure</p>	<ul style="list-style-type: none"> • Optimal and financially feasible staff structure • Staff who are committed, professionally invested in Kaziw Meta and culturally aware/connected • All staff have an understanding of relationships, trauma and child development stages • Improved staff morale, incentivisation, career development and recognition • Expanded partnerships with other agencies to access additional resources for our children 	<p>B1 SHORT TERM OPTIMAL STAFFING (C) Agree on a short term staffing model, with newly defined responsibilities, to improve efficiency and accountability (e.g. integration of travel and office administration roles and further definition of the Senior House Parent role), and implement changes with a review of outcomes within 6 months of implementation</p> <hr/> <p>B2 LONG TERM, IDEAL STAFF (S) Referring to the current staffing document, and applying the lessons from the short term staffing model, adopt a longer term approach with a clear focus on introducing roles and a structure that add greater value</p> <hr/> <p>B3 CAPACITY BUILDING (C) Through training, mentoring , exchanges, and by drawing on available grants and partnerships, create defined career pathways for staff at the same time building their leadership capacity and professionalism</p> <hr/> <p>B4 STAFF MORALE (S) Incorporating staff suggestions, explore and implement a range of initiatives to further develop cohesion and a positive cultural climate among all staff</p> <hr/> <p>B5 EXTERNAL ADDITIONAL RESOURCES (S) Having identified further resources needed to enhance our programs, convene a series of ‘roundtables with key stakeholders and opinion leaders (eg Qld Health, Local Sports and Recreation organisations, Arts & Culture organisations, TSIRA etc) to generate awareness of Kaziw Meta’s achievements, interest in our purpose and additional resources</p>

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<p>C</p> <p>SUPPORTIVE COMMUNITY</p> <p>Improving and leveraging off stakeholder engagement to further the interests of Kaziw Meta and the wellbeing of our boarders</p>	<ul style="list-style-type: none"> • Families are in a better position to know what’s going on at Kaziw Meta • A strong brand is built through word-of-mouth endorsement and positive perceptions • Stronger relationships and trust built as a result of further refinements to the Transition Program • Targeted marketing program that clearly differentiates Kaziw Meta from the other boarding options available to Torres Strait parents • Strong sense of community stemming from better provision of information / social media/feedback/service activities 	<p>C1 TARGETED MARKETING CAMPAIGN (S) Using the Marketing Plan format provided by Insight Plus, develop a structured and targeted marketing plan that leverages off social media to increase the profile of and interest in Kaziw Meta</p> <hr/> <p>C2 INTERNAL COMMUNICATIONS (C) Review current practices and improve all internal communications ensuring more frequent and timely dissemination of information that is culturally relevant but conforms to agreed protocols and guidelines</p> <hr/> <p>C3 RELATIONSHIP BUILDING (C) Increase the level of engagement with TSIREC representatives, Councillors, elders, and SWOs on each island, etc through a regular supply of information, community meetings and other useful means</p> <hr/> <p>C4 COMMUNITY ENGAGEMENT PROGRAM (S) This program aims to enhance the transition visit initiative (in conjunction with Tagai) to better engage families and future students. It includes investigating and organising orientation camps, hosting events to attract families to see Kaziw Meta, and developing alumni programs.</p>

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<p>D</p> <p>RESPONSIBLE GOVERNANCE</p> <p>Developing an optimal governance model and structure to ensure appropriate oversight of strategy and operations</p>	<ul style="list-style-type: none"> • A more effective, fit-for-purpose legal entity providing more effective oversight of the organisation • A 'majority indigenous-owned' and managed legal entity in a role of leadership, influence and stewardship • Revised more workable constitution • Processes and systems in place to ensure full compliance and zero risk • More skilled people engaged in governance roles • Succession planning process (with format agreed and formulated) 	<p>D1 COMPLIANCE (C) Prioritise the risks facing Kaziw Meta, design and implement a Risk Register, develop a policy writing program, prepare induction manuals and review policies frequently to ensure adherence by staff and to achieve zero risk</p> <hr/> <p>D2 COMPANY LIMITED BY GUARANTEE (C) Based on the best legal advice received to date, regarding possible legal entities, review the options drawing on stakeholder input and modify the constitution accordingly</p> <hr/> <p>D3 BOARD COMPOSITION (C) In light of the advice regarding the most effective legal entity, agree on the most useful composition of skills and personalities for the proposed governance structure, identify potential candidates and where possible recruit them to oversee the governance of Kaziw Meta</p> <hr/> <p>D4 SUCCESSION PLAN (C) The project will focus on proactively identifying potential replacements for current management committee/board members and preparing these candidates for future leadership roles. This process will involve utilising the family and friends subcommittee and other relevant channels, ensuring alignment with the constitution, board matrix, and required skill sets.</p>

