

Strategic Plan 2016-2018

Diversity Counselling NZ



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Introduction:

The Board of Trustees and Manager of Diversity Counselling New Zealand (DCNZ) developed this strategic plan with assistance from Community Waikato.

It provides DCNZ with a 3 year plan to focus on services, collaboration, organisational development and financial diversity. The Board of Trustees and Manager will review the progress quarterly and update the plan annually as needed.

The goals identified for the next 3 years are the organisations response to the important issues identified in the environmental scan that was completed as part of the strategic thinking process in developing this plan. These goals provide a roadmap for fulfilling the strategic direction.

“A good plan is like a road map: it shows the final destination and usually the best way to get there” - H. Stanley Judd

Background and History:

DCNZ began in 2013 with four ethnic counsellors who recognised a gap in terms of providing support for migrants. New Zealand constantly accepts migrants and refugees. Consequently the number of newly arrived migrants and refugees is rising. In 2013, 11% of the Waikato region’s population consist of Asian, Pacific Islanders and people from the Middle East/Latin America/Africa. Overall, 19% of people in NZ come from ethnic groups mentioned above.

It attracts more attention has been paid to settlement, language development, and employment. There are crucial for their lives. However, we should not forget that people could achieve such things, only when they are physically and mentally healthy.

DCNZ has a very simple but fundamental principle underpinning its counselling service, which we believe profoundly contributes toward people’s healing, recovery and resilience. That principle is to understand people from contextual perspectives—where they came from, which culture and customs they had, which language they spoke, which relationships they had. These understandings are brought forward from those who know both contexts—from their home country and from their new country. I cannot imagine that this level of understanding could be achieved without sharing a common language.

It also has been recognised for a while, especially for Maori people, the importance of acknowledging cultural background in terms of providing support.

DCNZ tried to develop ethnic counsellor network to provide “a best match” between a counsellor and a client to provide a counselling service. The more our network grows, the more suitable counsellor a client will have.

People who come from other countries often find it difficult to be understood from their points of view. When they find that they finally encounter a person (counsellor) who could understand themselves from their culture in their own language, their facial expressions and attitudes often almost entirely change. The amount of words and volume of voices they utter are often unbelievable for those who know them when they speak in English. Still they might need to take a long journey to manage their difficulties, suffering, or grief, but at least—maybe at last—they have company to take this journey. In other words, we are able to respond to their own words. That is an essential for their existence.

Structure

The trust is governed by a board of trustees. The board considers themselves to be a stable team with diverse experience. The trust is staffed by a manager who works 15 hours per week and contracted counsellors. Volunteers contribute greatly to the running of the organisation

DCNZ does not have a base but works from either the home of the manager, or the offices of Male Support Services (MSS), Waikato Ethnic Family Services Trust (WEFST), and Catholic Diocese of Hamilton.

The manager's role is to Accomplishes organisational objectives by managing staff, planning and evaluating activities. Its key tasks are:

- ◇ Maintains suitable working environments for staff and counsellors;
- ◇ Maintains suitable organisational environments for those who use the services;
- ◇ Establishes strategic goals by discussing with the Board of Trustees and counsellors;
- ◇ Develops, manages, and monitors the services which the organisation offers;
- ◇ Provides an accurate report to the Board of the Trustees each month at a board meeting;
- ◇ Provides internal supervision sessions to contracted counsellors;
- ◇ Provides counselling sessions as appropriate and without infringing on the manager's role ;
- ◇ Monitors and controls the finance of the organisation with the treasurer;
- ◇ Has a responsibility to apply for funds to maintain DCNZ activities;
- ◇ Promotes DCNZ services to other organisations and communities ;
- ◇ Develops and maintains the website, social media, and email accounts;
- ◇ Maintains professional knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.



