

GREEK ORTHODOX ARCHDIOCESE OF AUSTRALIA

**GREEK
WELFARE
CENTRE NSW**



**STRATEGIC PLAN
2016 - 2020**



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(GWC Community Services)



Planning for the future 2016 – 2020

We begin with acknowledging the dedication and work of the people who were the 'pioneers' and who set up the foundations that continue to shape and influence our organisation's mission into the future. Building on the 2011-15 Greek Welfare Centre (GWC) Strategic Plan, GWC commenced a strategic planning review process in 2015 and completed this process in May 2016. Discussions and consultations were held with the members of the Administrative Committee, GWC management and staff, GWC Programme Area Coordinators, and GWC stakeholders. The outcomes of this process identified the context within which the new strategic plan was developed; such outcomes also inform the context within which this new plan is being implemented. This context reflected the characteristics presented below.

1. The GWC history, identity, work and values were acknowledged as GWC's strengths and the building blocks for the future. These have been identified as integral to the continued GWC operations.
2. There are challenges which are significantly affected by decisions outside GWC's control, such as: changes to government funding, models of service delivery and priorities; changes in legislation; changing community; and governance structure of the Consolidated Trust.
3. There was consensus on the principal challenges for GWC. These challenges are interconnected and need to continue to be addressed simultaneously, namely:
 - sustainability
 - identity and
 - effective management structures to achieve organisational goals.

Annual operational plans will be developed in each service area under the broad goals and objectives documented in the strategic plan. The operational plans will include strategies, performance indicators, timeframes and delegated personnel.



History and Background

The Greek Welfare Centre NSW (GWC) is the welfare and community services arm of the Greek Orthodox Archdiocese in Australia. It was established in 1975 in response to the immense welfare needs of Greek immigrants. This was one of the first attempts by Greek immigrants in Australia to establish a specific service to meet the needs of the community. Prior to this, the Church, through its network of local Parishes and benevolent or charitable groups, provided direct welfare assistance to those in need.

The Sydney Office was set up with a grant from the then Department of Immigration. In 1975, GWC was staffed by one part time social worker (funded by the Department of Immigration's *Migrant Settlement Services*), and volunteers. In 2016, GWC employs more than 110 staff (full time, part time, casual), and has an active volunteer base of 180 volunteers. More than two thirds of the GWC funding is related to service provision for the frail aged, and their families/carers.

The principal funding sources are the Australian Government Departments of Health and Social Services. Other funding is sourced from time to time from various New South Wales Government departments and agencies, and local government authorities. GWC operates within the broad programme areas of:

- Social and Community Services: Information, Referral and Counselling Services (mental health, family relationships, problem gambling, drug/alcohol); and Children's Services
- Community Education and Community Development projects, including volunteers
- Aged Care Services: Home Care Packages; Commonwealth Home Support Programme (CHSP), including Social Support and Centre Based Respite; Senior Groups; and Community Visitors Scheme
- Regional and Sessional Services and
- Organisational Improvement and Development.

GWC also contributes to the development of general policies in reference to access to services, culturally and linguistically diverse (CALD) services, community welfare and health services at all levels of government. GWC works in partnership with generalist / mainstream service providers to represent community needs, to facilitate access to services, and to link the community to relevant service providers.

Over the past 40 years, the GWC service provision has expanded to target not only the Greek-speaking community, but other CALD language groups and the community at large.



How are we governed?

GWC is a community-managed, not for profit organisation, which is incorporated by an Act of Parliament (NSW Consolidated Trust Act No.65 1994). The members of the Administrative Committee are volunteers who are appointed by the Greek Orthodox Archdiocese of Australia to manage the Centre.

The GWC Director is also appointed by the Greek Orthodox Archdiocese of Australia and is a member of the Administrative Committee, along with the Programme Manager. There are up to 12 committee members at any time.



Vision

GWC's vision for the future is to build a solid and sustainable organisation that provides high quality services and programs to the community at large, and that will contribute to broader social policy initiatives that advance individual self determination, and community well being.

Mission

The mission of the Greek Welfare Centre NSW (GWC Community Services) is to provide services and programmes that enable and empower individuals and groups from the Greek community, and the community at large, to participate in all aspects of Australia's Culturally and Linguistically Diverse society.

This mission is underpinned by the values and principles espoused by the Greek Orthodox Archdiocese of Australia and, as such, recognises welfare and community service provision as a sacred task.

Identity

The GWC is the welfare and community services arm of the Greek Orthodox Archdiocese of Australia. The connection to the Church and the Greek speaking community, and the pastoral approach to care is part of our core identity.

GWC is highly regarded by other service providers, and has established credentials in the NSW community services sector as the umbrella organisation for the Greek speaking community.

In recent years, GWC has been expanding its services from the Greek community to the CALD community and the wider community in response to new priorities and availability of government funding.



GWC Values

- **Implementing** the principles of access and equity to services (e.g. income support, housing, education, employment, health and welfare services).
- **Providing** culturally and linguistically appropriate services.
- **Enabling** individuals as they age, to maintain their independence and to make informed decisions about their care options.
- **Supporting** children's services to provide children with opportunities for fuller participation as well as helping parents and carers.
- **Strengthening** communities through capacity building, community education and community development processes.
- **Advancing** individual rights to dignity, respect, privacy, and confidentiality.
- **Pursuing** the principles of social justice for disadvantaged groups.
- **Promoting** staff commitment and motivation.
- **Supporting** professional development for staff through training and supervision.
- **Pursuing** the role of volunteers as a valuable component of GWC services and programmes.
- **Applying** flexibility and innovation in service delivery.
- **Delivering** high quality, ethical, responsive and accountable services.
- **Maintaining** a safe and productive workplace.