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<p>E</p> <p>FINANCIAL STABILITY</p> <p>Underpinning the long term future of Kaziw Meta through prudent financial management, fiscal integrity, modelling and innovative sources of revenue</p>	<ul style="list-style-type: none"> • A sustainable funding model created • More diverse streams of income • Greater share of income derived from grants 	<p>E1 FINANCIAL ANALYSIS/FORECAST (S) Prepare a financial forecast, (based on the assumptions and initiatives in this strategic plan), and incorporate a cost analysis and rigorous financial metrics to better monitor our performance</p> <hr/> <p>E2 NETWORKING/STREAMS OF INCOME (C) Develop a list of 'best bet' targets – philanthropic and civic organisations, churches, schools and wealthy or notable individuals – that adhere to our ethical guidelines and conduct a mainland 'blitz' to generate additional funding</p> <hr/> <p>E3 GRANT STRATEGY (C) Develop protocols about which organisations the Board will not accept grants from, set in place a system for monitoring potential grants, develop a consistent 'pitch' (based on the core elements of the Marketing Plan) and systematically identify and prepare grant applications</p>

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<p>F</p> <p>IMPROVED INFRASTRUCTURE</p> <p>Building facilities and amenities that effectively meet the needs and expectations of our boarders, staff, parents and care givers</p>	<ul style="list-style-type: none"> • Facilities that are competitive and comparable with those of boarding schools on the mainland (without sacrificing the family feel of Kaziw Meta) • A well-defined asset management and maintenance program • An appealing streetscape and physical environment that creates a positive first impression and is conducive to learning and wellbeing 	<p>F1 PROGRESS ON THE MASTER PLAN (C) Further advance the Master Plan (especially as a 50 year -anniversary project) and build anticipation and support for the Master Plan initiatives through publicity, signage and preliminary events</p> <hr/> <p>F2 EDQ/DEPT OF HOUSING PROJECT (S) Revisit with Education Queensland (and other involved parties) the current status of the project and, if appropriate, recommence negotiations</p> <hr/> <p>F3 ASSET MANAGEMENT AND MAINTENANCE PROGRAM (C) Revisit the previous maintenance plan, make adjustments to timeframes and anticipated outcomes, and give consideration to contingencies for ongoing operations when projects are being undertaken.</p>

3 OUR ANTICIPATED RESULTS

3.1 Measures

- Happy Boarders – Annual Survey (90%)
- Happy Staff - Annual Survey (90%)
- Retention of Boarders (80%)
- Increase in academic results (80% of all students)
- Year 12 Pass Rate (90%)
- Students assisted with work or university after school (90%)
- Staff engaged in Professional Learning (90%)
- Revenue KPIs (exceeding budget)
 - Increase in Student Fees
 - Partnerships
 - Grants
 - Donations
 - On budget
 - Profit is made
 - Eliminate bad debts
- Parent and Family Satisfaction Survey – Focusing on projects highlighted in (3.2) Markers (75%+ satisfaction)
- Track open rates and visits through media outlets (Facebook, Website & Newsletter). Positive increase in reactions.

3.2 Markers

- Funding for Master Plan (three years)
- Boarding house undergo major refurbishment
- Funding for soft furnish upgrade
- Funding for wrap-around support
- Funding for CAPex to be included in budget
- Wellbeing Program Implemented and Staffed
- Cultural Program Implemented and Staffed
- Leadership Program Implemented and Staffed
- Annual Dance Team Tours Planned
- Governance Structure Achieved
- Membership Structure Achieved
- Strategic Projects Progressing
- Vision and plan for independent school achieved
- Video showcasing Kaziw Meta and Torres Strait Youth
- Recognition of Excellence in Torres Strait Culture
- Certification of the Boarding School – first indigenous boarding school in Australia
- Transition Program Implemented



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