Diversity Counselling New Zealand Organisation Diagram 206

Board of Trustees

Chairperson: Jennifer Field
Vice-Chairperson: Steven Donald
Treasurer: Marita Lavery
Secretary: Kaoru Tsukigi
Trustees: Roger Barnard
Jo de Lisle
Melvan Driscoll
Patricia Novoa
Petronilla Mazai

Staff & Counsellors

Kaoru Tsukigi (Programme Coordinator)
Japanese & English
Freda Xia (Chinese Liaison Coordinator)
Chinese
Vanisri Mills (Operations Coordinator)
English & Tamil
Adrienna Ember
English, Hungarian, German
Sunjin Heo
Korean & English

Manager/Supervisor/Counsellor

Kou Kunishige
MCouns, University of Waikato
Member of NZAC
Member of Japanese Society of
Certified Clinical Psychologists

Projects

Multi-ethnic/cultural/linguistic
professional counselling for
migrants & refugees



Family Well-Being Programme for
Migrants

Ethnic Community Development
Seminars/Workshops



Professional Development Seminar
Series for Health & Social
Practitioners



Organisational Information

Charities Services' Number: CC50126
Incorporated Number: 2587786
IRD Number: 112-745-386
Established: September 2013
Contact Person: Kou Kunishige (Manager)
Address: PO Box 4383,
Hamilton East,
Hamilton, 3247
Mobile: 021 0262 5587
Homepage: <http://dcnz.net/>
Facebook: /DiversityCounsellingNZ
Email: contact@dcnz.net

Where we are and where we want to be:

DCNZ now:

- Wonderful manager
- Team – Trust board
- Team – Counsellors
- Family Well-Being programme for Migrants
- Professional development (bi-monthly)
- Contract counsellors
- Kou supervises counsellors
- Links to Waikato University & WINTec (Guest Lecturing)
- Networking / Promoting
- No Base
- 7 language possibilities
- Reliant on grants – 95% - susceptible to losing major funders – WEL & TW
- People don't refer themselves, wait for referral.
- Ethnic Cultures do not have counselling (in own country)
- Website, Newsletter, Facebook, Twitter

In 3 years time:

- Improved commitment / links to counsellors (availability)
- Improved in actual counselling -> improved in incomes and referrals
- Improved based of counsellors to reflect refugee, migrant (encourage training)
- Relationship with Red Cross during orientation & Hamilton Migrant Resource Centre, Decipher -> Collaboration
- A base (office, counselling?) with other service providers
- Financial diversity
- Use of Technology

Vision:

Everyone has access to counselling in their own cultural setting

Mission:

Supporting migrants from diverse cultures to make positive changes in their New Zealand lives by providing support, counselling and resources.

Values: -

Integrity

Sensitivity

Community focused

Dignity

Social justice

Services:

DCNZ provide professional counselling in English and also in other languages. If we cannot provide a counsellor in your own language, we will try to find one who is familiar with and sensitive to your cultural background.

We provide our counselling service to Chinese, Taiwanese, Japanese, Korean, German, Cambodian, Fijian and Sri Lankan in English, Chinese, Korean, and Japanese.

The matters dealt with in counselling sessions can be: relationship matters, migration matters, domestic violence, parenting, self-esteem, depression, psychosis and others.

Stakeholders

A stakeholder is “any group or individual who can affect or is affected by the organisation’s activities” (Freeman, 1984). By engaging the right people in the right way you can make a big difference to the success of what you want to achieve. Stakeholders can be within or outside of the organisation. Organisations don’t choose their stakeholders – stakeholders choose themselves.

Current stakeholders:

Our primary stakeholders are our clients, those people with /English as a second language who seek counselling.

Our supporting stakeholders are all the people who must be satisfied in order for our business to succeed. They are engaged with us to 'support' the accomplishment of our mission. These include:

- SHAMA
- Wintec
- Clients (Ind / Groups)
- Refugee Orientation Centre
- University of Waikato
- Work & Income
- Counsellor's Association
- New Zealand Red Cross
- Waikato Ethnic family Social Services Trust
- Hamilton City council
- Hamilton Multicultural Services Trust
- Primary Health Organisation
- Ethnic Community Organisations
- English Language Partners
- Community Waikato
- Funders
- NZ Police
- ACC

Future stakeholders:

To assist us in achieving our goals over the next 3 years we will seek the support of:

- Mangere Resettlement Centre
- Schools
- Mental Health Organisation
- Probation Office
- Other counselling providers
- Prisons
- Community Centres
- WRS
- Auckland Counsellors
- Citizens Advice Bureau
- Waikato District Health Board

Strategic Direction:

Based on the Board of Trustees' understanding of the Diversity Counselling NZ mission, primary stakeholder, core values and opportunities in the current environment, the next three to five years will be a time of consolidating services and looking to work with other social service providers and supportive stakeholders to increase opportunities for migrants.

