



# 2021-2024 Strategic Plan

**MCCI**

## VISION

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A cohesive multicultural society that embraces, celebrates, and values diversity

## PURPOSE

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We are a leadership voice for culturally & linguistically diverse communities, providing services that meet community needs, promote equity, harmony, social inclusion and build community capacity



2021-2024

# VALUES

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## Diversity

We believe in an inclusive and culturally diverse society

## Respect

We value the contributions of all people, celebrate diversity, and uphold the dignity of others

## Integrity

We always act in an open, honest, ethical and courageous way

## Empowerment

We advocate and actively support others to realise their aspirations and goals

## Collaboration

We work cooperatively with others who share our vision, values and purpose

## Hope

We are inspired by the potential that change can bring to our community

2021-2024

# OUR STRATEGIC INTENT

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## Representation

MCCI is a voice for multicultural communities

## Service Delivery & Quality

MCCI delivers high quality services that help people and communities to achieve their goals

## Community Reach & Impact

MCCI pursues new opportunities and continuous improvements to meet community needs

## Sustainability

MCCI builds our capabilities to support communities for the longer term

## People & Culture

MCCI is a great place to work and volunteer

2021-2024

## REPRESENTATION

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We act with leadership and influence to advocate for social equity and the benefits that derive from a diverse multicultural community. Our work as a regional peak body is grounded in the legislated principles of multiculturalism and a belief that our diversity is a strength and asset for future generations.

## STRATEGIC PRIORITIES

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Our strategic relationships with government, stakeholders and communities seek to advance a proactive public policy perspective on multiculturalism that is constructive, respectful, and evidence-informed.

As a voice for regional communities, we work as a systemic advocate to support social cohesion, a sense of belonging for all, and the equitable participation of people from diverse backgrounds in all aspects of civic life.

Newly arrived communities and young people are supported to form new associations and connections that encourage self-advocacy for their communities.

We implement effective community engagement mechanisms with our members, stakeholders and the community to represent the interests and concerns of diverse multicultural communities within the areas in which we operate.

We work towards a more inclusive and equitable society by providing information, advice, developing resources, delivering training, systemic advocacy, brokering partnerships, and supporting our members to achieve their goals for communities.

2021-2024

## SERVICE DELIVERY & QUALITY

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We provide services that are culturally intelligent and safe, responsive to individual and community needs, and delivered consistently with our values. Our work demonstrates a deep commitment to service excellence and quality, and places people at the centre always.

## STRATEGIC PRIORITIES

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Our services work 'with' people and communities not 'for' them to promote independence and build capacity. We ensure that our services are accessible, inclusive, safe, accountable and increasingly multidisciplinary in their approach.

Supporting multicultural communities primarily, including those newly arrived to Australia, our services encourage community participation, build social & economic capital, and promote holistic well-being, happiness, and independence.

We communicate openly and effectively to establish and maintain trust with our clients, communities, and partners. Others will want to work with us because our reputation is one of a trusted, respected, and outcomes-focussed service and community partner.

We plan and implement our services within a robust quality, governance and delivery framework that prioritises cultural safety, supporting those in need, client choice and engagement, risk management, and continuous improvement.

2021-2024

## COMMUNITY REACH & IMPACT

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We extend our community reach and impact by leveraging our strengths and working with those who share our vision and values. Our impact will be evident through a planned approach, developing new services and programs in areas where communities need them, and using evidence and community feedback to inform our work.

## STRATEGIC PRIORITIES

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Our skills, strengths and capabilities working with seniors, young people, carers, and newly arrived communities will be leveraged to expand high quality and multidisciplinary services that respond to community needs. Our approach will be planned, strategic, and sustainable.

We will seek to work with new partners and communities in Southern NSW and the ACT to extend our reach and impact. Our focus is on exploring service delivery gaps, pursuing strategic partnerships, and making an impact where it is needed most.

We will strengthen understanding of our community impact by developing enhanced monitoring and evaluation systems, using evidence to help inform the work we do, the outcomes we seek, and our planning for the future.

2021-2024

# SUSTAINABILITY

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We strengthen our future by diversifying services and revenue sources, ensuring good governance, and pursuing new opportunities that position us for sustainable growth. Our sustainability is supported by developing our capability (people, process, technology, infrastructure) and community relationships

# STRATEGIC PRIORITIES

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Our governance frameworks are contemporary and meet the expectations of our members, along with the requirements of our funding partners, regulatory authorities, and accreditation standards. The board is comprised of skills-based directors deeply committed to our purpose.

We will ensure that MCCI is well positioned to navigate future government policy reform and ready to pursue new opportunities that arise and are aligned with our vision and purpose.

Our organisation-support systems, technology, facilities, and infrastructure are well-resourced, efficient, adaptable, user-friendly, and scalable to support our current and future needs.

We plan to achieve levels of turnover to produce a net surplus each year that is reinvested into community services and our future capability. Our revenue sources for newly established services are diversified over time and our reliance on government funding is reduced.

2021-2024

## PEOPLE & CULTURE

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We support our dedicated staff and volunteers by prioritising teamwork, accountability, performance and self-care to achieve great results for the community. Our workforce diversity reflects the communities we work with, and our inclusive values and community-based approach are evident in our work every day.

## STRATEGIC PRIORITIES

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Our comprehensive People & Culture Plan defines organisation-wide strategies for: workforce planning & development; attraction and onboarding; leadership, engagement & support; inclusion & diversity; performance & accountability; career development; self-care, well-being, safety and balance.

We will ensure that the diversity, skills and talent of our staff & volunteer team are recognised and celebrated. Our team will be supported by a learning culture across the organisation that prioritises continuous improvement to meet the ever changing needs of our community.

Our staff and volunteer engagement will be benchmarked against international standards so that we are confident that our people feel valued as part of a diverse, inclusive and high performing team that is deeply connected to our purpose.

We will ensure that a culture of safety is supported and modelled at all levels of the organisation, supported by WHS systems and processes that effectively mitigates risk and encourages self-care and balance.

2021-2024