

CASS Group Corporate Plan for 2013 to 2016

1) Corporate Plan History and Planning Approach of the CASS Group

The parent company of the CASS Group, the Chinese Australian Services Society (CASS) Ltd, commenced corporate planning in 1987, and has since then managed its services in accordance with Corporate Plans for the corresponding periods 1987-1992, 1992-1995 and 1995-2000. Since 2000, planning days have been held in 2001, 2005, 2009 and 2012 with agreement reached guiding the future direction and development of CASS.

The approach of CASS taken in corporate planning this time around was robust involving a participative Question and Answer day on 5 August 2012. Prior to this day, six focus groups with representatives from the Board and Community Leaders, Strategic Development, Settlement and Corporate Services, Health Ageing and Disability services, Family and Children's Services and Vocation and Training services, Social, Recreational and Volunteers group, and Cultural Affairs group had prepared questions for consideration.

The reference document for the focus groups to compile their questions was the Corporate Risk Assessment report prepared by John Williams, the Consultant engaged for the Corporate Planning exercise, for CASS based on the plan to build the residential aged care facility (RACF) and redevelop its Campsie site.

All questions were collated and answers given in writing and verbally by a Q and A panel comprising members of the Board and the Senior Executive Team. The panel members were: Leng Tan, Dominic Sin, Bo Zhou, Henry Pan, Jenny Leung, Annie Chan, Ivan Wong and Maria Cheng with John Williams as the moderator.

The Corporate Plan for the period 2013-2016 has been developed from this Q and A planning day with strategies that address all the questions asked and answers in reply. The process was highly representative of all CASS staff and members with more than 60 participants.

2) Key Factors Shaping The CASS Corporate Plan 2013-2016

The formulation of the Corporate Plan of the CASS Group for the next four years, commencing from January 2013 and finishing in December 2016, has recognized that the CASS Group will be engaging in new business as well as changing environment in operating existing business with increasing demand for services, fierce competition in the services sector to chase for reducing government funding or subsidy, the need to operate efficiently on a lean budget while having a good infrastructure and a well trained workforce including volunteers to support the provision of quality services. A number of documents released by the Productivity Commission, for example the Report titled 'Caring for Older Australians', referred to by all levels of Government in their decision making, provides a good reference of likely policies of the Governments in terms of aged care services provision, resources and funding. New regulatory system with quality accreditation can be expected in the near future for probably all services funded or subsidised by the Governments. The CASS Group will have to contemplate the facing of many challenges ahead.

The following points are considered in the framing the CASS Corporate Plan 2013-2016:

- 1) Fulfillment of the recently approved development of the 63-bed RACF in Campsie. This project is massive, involving a large amount of capital funding of over \$15 million, and is a significant extension and expansion of CASS business even though CASS has been providing home aged care and respite aged care for many years.
- 2) Responding to the strong needs as displayed by the ageing population of the CALD community, apart from consolidating existing services, seeking opportunities to further expand the provision of various services by the CASS Group in community care, home support and other ageing community services. There will be requirements to promptly embrace the adaptation of evolving government service models in the foreseeable period.
- 3) Preparing the organisation to take advantage of the likely emergence of ample opportunities to expand and extend the current services provided by CASS Group in disability care for CALD community in view of the commitments expressed by all Governments to implement the NDIS nationally.
- 4) Consolidate and improve the service delivery of all existing services and look for opportunity for further development in children's services, community housing, vocational training business, settlement services, Chinese language teaching, academy of arts, etc.
- 5) Consistent with the expected increase in government requirements for service providers to meet quality service standards and undergo compulsory quality certification, prepare CASS Group to become a quality organisation, if not the whole Group, at least some services operated by the CASS Group. The governance, policies and procedures of the CASS Group will have to be enhanced.
- 6) Volunteers will continue to be relied upon in assisting the service delivery. However, they have to be equipped and trained with proper skills and knowledge and a good management system is to be in place to ensure the motivation of volunteers regarding their commitments.
- 7) Review and put in place measures to enhance strategic planning, human resources management, risk management, long term plan to further residential care, plans to gather capital funding apart from bank or government loans, leadership and management skills development programs for executives and Team Leaders, personnel work performance appraisal system, succession plan, etc.
- 8) Explore the use of innovative and emerging IT systems or methods to enhance the management and operation of the CASS Group, including record keeping, service delivery, information exchange and dissemination, management and operational control, promotion through social media, communication, etc. Upgrade and/or increase existing IT systems, methods and resources to meet the needs of the expanding and extending business of the CASS Group.
- 9) Continue the building of positive image of the CASS Group and marketing the brand "CASS" in the community.
- 10) Build and develop relationship with fair-minded people and organisations. Work closely with organisations in the CALD communities on issues affecting the rights of people we serve; establish a network nationally amongst service providers serving the Chinese community with the view to share information and experience and to collaborate on projects providing mutual benefits.

