

ETHNIC COMMUNITIES' COUNCIL OF NSW

STRATEGIC PLAN 2016 – 2018



Ethnic Communities'
Council of NSW Inc.

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WATERLOO NSW 2017

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MESSAGE FROM THE CHAIR

In recognition of the 40th Anniversary of the Ethnic Communities' Council of NSW, the Board took it upon itself to initiate a full review of the organisation in 2015. This review was to encompass all aspects of the organisation and acknowledge the need for us to be an agile, competitive and representative NGO into the 21st century. The result is the Strategic Plan on the following pages.

Through this document, the ECC will be able to maintain its position as the pre-eminent member based representative body in multicultural Australia. I applaud the work of the Board, Members' Forum and Executive Officer in preparing and finalising our Strategic Plan for a 21st Century ECC and thank Jenny Bray of Jenny Bray Consulting for her insightful assistance provided throughout the project. Our challenge now is implementing this bold new plan into the future.

Chair of ECCNSW
Mr Peter Doukas

Acknowledgements

This Strategic Plan has been produced through the efforts of a number individuals and representatives of organisations. The Ethnic Communities Council of NSW would like to thank all involved for their contributions throughout 2015. The ECC Board would like to acknowledge the following:

- ECC Board
- ECC Members' Forum
- Individual Members who contributed via the strategic plan survey
- Stakeholder organisations that provided feedback and suggestions
- Staff of ECC
 - Mary Karras (Executive Officer)
 - Cecilia Su (Finance Officer)
 - Sue Burton (Program Manager)
 - Helen Scott (Project Coordinator)
 - Caroline Romano (HACC Multicultural Access Project Officer NSW)
 - Iain Maitland (Energy Advocate)
 - Louie Leung (Project Officer)
 - Yuling Du (Assistant Program Manager)
 - Ester Lozano (Media Officer)
 - Karen Li (Administration Officer)
- ECC Bilingual Educators
 - Arun Sharma, Hindi
 - Grace Matujza, Mandarin
 - Jay Johar, Hindi, Punjabi
 - Louie Leung, Cantonese
 - Mani Ramasamy, Tamil
 - Mariette Mikhael, Arabic
 - Minh Hoang, Vietnamese
 - Pornthip ChuaiUrachon, Thai
 - Rebecca Kwai Heung Tsoi, Mandarin, Cantonese
 - Shayla Shen, Mandarin
 - Tania Obeid, Arabic
 - Trinh Le Nguyen Dieu, Vietnamese
 - Yasmin Mohamed, Arabic

The strategic planning process was facilitated by



Jenny Bray Training & Consulting



Acronyms

ECC	Ethnic Communities' Council of NSW
EO	Executive Officer
FECCA	Federation of Ethnic Communities' Council of Australia
HR	Human Resources
ICT	Information, Communication, Technology
KRA	Key Result Area
MNSW	Multicultural New South Wales
MoU	Memorandum of Understanding
NGO	Non-government Organisation
NFP	Not for Profit
SBS	Special Broadcasting Service

ABOUT THE ETHNIC COMMUNITIES' COUNCIL OF NSW

The Ethnic Communities' Council of NSW (ECC) is the peak body for all culturally and linguistically diverse communities in New South Wales. ECC is a non-profit association established in 1975 at Sydney Town Hall by a mass rally of all ethnic communities in the presence of two former Prime Ministers, The Hon. Gough Whitlam and Rt. Hon. Malcolm Fraser.

Since then, the ECC has made a significant contribution to the establishment of organisations such as the Ethnic Affairs Commission of NSW (now Multicultural NSW), the Federation of Community Languages Schools, the Association of Translators and Interpreters, SBS Television and Multicultural Community Radio.

This Strategic Plan 2015-18 outlines how the ECC will continue to uphold and defend the Principles of Multiculturalism by working actively and in partnership with its Members and their communities.

Constitutional Objectives

The ECC exists to achieve the objects of the ECC Constitution, being:

- Promoting of joint action and co-operation between ethnic communities on shared issues to provide for social coherence and stability.
- Ensuring the rights of ethnic communities including effective participation in decisions which affect them and sharing of community resources.
- Encouraging the development of ethnic organisations concerned with the social and cultural life of their communities.
- Participating actively in the development of a culturally pluralistic society in Australia by promoting interaction with, rather than isolation from, the mainstream of Australian life.
- Promoting actively the principles of multiculturalism.
- Promoting democratic attitudes for racial harmony and understanding.
- Opposing all forms of discrimination, defamation and vilification on the grounds of ethnic or national origin, race, religion, colour, gender, age, disability or sexual preference.

Vision

An inclusive Australian society that actively upholds the principles of multiculturalism.

Mission

To uphold the principles of multiculturalism and provide a forum, structures and resources to enable ethnic communities of NSW to contribute to and benefit from civic, social and economic activity within multicultural Australia.



