



CASS Group

CASS Group Corporate Plan For 2025 To 2029

This document sets out the Corporate Plan for our CASS Group covering the five years over January 2025 to December 2029.

Our CASS Group is a services provider providing a comprehensive range of social and welfare services for the multicultural communities. We are commonly known in the community by our brand name "CASS", and it consists of a group of non-profit organisations, all of which are registered as companies limited by guarantee, including principally the parent entity, the Chinese Australian Services Society Ltd (founded in 1981, to be referred to as "the Society" hereunder), and the subsidiary, CASS Care Ltd (established in 2002, to be referred to as "CASS Care" hereunder) which is also an endorsed public benevolent institution (PBI) by the Australian Taxation Office.

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

Corporate planning process for our CASS Group commenced in 1987 with the Society alone, and has later extended to include all entities. The operations, services and affairs of CASS Group are managed in accordance with successive Corporate Plans for the period between 1987 and 2024.

This Corporate Plan 2025-2029 has been developed through extensive consultations, planning and discussion processes within our CASS Group. The Plan consists of thoughtful strategies contributed by our Board and staff members, volunteers, community leaders and other stakeholders.

The strategic direction of CASS for the subject five-year as formulated in this Corporate Plan takes into consideration the trend and opportunities in the sectors CASS has been actively participating, pursuing and delivering along with the risks and challenges that exist in the operating environment CASS is in.

2) Vision, Mission and Values of CASS for 2025-2029

The mission, vision and values statements are beliefs sincerely held that guide an organisation's path.

The CASS Vision is:

"By delivering high-quality services and proactively supporting disadvantaged groups, we aspire to be the first choice by individuals of all ages with multicultural backgrounds."

Our mission is "CASS", meaning:

Commit to continuous improvement;

Adapt to innovation;

Support inclusion and empowerment; and

Sustain provision of person-centred care and professional services.



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Our core values are “CARE”, meaning:

Courage and resilience;
Action and accountability;
Respect volunteerism; and
Excellence and determination.

3) CASS Corporate Strategies for 2025-2029

1. Sustain continuous improvement plans and quality assurance programs to meet the community’s growing expectations and compliance requirements.

- *Quality and Standard Compliance:* Ensure rigorous oversight of CASS services to meet regulatory and accreditation standards. CASS shall continuously maintain high service standards and achieve excellence in audit outcomes through comprehensive training, assessment, and ongoing compliance efforts.
- *Financial Sustainability and Community Standing:* Achieve and sustain strong financial performance to support the effective operation of all services, fostering future developments that address the community's evolving needs and reinforce a good standing as a trusted service provider.

2. Consolidate and enhance the delivery of all current services while exploring opportunities for further business development in targeted service areas.

- *Aged Care Services:* Optimise existing services and develop new offerings in response to ongoing Aged Care Reforms.
- *Disability Services:* Expand services in alignment with National Disability Insurance Scheme (NDIS) requirements to meet growing community needs.
- *Service Gaps:* Address unmet community needs by developing services in areas lacking government support, fostering equitable access and growth.

3. Explore and develop services that leverage new technologies to enhance care provision and operational efficiency.

- *Assistive Technology Implementation:* Incorporate assistive applications, programs, data protection and privacy solutions to improve care quality and ensure the safety of service users, fostering their well-being, independence, and access to new skills.

4. Implement the use of innovative and emerging IT systems or methods to enhance the management and operation of CASS Group.

- *Continuous Improvement:* Continue evaluating and enhancing IT infrastructure and cybersecurity to strengthen management capability.
- *Digitalisation:* Streamline workflows by transitioning to a paperless environment and optimise data management systems for staff and volunteers.



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5. Formulate and implement strategies to acquire suitable assets or arrange rentals to support expanding operations, meeting the evolving needs and rising expectations of the community.

- Rent and secure office and activity spaces in collaboration with various local councils and community organisations to facilitate the expansion of services.
- Acquire suitable properties for strategic development as opportunities arise.

6. Explore financial resources and commercial partnerships to expand existing business operations and enhance community participation.

- *Business Expansion:* Explore financial resources for CASS premises upgrades projects and seek revenues through the provision of corporate services.
- *Community Participation:* Develop partnerships creating mutual benefits and fostering community engagement which align with their corporate social responsibility initiatives.

7. Formulate and implement effective and strong promotional strategies.

- *Branding:* Strengthen the CASS Group's branding as a trusted multicultural services provider among communities.
- *Expand Community Outreach:* Engage with broader community across diverse cultural backgrounds.

8. Continue our community capacity building work.

- *Support Emerging Groups:* Assist emerging organisations or communities lacking services by leveraging the experience of CASS to benefit the broader community.
- *Community Fundraising Initiatives:* Initiate and facilitate community fundraising efforts or emergency appeals to provide aid to victims affected by disasters.
- *Feedback Submission:* Actively communicate with respective or relevant authorities on issues of concern that may impact the rights or well beings of the community.
- *Volunteer Training and Participation:* Equip volunteers with appropriate skills, knowledge and information to support organisational development and empower them to become leaders who can better support their communities.
- *Research and Innovation Engagement:* Partner with universities and institutions to support research that provides evidence-based insights and resources to enhance community well-beings.

9. Strengthen the building of the CASS Team.

- *Enhance Staff and Board Training:* Upgrade training programs for executive staff and board members to develop and enhance professional knowledge and skills that



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strengthen corporate governance.

- *Strengthen Employee Value Proposition:* Offer diverse rewards and benefits that promote staff well-being and sense of belonging.
- *Team Building and Organisational Culture:* Inspire team building among staff and board members and volunteers to strengthen organisational culture and promote unity.
- *Diverse and Inclusive Leadership:* Foster a management team with strong mutual understanding to enhance operational effectiveness across services and cultures.

10. Strengthen corporate governance.

- *Ongoing Policy Review:* Conduct comprehensive reviews of existing policies including strategic planning, human resources management, risk management, financial management, and implement necessary measures to enhance sustainability practices.
- *Succession Planning and Knowledge Preservation:* Develop an extensive succession plan for senior management staff members to ensure seamless transfer of institutional knowledge and experience.

11. Uphold the core value of CASS on volunteerism.

- *Commitment to Volunteerism:* Strengthen and promote volunteer recognition programs across all existing services.
- *Broaden Integration of Volunteer Work:* Further integrate volunteer efforts to enhance support across a wider range of work at CASS.
- *Amplifying Collective Benefits:* Promote the shared values of volunteering throughout the wider community.