3) Vision of CASS For The Period 2013-2016

The Vision for CASS has been:

“Under the benevolent spirit, provide quality services for people of all ages, from new born to late life’, to relieve their helplessness, sickness, destitution or suffering.”

For this planning cycle 2013 to 2016, the emphasis of the CASS Vision is:

“Diversify and grow the business of CASS into residential aged care, secure all existing businesses and build the community foundations of CASS to be known for its comprehensive quality care services, and engagement with the broader Australian multicultural community.”

4) CASS Corporate Strategies for 2012 – 2016 and Responsibilities

Corporate Strategy	Responsible Officers
<p>1. Actively develop the public image of CASS:</p> <ul style="list-style-type: none"> - Ensure strict corporate governance in accordance with the National Corporations Act. - Review and act on all audit reports of CASS’ operations - Adopt an open management approach within the CASS team to ensure all staff and members are informed and confident - Ensure all CASS staff and members are able to manage relationships with stakeholders as appropriate - Write articles for the media in Chinese and English - Act promptly and decisively against any false or ill informed allegation against CASS 	<ul style="list-style-type: none"> • Board • Audit and Finance Committee • Human Resource Working Team
<p>2. Develop CASS as a competitive, comprehensive and attractive care services business:</p> <ul style="list-style-type: none"> - Establish a Human Resource Section to professionally manage, develop and strengthen the most valuable asset of CASS – its people: leaders, staff, and volunteers - Develop the organisational capability of CASS by investing in its people and systems for improved performance and to enable business growth and diversification - Establish a Performance and Development Program and undertake appropriate professional development of executives and middle management 	<ul style="list-style-type: none"> • Board • Human Resource Working Team • Senior Executive Officer, Strategic Development, Settlements, and Corporate Services
<p>3. Develop CASS as an Australian multicultural community enterprise with CASS as a brand name known for its Chinese and Asian speciality:</p> <ul style="list-style-type: none"> - Recognise and communicate that CASS is an Australian company incorporated under Australian law - Act as a catalyst in the community for the integration and harmony of multicultural society - Offer care services to all hyphenated Australians, such as Chinese-Australians, Korean-Australians, Lebanese-Australian 	<ul style="list-style-type: none"> • Board • All Executive staff • All staff and volunteers
<p>4. Strengthen the organisational culture of CASS to be more adaptable and entrepreneurial:</p> <ul style="list-style-type: none"> - Value and recognise the existing culture developed over the past 30 years for its strong emphasis on caring - Adopt an evolutionary approach to cultural adaptation to the changing business environment and develop leaders 	<ul style="list-style-type: none"> • Board • Human Resource Working Team • All Executive Staff

<p>to lead this adaptation</p> <ul style="list-style-type: none"> - Adapt in a way that always improves service provision 	
<p>5. Develop leaders to move CASS into a more competitive, professional, and comprehensive care services business:</p> <ul style="list-style-type: none"> - Invite people with leadership ability from the community of CASS to join the Board - Develop a plan for identification and professional development of future Executive Staff 	<ul style="list-style-type: none"> • Board • Human Resource Working Team • Human Resource Section
<p>6. Develop a leadership and team camaraderie across CASS and encourage more engagement across the service businesses and corporate:</p> <ul style="list-style-type: none"> - Conduct a leadership and team development program for all executive and senior managers - Review the leadership development program to ensure improved capability to manage corporate and business disruptions 	<ul style="list-style-type: none"> • Board • Human Resource Section • All Executive Staff
<p>7. Plan for property acquisitions to facilitate and support CASS' future business growth into residential aged care and community housing services</p> <ul style="list-style-type: none"> - Establish a working group to prepare a financial investment plan and identify and procure properties for the future business expansion of CASS - Acquire properties on an opportunistic and commercially advantageous basis 	<ul style="list-style-type: none"> • Board • Property Procurement working group

