

Co.As.It.

Strategic Plan 2023 - 2025

Thinking for
the future



Introduction

The landscape as we all knew it back in 2019 has radically changed the way we live, the way we think and the way we perceive our future; as individuals, families, workforce participants, as a community and a country.

For Co.As.It. the last three years have demonstrated an untapped pool of resilience which helped us not only to survive the pandemic, but flourish and grow sustainably.

In so doing, the organisation learnt a great deal about it self. Nevertheless, it became apparent that having grown the organisation from the \$8million+ turnover in 2016, to \$20million+ in 2022 we now need to invest in our infrastructure of the future.

The Co.As.It. Strategic Plan 2023 - 2025 represents the culmination of months of work and planning by our Board and Senior Management Team. The plan brings together a considerable body of work which saw the involvement of employees, volunteers, stakeholders and the general community.

Thinking for the Future aims to put in place practical and realistic solutions with the benefits of knowledge. We must create a platform of sustainable future growth and development that will drive the organisation forward whilst ensuring we remain true to our Mission and Values.

We welcome continued stakeholder feedback with respect to our objectives and look forward to reporting on the effective implementation of this plan.



Comm. **Lorenzo Fazzini**
President



Cav. **Thomas Camporeale**
General Manager



Confirming where we came from

Co.As.It. was formed in 1968 with two distinct aims: to assist migrants through a coordinated settlement welfare program, and to preserve and promote the Italian language and culture in NSW.





Our Promise

Mission:

Our Italian heritage enables us to meet the diverse and evolving needs of the community by providing opportunities for lifelong learning and enhancing quality of life.

Our Values:

- Loyalty
- Dignity
- Integrity
- Wellbeing
- Responsive

Co.As.It. – Future Thinking workshops

In 2022, there were two facilitated workshops held with the Board to capture as many ideas for the future as possible.

Prior to the first workshop, each Board member completed a pre-workshop questionnaire which considered the five key elements proposed by the General Manager. The sixth element was exclusively wrapped around the Board member expectations of the future.

The second workshop focused entirely on refining the Board's views of the future and providing direction to the Senior Management Team for the next one to three years.

The solutions proposed below are for the whole organisation (Co.As.It.), not intended to be broken down for each of the core elements of the organisation. However, specific variations will be incorporated within the solutions as a whole.

**Sustainable
Lifelong Learning
and Support** ,



Driving forces behind our planning



Not for Profit means Not for Loss = Sustainable / Now & into the Future

The Solutions for the Future

By 2025:

The Organisational Design has all key roles filled. A formal succession framework is in place for our immediate and future needs. It is approved and funded overtime.

Every business critical role is captured in the succession framework. It is the 'go to' framework when we are recruiting, appraising, developing and training our personnel for the business and for the future.

We are supporting and understanding our current members. We are actively growing our membership base. This includes honouring past members, and recruiting to recreate the vital and representative pool of people (on whom we can draw) to secure a sustainable future.

The stakeholder engagement process is a formalised process throughout the organisation. Key stakeholders are managed by key personnel in the organisation. We seek feedback and information regularly from them and in our thinking & planning for the future.





The whole organisation is clearly understood, visible and identifiable in the Community it serves. Equally, our stakeholders help us to inform our wider communities and networks.

We have a sustainable structure (Financial/Human/Fixed Asset base) which actively promotes and supports our profile as "The Best". It includes a workforce strategy aligned to the requirements of our Organisational Design.



There is a combined and integrated Corporate Governance and Compliance Model throughout the whole organisation. It ensures that all the mandatory / statutory business, and community requirements are known, adhered to and reported against.

We are making the necessary investment to deliver integrated, aligned and sustainable business systems / solutions, commensurate with our size and profile, to meet our current and future requirements.

We have resolved the combined issues of 'new premises' and our community commitment for at least the next 5-10 years. The solutions form the backbone of our sustainable and forward thinking approach for the organisation.

The first fully developed and completed Pre-school Centre is up and running successfully.





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