Challenges for the future

1. Sustainability

Current context

Government funding policies and priorities are not always aligned to the organisational/community priorities. GWC runs a number of services that are not supported by government funding.

A significant growth in accreditation and other accountability requirements has led to increased resource allocation for this area, often at the expense of direct service delivery.

Challenge

- **Sustaining** current service provision.
- **Responding** to changing needs/new models of service delivery and securing government funding.
- **Forming and maintaining** partnerships and collaborations with new organisations and businesses to improve sustainability of services to all targeted groups.
- **Pursuing** the financial viability of the organisation in the longer term.

2. Identity

Current context

We want to hold on to our:

- connection with the Church
- pastoral approach to service provision and our
- connection with the Greek community.

Challenge

- To further develop and promote an identity (i.e. GWC Community Servicers) that encompasses not only the clients from the Greek community but also the expanded target groups of CALD and generalist/mainstream clients.

3. Management structures

Current context

The Administrative Committee is the governance body under the Greek Orthodox Archdiocese of Australia Consolidated Trust. GWC operates on a day-to-day basis under the Director who has executive authority as part of the Administrative Committee and as delegated by the Greek Orthodox Archdiocese of Australia.

The Director is supported in the management role by the Programmes Manager and Programme Area Coordinators.

Challenge

- To further develop appropriate management structures as it may be required to achieve organisational goals.



Goals

1. **Strengthen** GWC's capacity to service the community in a sustainable way.
2. **Increase** the profile of the organisation within the broader community, including with government, business and community leaders.
3. **Improve** the capacity and operation of the organisation to ensure its ongoing sustainability, quality service provision, and effective governance practices.



1. Goal 1: Strengthen the Centre's capacity to service the community in a sustainable way

Objective 1

Ensure services and programmes are responsive to community needs.

- Undertake community consultations and needs analysis.
- Consolidate and expand current services and programmes.
- Participate in aged and community care reviews.
- Participate in the CHSP transition processes and continue involvement in the currently implemented aged care reforms.
- Work with funding bodies to negotiate service agreements.
- Explore 'user pay' options in service areas where the long-term viability is at risk.
- Review fee structures for subsidised services and programmes.
- Substantiate and strengthen Regional Offices.
- Ensure adequate technological and physical resources, operating in an environmentally friendly environment.
- Expand services into new regional areas as community needs indicate.

Objective 2

Develop CALD and generalist service provision.

- Consolidate and expand current CALD services
- Programme planning, recruitment and training processes are responsive to linguistic and cultural diversity issues.
- Maintain connections and working relationships with stakeholders and community groups.

Objective 3

Implement effective and efficient services and programmes.

- Develop annual operational plans in each service area.
- Monitor and review plans through planning and evaluation processes.
- Provide monthly reports to the Administrative Committee.
- Develop budgets and monitor expenditure.
- Ensure the provision of staff development and training opportunities.

Objective 4

Secure new funding to expand services and programmes.

- Explore options for funding of new services (e.g. marriage and relationship counselling, drug and alcohol, mental health).
- Pursue further potential income generating services such as provision of brokerage and consultancy services to other organisations.
- Develop fundraising strategies that will support the sustainability of services and programmes.



2. Goal 2: Increase the profile of the organisation within the broader community, including with government, business and community leaders.

Objective 5

To promote GWC under a generic name that reflects our history, mission, values and expertise as a CALD and generalist service provider.

- Create an online identity.
- Develop high quality promotional material in all areas of service delivery.
- Produce information kit, including annual reports, brochures, and other material.
- Annual review of promotional material.
- Promote and market rebranded GWC to the community and stakeholders.

Objective 6

Influence community service policy areas so that community needs are acknowledged and represented.

- Participate in consultative/advisory and other decision making processes.
- Identify relevant policy areas and respond to government inquiries through submissions/consultations.
- Organise representations to relevant government and industry policy makers.

Objective 7

Build relationships and strengthen partnerships within all sectors of the community, government and business.

- Initiate dialogue with the community, government and business sectors to promote organisational achievements, skills and expertise.
- Develop partnership projects to support GWC's work.
- Participate in broader community networks and forums to facilitate partnerships and cooperative working relationships.



3. Goal 3: Improve the capacity and operation of the organisation to ensure its ongoing sustainability, quality service provision, and effective governance practices.

Objective 8

Support and resource the governance and management structure of the organisation.

- Develop strategy to promote the role of the committee within the community.
- Work with volunteers and community leaders.
- Develop organisational operational plan linked to annual planning days and mid-year planning.
- Review management and supervisory roles.
- Provide training opportunities for Administrative Committee members.
- Support professional staff development, including training opportunities for staff in specific work areas as identified in staff appraisals.
- Participate in relevant delegations/representations and promotional strategies at higher levels of decision making.
- Improve information management systems across all GWC service areas.
- Enhance organisational improvement and capacity area.
- Create an online identity for GWC.

Objective 9

Achieve high standards for continuous quality improvement and accreditation processes for all funded program areas.

- Implement recommendations from recent accreditation processes.
- Participate further in training opportunities to increase awareness of staff and management responsibilities in these processes.
- Incorporate continuous quality improvement strategies and accreditation processes in the service operational plans.
- Secure specialist advice/consultancy where relevant to support these processes.