COMMUNITY EMPLOYERS WA

EXPOSURE DRAFT · 2026–2029

Strategic Plan

Community Employers WA

OUR VISION

Enhanced WA social and economic wellbeing, delivered by a sustainably funded, respected and high performing community services ecosystem, underpinned by a valued and thriving workforce.

OUR PURPOSE

To represent and champion WA's not-for-profit community services employers through collective leadership, strong advocacy and practical action.

MESSAGE FROM THE CHAIR

Community services in Western Australia are at an inflection point and so is CEWA. Demand for services keeps growing. Funding hasn't kept pace. SCHADS changes, workforce shortages and regulatory pressure are bearing down on organisations that are already stretched.

In April 2026, the Board agreed: the sector needs CEWA to step up with a unified employer voice, practical support for capability, and sustained advocacy for structural change. This plan is that commitment. It sets a clear direction while being honest about the discipline and focus it will take to deliver.

Neil Guard

Chair, Community Employers WA

OUR THREE STRATEGIC PILLARS

Advocacy

Build a unified, data-driven employer voice influencing state and national reform.

- Lead a proactive advocacy agenda aligned to member priorities
- Use sector evidence to shape policy and funding decisions
- Deepen relationships with government, regulators and peak bodies
- Work in partnership with other such as Peaks, CCIWA, WACOSS, Government
- Position community services as essential public infrastructure

Capability

Strengthen employers and their people to operate with confidence.

- Build governance and employer literacy across the sector
- Embed leader wellbeing and resilience as core priorities
- Practical IR, HR and compliance tools to reduce risk
- Secure pro bono IR legal advice for members

Sustainability

Elevate community services as core public infrastructure.

- Influence funding reform and workforce policy settings
- Support organisations to respond to SCHADS changes
- Coordinate sector-wide responses to shared challenges
- Advocate for structural long-term reform

UNDERPINNING ENABLER

An effective, well-resourced CEWA

Revitalised member value · Diversified revenue · Efficient operations · Membership growth

OUR VALUES

Collective Leadership

Uniting employers to advance shared priorities and influence government reforms and key issues.

- Convene employers around shared advocacy priorities
- Engage members as partners — co-designing positions and initiatives
- Communicate openly, especially on complex or contested issues
- Protect the wellbeing of those who share their stories with us

Evidence-Based Influence

Advocating credibly and constructively for sustainable policy and funding.

- Ground all advocacy in data, research and sector evidence
- Test ideas, evaluate outcomes and adapt — don't default to habit
- Engage government with credible evidence and practical solutions
- Use learning to strengthen future influence

Accountability

Prioritising outcomes and demonstrating the difference CEWA's programs make.

- Focus on tangible outcomes, not just activity
- Make deliberate trade-offs to protect quality and relevance
- Evaluate programs — stop or redesign work that doesn't demonstrate impact
- Hold ourselves accountable for member capability and workforce outcomes

Courage and Integrity

Speaking clearly and acting transparently on complex sector challenges.

- Address difficult issues with clarity, honesty and respect
- Speak up on funding, IR, reform and emerging employer issues — even when contested
- Act transparently and consistently to build trust with members and government

WHAT WE'RE FOCUSED ON IN YEAR ONE

Advocacy	Capability	Sustainability
• Advocacy plan developed and in motion • Re-engage government on community services partnership policy • At the table for key emerging issues • Government commitment on SCHADS funding and indexation	• Getting It Right Program Phase 2 funded • Leadership wellbeing program launched • Pro bono IR legal advice secured	• SCHADS support tools deployed • Sustainability risks elevated to government • Member value proposition refreshed with member input

Email **cewa@cewa.org.au** or join a facilitated session.