5) CASS Operational Strategies for 2013 - 2016 and Responsibilities

Business Strategy	Responsible Officers
<p>1. Family and Children's and Vocational Training Services:</p>	
<p>1.1 Preserve CASS' reputation and business as a quality child care service provider:</p> <ul style="list-style-type: none"> - Acquire additional child care centres on a business opportunity basis - Consolidate all the existing child care centres with attention to the new Federal requirements and Quality framework - Assess the childcare product offered by CASS and consider enhancement based on review of family requirements and expectations. - Combine front line marketing in an interactive way with families so that the child care product of CASS is matched to expectations 	<ul style="list-style-type: none"> • Board • Senior Executive Officer – FACS and VATS
<p>2. Health, Ageing and Disability Services:</p>	
<p>2.1 Strengthen the capability of CASS to manage the Government movement in the provision of these services to allowing the aged and disabled more choice and more control of their lives:</p> <ul style="list-style-type: none"> - Maintain up to date knowledge and awareness of the Government's new funding model as it develops and of the proposed National Disability Insurance legislation, and Consumer Directed Care service model in the aged care reform. - Arrange customer awareness training and design a customer value measurement system - Study the reasons for success of other enterprises in the aged and disability services sector - Prepare for quality certification - Aim for business excellence - Look out for opportunities to expand and extend services capacity <p>2.2 Commission the operation of the residential aged care facility and develop a staffing strategy for the new facility:</p> <ul style="list-style-type: none"> - Procure necessary equipment, tools and materials, set up systems and policies, market the services and enrol residents. - Comply with the Government's Residential Aged Care 	<ul style="list-style-type: none"> • Board • Human Resource Section • Senior Executive Officer – Health, Ageing and Disability Services <ul style="list-style-type: none"> • Human Resource Section • Senior Executive Officer – Health, Ageing and Disability Services

<p>Facility operating policies and requirements</p> <ul style="list-style-type: none"> - Advertise all staff positions publicly and encourage appropriately skilled CASS existing staff to apply. - Incorporate care experience and attitude as essential criteria for selection <p>2.3 Manage the construction, financing, cash flow and fund raising for the residential aged care facility for successful delivery of the project:</p> <ul style="list-style-type: none"> - Form construction project management team and fundraising and financial management team devoted to this project to plan, organise and manage all construction, fundraising and financial aspect of the project. <p>2.4 Expand the provision of community care, respite services, ‘helping hand’ services, palliative services, and ageing community services:</p> <ul style="list-style-type: none"> - Promote the availability of these essential community services and expand existing capacity to extend their provision to the community whenever opportunities arise. <p>2.5 Improve the centre based aged day care service:</p> <ul style="list-style-type: none"> - Apply for Government funding so that CASS can continue and enhance these services to the aged - Build on the success of the Wollongong centre to extend this service to other centres 	<ul style="list-style-type: none"> • Board • Senior Executive Officer – Finance • Senior Executive Officer – Health, Ageing and Disability Services • Senior Executive Officer – Health, Ageing and Disability Services
<p>3. Strategic Development, Settlements, and Corporate Services:</p>	
<p>3.1 Manage the risks, resource allocation, and culture development in a diversifying and growing business:</p> <ul style="list-style-type: none"> - Develop a risk management system appropriate to CASS’ business development - Build a business model that costs resources for each part of CASS’ business - Develop the culture of CASS in an evolutionary way by leadership and executive development programs <p>3.2 Maintain the settlement service despite the Government’s plan to reduce funding:</p> <ul style="list-style-type: none"> - Provide care and support to new migrants and existing residents as long as they genuinely need assistance - Investigate recovery of costs for settlements not funded by the Government and the extended use of suitably trained volunteers - Promote the service benefits of CASS in harmoniously settling both recent and longer term migrants into Australian society 	<ul style="list-style-type: none"> • Board • Senior Executive Officer, Strategic Development, Settlements, and Corporate Services • Senior Executive Officer, Finance • Senior Executive Officer, Strategic Development, Settlements, and Corporate Services

