



AUSTRALIAN
BOARDING
SCHOOLS
ASSOCIATION

CREATING THE FUTURE FOR BOARDING SCHOOLS

STRATEGIC PLAN 2022-2025



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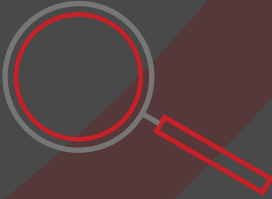
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FOCUS



Mission

The mission of the Association has been encapsulated in the following statement:

The Australian Boarding Schools Association (ABSA) exists to promote the interests of boarding schools by enhancing the well-being of boarders, facilitating the professional development of staff and advancing excellent practice among schools.

Collective Ambition

Our collective ambition for the next three years is as follows:

To provide strategic leadership for the boarding profession to ensure excellent practice through deeper engagement of members with the Association.

VALUES



ABSA's Values

RESPECT	<i>We are respectful in our dealings with all people and caring of the diverse range of culture and belief systems connected with boarding through ABSA.</i>
RESPONSIVE	<i>We are responsive to the needs of those involved in boarding and are determined to get things done for the benefit of all involved with ABSA.</i>
RELIABLE	<i>We are there for all of our members and ensure that we are connected to support our members when they need professional advice and guidance.</i>
RIGOROUS	<i>We are determined to pursue excellence within our sector at all levels of boarding.</i>
RELATIONSHIPS	<i>We are people focused and work together to advance boarding standards for all students and staff involved in our industry through ABSA</i>

Questions to Address/Resolve

1. What might our Board look like in 3-5 Years?
2. How do we, as an organization, focus more on strategy?
3. How can we increase engagement from all members?
4. How do we ensure we are financially successful?
5. How do we maintain strong relationships with key stakeholders?
6. How do we strengthen perceptions and awareness of best practice boarding?
7. How do we influence boarding staff leadership so that the focus is on strategy and leadership?
8. How do we grow the ABSA Training Academy?
9. How do we develop career pathways for boarding staff?
10. How do we create and grow a product extension line?



OUR CORE STRATEGIC CHALLENGES



Strengths

- Ensuring a highly effective Board
- Increasing all members' engagement
- Financial success

- Truly represents members' needs and training
- Leading association in the field of boarding
- Strong key relationships
- Has access to influence political policy / voice in government Sector
- Has met the strategic aims and goals for the plan
- Developed strong financial base
- Diverse range of opportunities provided and needs met
- Has the support of Heads
- Excellent boarding journal
- Strong media connections



Weaknesses

- Deeper engagement and leadership from Board members is needed
- Improvement needed across governance processes - Board composition / number of Principals on the Board
- Lack of resources to access government funding
- Insufficient engagement from all members
- Optimal staff level not yet achieved
- Need to diversify income streams
- Lack of short online courses



Opportunities

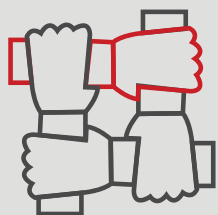
- Stronger career presence for boarding staff
 - ABP, Mentoring, Job Coaching
- Demand for minimum standards for school boarding premises
- Government funding
- Further develop ABSA Training Academy, e.g. Platform - more training
- Product extension, - Abstudy App, HR, Life skills programs, wellbeing
- Research opportunities - desire for more information gathered through research
- Government relationships at all levels
- Responding to changes in legislation and standards
- Development of certification process
- International schools that are seeking support, advice and could provide opportunities for ABSA members



Threats

- Heads of Boarding lacking the time and focus for strategy
- Some negative perceptions of boarding
- Partnerships / sponsors - loss of income, if unhappy
- Boarding staff turnover - loss of relationships
- Increasing government compliance requirements
- Possible membership decline
- Declining rural population
- Mental health and wellbeing of boarders and staff
- Continuing impact of the global pandemic

OBJECTIVES



Engagement

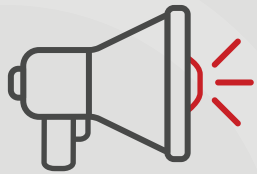
- All members of the Australian Boarding Schools Association are aware of and have easy access to resources to improve their boarding operations (C)
- Strong relationships exist with all levels of boarding staff (H)



Learning

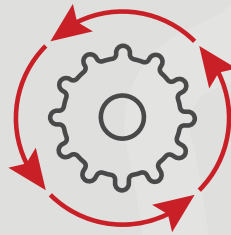
- Every new boarding staff member has essential induction training (C)
- Of all training options available for boarding staff, ABSA Training Academy is considered the premier provider (C)
- High level, mid-level, low-level quality training available depending on needs (H)
- Online training options and platforms designed and available for international schools (H)

Key (C) = Critical (S) = Significant (H) = Helpful



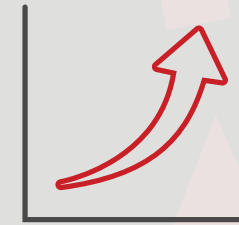
Influence

- The 'go to' voice at all levels of government (C)
- Optimal Board structure and composition (C)
- Assistance to boarding schools with marketing strategies (S)
- The 'go to' voice for all media outlets on boarding issues (S)
- Influence and cooperation with other like-minded school associations (H)



Practice

- Boarding schools familiar with and understand the meaning of excellent practice in boarding (C)
- Every boarding school accredited under National Standards (S)
- Boarding research grows and is seen as useful (S)
- Thought provoking discussion papers provide growth in industry knowledge (H)
- Boarding schools recognise the Accredited Boarding Practitioner scheme in selecting boarding staff (H)



Growth

- Strong financial foundation and stability for the long term (C)
- New revenue streams are built (S)
- Further resourcing of staff to achieve our strategic outcomes (S)
- Best practice demonstrated in partnership opportunities (S)
- Government grants provide expanded revenue (S)
- Established an asset base – office purchased (H)

Key (C) = Critical (S) = Significant (H) = Helpful



Key Performance Indicators (Stretch Targets)

By EOFY 2023/24 the following stretch targets will have been achieved:

- Four to six months of operating finances in the bank account
- Started on the asset acquisition journey
- Membership stands at over 95% of boarding schools in Australia
- 40 to 50 % increase in international boarding school members
- Over 50% of boarding school staff among ABSA's members actively participating in ABSA training programs
- Maintain the revenue generated from the partnership program and look for opportunities to gain a 10% increase
- Optimal staffing plan achieved