DCNZ will assess client and community needs to identify gaps or opportunities for shifts in our service delivery. This assessment will serve as the basis for expanding or adding new services.

Goals:

1. To explore collaboration options that add value to mutually shared ideals
2. To provide excellent services through highly skilled and effective people – governance board, management and staff.
3. Develop and implement a marketing plan to raise the local and regional profile of the organisation.
4. Maintain the financial viability of DCNZ through sound financial and fund management.

SWOT Analysis – the current situation

Internal Factors	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Our Manager- Kou • Point of difference – only organisation offering this service • Our Counsellors are a major strength • Our board structure 	<ul style="list-style-type: none"> • Lack of client referrals • Perception of stigma of potential clients to the word “counselling”
Opportunities	Threats
<ul style="list-style-type: none"> • NZ Police chat about who to turn to and where the gaps are • Gain a better understanding at a Policy level. Ministries, Refugee quota, wrap around services provided, census info. • Identifying social service providers that support families who face challenges to cope • Poll 400 CYF, Schools, DHB • Joint applications for projects • Combined networking • Combined promotions • Joint lobbying • Creating more awareness – GPs, Red Cross, Crisis Mental Health 	<ul style="list-style-type: none"> • Declined funds • Competing organisations highlight our weaknesses to gain advantage • Enthusiasm of board and counsellors declines
External Factors	

Strategic Goals 2015 - 2017

GOAL 1 : To explore collaboration options that add value to mutually shared ideals

Rationale: Organisations that work together to strengthen and support a community adds value locally, and, contributes to the growing and strengthening of both the communities and the collaborative relationship between organisations.

Objective	How	When [Financial year]			Evaluation	Person Responsible
		2016	2017	2018		
Investigate and network with supporting stakeholders to see how best to work together as a whole community.	Consider specific opportunities with other migrant services such as Mangere Refugee Centre and Red Cross.					
	Network with govt agencies to keep up to date with policies and strategies for migrants and refugees e.g. Office of Ethnic Affairs					
	Make contact with Susan Devoy, Martin Gallagher, and Ministries					

GOAL 2 : To provide excellent services through highly skilled and effective people – governance board, management and staff.						
Rationale: The number of clients is low because many cultures are not aware of counselling and its benefits						
Objective	How	When			Evaluation	Lead Person
		2016	2017	2018		
Develop a stable, highly qualified and motivated workforce that actively delivers our mission	Develop an induction process for new counsellors.					
	Increase the number of counsellors available and the languages for counselling					
	Maintain smooth transition when key people come to or leave the organisation.					
	Develop and implement a Jobs Task Desktop Manual, which includes the job description of each role of the organisation (i.e., staff, management and volunteers positions).					

GOAL 2 : To provide excellent services through highly skilled and effective people – governance board, management and staff. Rationale: The number of clients is low because many cultures are not aware of counselling and its benefits						
Objective	How	When			Evaluation	Lead Person
	Provide training Encourage ethnic students in counselling, supervising and peer counselling					
	Funding secured to pay counsellors so that we are not reliant on ongoing volunteer contributions from them.					
To have a strong well-functioning board with a well-defined strategic direction and clear priorities.	A strategic plan to work to					
	Policies and procedures					

GOAL 3 : to raise the local and regional profile of the organisation.

Rationale: As a relatively new organisation, it needs to build its reputation, clients and supporters

Objective	How	When			Evaluation	Lead Person
		2016	2017	2018		
Clients, services, and other community groups know about DCNZ and how they can assist and support the use of their services.	Develop and implement a marketing plan					

GOAL 4 : Maintain the financial viability of DCNZ through sound financial and fund management.

Rationale: The organisation is currently reliant on a small number of key grants.

Objective	How	When			Evaluation	Lead Person
		2016	2017	2018		
Develop a funding plan to determine future funding streams for financial independence.	Seek support from Community Waikato to facilitate the development of a funding plan.					
	Investigate income options from different funding streams.					
Increase the number of relationships with potential donors through networking and membership of existing forums	Identify existing groups and networks that could include potential donors. Identify who the best people would be to represent the organisation in these forums.					
Develop a financial management policy and procedures.	Work with the treasurer to determine our best practice.					