<p>3.3 Apply IT advances to enhance the work of CASS:</p> <ul style="list-style-type: none"> - Renew the CASS Website and establish and develop the CASS Care Website. - Develop additional websites to enhance service delivery - Explore and develop the use of social media to promote the services of CASS - Install and use bulb mail dispatch system to help the dissemination of information regarding the CASS services - Appointment of in-house IT personnel to provide more effective and prompt support to the CASS Team on IT matters <p>3.4 Consolidate and develop new business:</p> <ul style="list-style-type: none"> - Enhance the management of community housing services - Explore opportunities to expand the service provision of CASS into other business 	
<p>4. Social, Recreational and Volunteers:</p>	
<p>4.1 Enhance the ability of volunteers to assist in the delivery of service:</p> <ul style="list-style-type: none"> - Organise appropriate training to equip volunteers with appropriate skills to assist in the delivery of quality service <p>4.2 Local Management Committees to build a stronger public image for CASS:</p> <ul style="list-style-type: none"> - LMCs oversee the activity groups of CASS. They promote the public image of CASS by caring for and helping others in the community, encourage participation in the activity groups, and integration into the Australian community. - Enhance volunteer training, and continue the promotion of volunteering in the community - Develop policies and procedures on volunteering and volunteer management 	<ul style="list-style-type: none"> • Honorary Executive Director • All LMC committees
<p>5. Cultural Affairs:</p>	
<p>5.1 Expand the influence of the Chinese school to foster mutual understanding between Chinese-Australians and the wider community:</p> <ul style="list-style-type: none"> - Review the community needs for courses at the Chinese school and the Academy of Arts. - Incorporate rooms in the Campsie site redevelopment that would be available for some classes - Review the award system for staff and volunteers 	<ul style="list-style-type: none"> • Board

6. Corporate Affairs	
<p>6.1 Marketing and publicity</p> <ul style="list-style-type: none"> - Special effort to promote the brand of “CASS” and “CASS Care” in the Chinese and multicultural community. 	<ul style="list-style-type: none"> • Senior Executive Officers and Honorary Executive Director
<p>6.2 Corporate Governance</p> <ul style="list-style-type: none"> - Update and strengthen the policies and procedures to strengthen the governance of the organisation. - Develop quality policies and procedures to prepare CASS Group to become a quality organisation 	<ul style="list-style-type: none"> • Executive Secretary and Board
<p>6.3 Liaison with stakeholders</p> <ul style="list-style-type: none"> - Strengthen the network with organisations in the CALD communities on issues affecting the rights of people we serve; - Establish a national network with other Chinese community organisations and service providers, in particular those organisations in major cities in Australia, such as Melbourne, Brisbane, Adelaide, and Perth. 	<ul style="list-style-type: none"> • Honorary Executive Director and Board
<p>6.4 Payroll and Finance System</p> <ul style="list-style-type: none"> - With the growth in the operating level and number of staff members, review the need for a more powerful payroll and finance system that has higher capacity, and the capability to work with information systems in other units, such as the iCare Health system in the HADS Unit. 	<ul style="list-style-type: none"> • Senior Executive Officer, Finance, Insurance and Personnel Administration
<p>6.5 Human Resources management</p> <ul style="list-style-type: none"> - Creating the HR Officer position who has a specific role in HR relations in the organisation - Review the HR policies and procedures and strengthen the implementation of the policies and procedures. 	<ul style="list-style-type: none"> • Honorary Executive Director and Board • HR Officer
<p>6.6 Advocacy</p> <ul style="list-style-type: none"> - To continue to represent the CALD community to provide feedback to the Government in open consultations - To represent the interest of the CALD community in Government policies - To advocate for the interest of individual members in the CALD community in situations of discrimination and unfair treatments - Support to social research, especially academic research targeting the CALD community 	<ul style="list-style-type: none"> • Honorary Executive Director, Board, and service unit heads

6.7 Improved service infrastructure

- Addition of office spaces,
- Addition of new office locations, especially in the St George Region and Northern Region of Sydney

- Honorary Executive Director, Board