

Strategic Plan 2018 - 2022

NSW Federation of Community Language Schools Inc.

"Where Languages & Cultures Come Together"



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Summary

Vision

Provide accountable quality service to all community languages schools and work together to unite communities by promoting and making languages accessible to everyone that contributes to the multicultural assets of New South Wales.

Core values

Connect Understand Lead Trust Unite Respect Empower

Strategic Goals

- 1) Increase funding for Community Language Schools (including non government funding).
- 2) Unite all Community Language Schools.
- 3) Champion expansion of languages taught in NSW public and high schools.
- 4) Enhance professional development support for teachers & management committee members in Community Language Schools.
- 5) Foster best practice governance to support the NSWFCLS INC and its members.
- 6) Fair & equitable access to mainstream government schools and facilities



Vision

Provide accountable quality service and support improving the quality of education to all community languages schools and work together to unite communities by promoting and making languages accessible to everyone that contributes to the multicultural assets of New South Wales.



Core Values

The CULTURE principles

- **Connect** – *We will connect with the communities and other similar organisations to promote and preserve the community languages schools program.*
- **Understand** – *We will identify and develop opportunities for communities to build their language capacity by understanding their needs within the cultural context.*
- **Lead** – *We will provide strong and accountable leadership aimed at benefitting the community languages sector.*
- **Trust** - *We will communicate clearly; collaborate widely and act with integrity.*
- **Unite** – *We will unite communities through language activities to create a combined force and a strong voice.*
- **Respect** – *We welcome diversity and treat everyone with equally and with respect.*
- **Empower** – *We will create opportunities to empower the Education Officer/s, community languages school teachers and management committee and Federation's management committee for sustenance of the NSW Community Languages Schools Program.*



Statement of Purpose

The Federation is the peak body in NSW for advancing the profile and meeting the needs of Community Language Schools, negotiating funding for member schools, delivering professional development for teachers and management committee members as well as arranging the bulk purchasing of school insurance.



Strategic goals

1. Increase funding for Community Language Schools.
2. Unite all Community Language Schools.
3. Champion expansion of languages taught in NSW public and high schools.
4. Enhance professional development support for teachers & management committee members.
5. Foster best practice governance and to support the NSWFCLS INC and its members.
6. Fair & equitable access to mainstream government schools and facilities



Aim

1. Increasing funding for Community Language Schools

To invest in raising the profile of Community Language Schools.

To structure engagement programs with government stakeholders to increase funding and resourcing of the Community Language Schools sector.

To identify and create a stakeholder engagement framework that seeks support from the private sector for supporting the promotion and preservation of languages and cultures within NSW.

The benchmark for funding Community Language Schools has been established in Victoria and South Australia. The existing structured campaign will be enhanced to achieve equality between states.

This campaign will be assisted by a continued raising of the profile and image of the Federation and its members, including identifying champions of our community, which can include a high profile patron.

Acknowledge the recent significant grant to the Federation by the NSW Government

The over-reliance on government funding is a risk to the long term future Federation and its members. Additional funding arrangements from the private sector are to be sourced.

MEASURES OF SUCCESS

- Employ Stakeholder Engagement Officer – September 2018
- Workshops conducted to identify all stakeholders and activities – October 2018
- An Annual Stakeholder Engagement Framework approved – December 2018



Aim

2. Unite all Community Language Schools

To create and implement a plan of action for existing NSW representative organisations of Community Language Schools to provide a strong united voice.

To develop a stakeholder engagement plan aimed at increasing membership and participation of community languages schools that represent the collective needs of the members.

To develop a framework that ensures cultural diversity is represented in the leadership and benefits the broad membership base.

To identify and invest in multicultural activities that support the promotion and preservation of language & culture.

Strength in unity and numbers is a strong political voice to encourage stakeholders to support Community Language schools. Intend to have a structured engagement plan to expand the Federation's membership.

Intend to negotiate the unification of the NSW representative organisations of Community Language schools, to have a unified voice to discuss relevant matters with external stakeholders. Note our existing members come from all parts of NSW.

Leverage the new constitutional framework to represent the membership diversity and ensure the Management Committee activities reflect the goals and needs of all Community Language schools.

Provide ongoing support to all communities to establish, engage in multicultural activities, expand and reinforce sustenance of community languages within the cultural context.

MEASURES OF SUCCESS

- Development of Framework by December 2018 with actions to be done by June 2019
- Due diligence conducted for discussions re Illawarra - Dec 2018
- Constitution Amended in December 2017



Aim

3. Champion the expansion of languages taught in NSW public and high schools

To retain and expand the languages taught in all mainstream schools by lobbying for a state language policy.

To propose Universities recognise 5 bonus ATAR marks for 5/6 band language subject.

To develop and maintain a close relationship with the Saturday School of Community Languages & Open High School.

Language is a significant link to the many cultures and communities in Australia. Language is also a valued skill to assist Australians to interact with the world, economically, politically and socially. As a key element in the education of children, the Federation will campaign to retain and enhance a broad range of languages taught in NSW schools.

It is our intention to encourage the NSW government to develop a state language policy. Operationally this includes increased access to government school facilities – internet, ICT equipment.

This strategy aligns with our existing close association with the Saturday School of Community Languages and the Open High School.

In addition, the Federation will support and promote the proposal for Universities to recognise a bonus ATAR marks scheme (similar to existing arrangement in other subject areas) to promote and encourage students to learn languages in the HSC. This will align with the International Programs being offered by universities.

MEASURES OF SUCCESS

- Plan developed – September 2018
- Presentation to NSW Members of Parliament in 2018
- Stakeholders invited to all Federation events



Aim

4. Enhance PD support for teachers and management committee members

To enhance the professional development opportunities available to community languages schools that empowers them to sustain the language.

To establish an external sponsors program aimed at supporting the development opportunities for education officer, community languages school teachers and management committee, administrative governance of NSW FCLS INC.

To review the current operational framework for Education Officer and enhance it to include all areas of NSW.

Community Language schools need teachers with appropriate skills to ensure the ideal educational outcomes and student experiences are achieved. Teachers' professional development is key to achieve that outcome.

Community Language School management committees need appropriate administration skills to ensure the schools they operate are managed with the highest levels professionalism as possible.

The annual professional development conference and interaction with the Federation's Education Officer are critical and are a successful existing key elements to teachers' professional development. We propose to expand these activities to more members, which requires greater funding from government, as well as sponsorships programs from the private sector.

Acknowledgment of the newly established Institute of Community Languages at University of Sydney. To leverage the NSW Government investment to the benefit of the members of the Federation.

MEASURES OF SUCCESS

- PD Conference held each year
- Stakeholder Engagement Plan – December 2018
- Funding achieved by July 2018 – Implement by September 2018



Aim

5. Foster best practice governance to support the NSWFCLS INC and its members.

To leverage the new governance framework of the organisation (including the constitution) and focus on enhancing strategic planning with appropriate measurable implementation plans.

To enhance systems to support the Federation and its members as the organisation grows, including a long term residence.

In the response to the ever increasing activities of Community Language Schools and the inherent role of the Federation, a new constitution was implemented 2017. The full benefit of the new Governance Structure is to be leveraged to magnify the strategic planning process and the determination of measurable Implementation Plans.

Members will also be encouraged to adopt similar governance protocols in their organisations. It is recognised that most stakeholders are volunteers and have time management's parameters, so strong governance frameworks need to align with succession planning.

MEASURES OF SUCCESS

- 2018 – 2022 Strategic Plan Approved
- New Office resolved by July 2019