

# Strategic Plan 2022-2023

Reviewed Date: 13 Feb 2019

## Goal 1

To assist and support the settlement and social participation of and to provide cultural and linguistic appropriate services to meet the needs of migrants of Chinese descent.

### Objectives for Goal 1

- 1.1 To assist and support the settlement needs of migrants of Chinese descent.
- 1.2 To assist and support the social participation of migrants of Chinese descent.
- 1.3 To provide culturally and linguistically appropriate services to meet the needs of migrants of Chinese descent.

No	Method	Outcome sought
1.1.1	To provide settlement information and referrals to assist Chinese migrants to settle in Australia.	Settlement needs of migrants of Chinese descent being met.
1.1.2	To provide referrals to other settlement service providers.	Settlement needs of migrants of Chinese descent being met.
1.1.3	To seek funding regarding settlement support.	Settlement needs of migrants of Chinese descent being met.
1.1.4	To provide Guide for Chinese Migrants Living in Australia to New migrants.	Settlement needs of migrants of Chinese descent being met.

1.2.1	To provide social activities for Chinese migrants.	Migrants of Chinese descent participating in social activities.
1.2.2	To provide lifestyle and well-being classes for Chinese migrants.	Chinese migrants participate in lifestyle and well being classes.
1.2.3	To seek funding to conduct cultural and linguistic information sessions for Chinese migrants.	Culturally and linguistically appropriate information sessions being provided.
1.2.4	To recruit and train volunteers to support and run social activities.	Migrants of Chinese descent participating in social activities.

1.3.1	To provide Home Support Program	Culturally and linguistically appropriate services being provided.
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1.3.2	To provide Community visitors Scheme	Culturally and linguistically appropriate information sessions being provided.
1.3.3	To provide In home Services	Culturally and linguistically appropriate information sessions being provided.

## Goal 2

To act as advocate on behalf of the members of the Chinese community in South Australia so that their social welfare needs are met.

### Objective for Goal 2

2.1 To advocate on the social welfare needs of the Chinese community in SA

No	Method	Outcome sought
2.1.1	To canvass the social welfare needs of the Chinese community in SA e.g. survey of the Chinese community needs & accessibility in media	Access to and the availability of social welfare services being provided to the Chinese community.
2.1.2	To assist and support the Chinese community to access social welfare benefits e.g. CWS is represented in peak community & social welfare bodies in SA	The Chinese community accessing social welfare benefits.
2.1.3	To gain extra aged care packages for the Chinese aged community	The Chinese Aged community accessing social welfare benefits.

## Goal 3

To increase public awareness of the cultural heritage of the Chinese community in South Australia.

### Objectives for Goal 3

3.1 To promote Chinese cultural heritage within the wider Australian community.

3.2 To develop cultural workshop package for mainstream society

3.3 To promote Chinese culture via website & radio program & print media; weibo, Facebook etc

No	Method	Outcome sought
3.1.1	To provide cultural information workshops on Chinese heritage in the wider Australian community & events	Chinese cultural information workshops being delivered.
3.1.2	To maintain community based cultural performance group.	<i>CWS will continue to deliver community based cultural performances</i>

3.1.3	To seek funding to develop Chinese cultural workshop / cultural forum / services.	Chinese cultural workshops, forums and services being developed.
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#### **Goal 4**

To contribute to the development of public and government policy which affects the interests of Chinese community in South Australia.

#### **Objectives for Goal 4**

4.1 To foster the participation of the Chinese community in public and government policies and practices.

4.2 To provide and encourage leadership training / mentorship and promote recognition of individuals who have outstanding contribution

No	Method	Outcome sought
4.1.1	To attend and participate in Government / Department meeting / Forum / Consultation etc.	Participation of the Chinese community in public and government policy and practices processes.
4.1.2	To attend and participate Government / Department meeting / Forum / Consultation etc.	The voices of the Chinese community being heard by government.

## **Appendix**

### **Definitions:**

1. Chinese: A person of Chinese ancestry and / or who identifies as being of Chinese descent
2. Chinese migrants: At least one parent born overseas of Chinese descent.
3. Membership of Chinese Community: refer to 1.
4. Advocate: Speak on behalf of.
5. Social welfare needs: Basic human needs such as daily food, shelter and well-being; daily livelihood.
6. Cultural heritage: Chinese languages; Chinese festivals, Chinese cultural dances, songs, martial arts, crafts and foods.

# Strategic Planning Session

Speaker: Catherine Logue, Principal of Training for Learning Co.

Date : **11 Nov 2020**

Time : 4pm – 6pm

Venue : CWS

**Introduction** (see the attachment A)

- The Strategic Planning Model
  1. Where are you now
  2. Where you want to be
  3. How to get there
- Vision Statement

- Mission Statement
- SWOT analysis
- Long Term Goals
- Yearly Objectives
- Action Plan

## SWOT

S – Strengths

- Welcome / Multicultural
- Consistence services
- Community support
- Length of time
- Network
- NFP- positive
- Good Staff
- Good Location
- Knowledge / Trust
- Cultural experience
- Language advantages
- Connections

- Networks
- Commitment
- Dedications
- Reputations
- Good history
- People support
- Technology
- Confidence
- Hardworking staff & volunteers
- Devoted long term members
- Stable work force
- Continuity

## W- weaknesses

- Succession Planning
- Role possessive
- Ageing manpower
- Limited funding
- NFP- drawback
- Not enough staff

- Aging community members
- Lack of youth members
- Language barrier
- Growth in programs
- Staffing , IT system

## O – opportunities

- Growth – Staff, programs, expansion, location
- Leaders in Chines – Aged care Services, School, activities
- Support / grants
- Growth of aged population
- Gold standard for Multicultural aged care

## T – Threats

- Unprecedented virus
- Mainstream organisations
- Government funding availability
- Low membership
- Low participation
- Qualifications
- Skill

- IT support
- Human Resources – Staffing , resignation, illness
- Racism / political
- Competitors
- Law changes
- Misinformation

## Long Term GOALS

- New premises – own
- Own community centre in city
- Home Care Packaged 100% increasing
- School premises
- Age care facility
- Independent Living Centre (Retirement Village)
- Gold standard – qualifications of age care support staff
- Maintain & preserve Chinese culture & language
- Youth recruitment

## Objectives – 12-18 months

Items	In charge person
Youth recruitment	K See, Susan
30 years celebration	Cathy
Uniforms – staff	Mei, Arris, Patricia
Services Excellence	Cathy, kam, Patricia
Centre – Activities	Kam
School venue	Vivien
New Website	Cheryl , Eugene

Items	In charge person
Succession Planning – Leadership Team	Kam, Patricia, Cathy, Vivien, Susan, K See
Long distance trip	Roger, Kam
Network – interstate	Kam, Vivien, Cathy
Premises Committee	Kam, Cathy, Roger, Vivien, Susan , K See

### Action Plan

#### Succession Planning

- Identify people
- Identify skills & roles
- Assistants ≠ Shadow
- Job descriptions / people description
- SOP's
- Upskilling
- Policy - Steps to Succession Planning

#### Premises committee

- Building Fund
- Set up committee
- Task, expertise, time frame
- Privacy, ethics, governance