KEY RESULT AREAS 2016 – 2018

1. Outreach, Collaboration, Action and Advocacy

Objective	Key Performance Indicators
Engage communities, identify shared issues, foster collaboration, facilitate access to resources and coordinate action to address identified issues.	<ol style="list-style-type: none">1. Evidence of outreach, attendance at events and consultations with communities (including emerging and MNSW priority communities)2. Evidence of collaborations3. Evidence of media and social media profile.4. Increase in ECC Membership5. Policy sub-committees formed and active6. Number and value of tenders submitted7. Evidence of advice, consultation feedback or proposals provided to government and non-government agencies

RELATED ECC CONSTITUTIONAL OBJECTS:

- Promoting of joint action and co-operation between ethnic communities on shared issues to provide for social coherence and stability.
- Ensuring the rights of ethnic communities including effective participation in decisions which affect them and sharing of community resources.
- Participating actively in the development of a culturally pluralistic society in Australia by promoting interaction with, rather than isolation from, the mainstream of Australian life.
- Promoting actively the principles of multiculturalism
- Promoting democratic attitudes for racial harmony and understanding.

KEY RESULT AREAS 2016 – 2018 (Cont.)

2. Empowerment and Capacity Building

Objective	Key Performance Indicators
Provide opportunities, structures and resources to contribute to capacity building and to the empowerment of our Members and the communities we represent and serve.	<ol style="list-style-type: none">1. Evidence of activities promoting / facilitating mentoring relationships2. Evidence of provision of information on grant application opportunities3. Portfolio of information and resources on compliance and governance4. Evidence of active membership of forums and networks5. Evidence of initiatives to encourage sustainability and efficiency of member organisations6. Report on activities supporting communities to develop the cultural and social lives of their communities.

RELATED ECC CONSTITUTIONAL OBJECTS:

- Promoting of joint action and co-operation between ethnic communities on shared issues to provide for social coherence and stability.
- Ensuring the rights of ethnic communities including effective participation in decisions which affect them and sharing of community resources.
- Participating actively in the development of a culturally pluralistic society in Australia by promoting interaction with, rather than isolation from, the mainstream of Australian life.
- Promoting actively the principles of multiculturalism.
- Promoting democratic attitudes for racial harmony and understanding.
- Opposing all forms of discrimination, defamation and vilification on the grounds of ethnic or national origin, race, religion, colour, gender, age, disability or sexual preference.

KEY RESULT AREAS 2016 – 2018 (Cont.)

3. Harnessing the Legacy, Broadening the Reach and Strengthening the Governance

Objective	Key Performance Indicators
Strengthen the governance and internal operations of ECC, and harness the Organisation's connections, reputation and good will in order to provide effective state wide advocacy for the issues affecting and of importance to ethnic communities of NSW.	<ol style="list-style-type: none">1. ECC Policies and Procedures updated2. Organisational development plans developed (Workforce Plan, ICT Plan, HR System updated and implemented)3. Evidence of relationships with other peaks, and influential agencies, on shared issues4. Information kit for Members to use to promote ECC5. Evidence of increased opportunities for ethnic communities to access business opportunities and resources6. Number and value of tender applications submitted (government and private sector)7. Report on representation via media (social media and general media)

RELATED ECC CONSTITUTIONAL OBJECTS:

- Promoting of joint action and co-operation between ethnic communities on shared issues to provide for social coherence and stability.
- Ensuring the rights of ethnic communities including effective participation in decisions which affect them and sharing of community resources.
- Encouraging the development of ethnic organisations concerned with the social and cultural life of their communities.
- Participating actively in the development of a culturally pluralistic society in Australia by promoting interaction with, rather than isolation from, the mainstream of Australian life.

STRATEGIC DIRECTIONS AND ACTIONS

KRA 1. Outreach, Collaboration, Action and Advocacy

Objective	Key Performance Indicators
Engage communities, identify shared issues, foster collaboration, facilitate access to resources and coordinate action to address identified issues.	<ol style="list-style-type: none"><li data-bbox="651 663 1357 759">1. Evidence of outreach, attendance at events and consultations with communities (including emerging and MNSW priority communities)<li data-bbox="651 783 1010 807">2. Evidence of collaborations<li data-bbox="651 831 1205 855">3. Evidence of media and social media profile<li data-bbox="651 879 1048 903">4. Increase in ECC Membership<li data-bbox="651 927 1182 951">5. Policy sub-committees formed and active<li data-bbox="651 975 1167 999">6. Number and value of tenders submitted<li data-bbox="651 1023 1357 1098">7. Evidence of advice, consultation feedback or proposals provided to government and non-government agencies

KRA 1. Outreach, Collaboration, Action and Advocacy (cont.)

Strategies	How we will do this	Measures of success	Year		
			1	2	3
1. Reach out to ethnic communities across Sydney and NSW and engage them in the work of ECC.	1.1 Proactively seek opportunities to meet and engage established and emerging communities.	1.1.1 Report on outreach events and the range of communities and geographical areas reached.	✓	✓	✓
	1.2 Work collaboratively with regional Ethnic Communities Councils to engage identify and address issues affecting ethnic communities in regional and rural NSW.	1.2.1 Report of partnerships/collaborations with regional ECCs.	✓	✓	✓
	1.3 Raise awareness of the work of ECC across Sydney and NSW by attending key events (in partnership with regional Ethnic Communities Councils).	1.3.1 List of key events.	✓	✓	✓
	1.4 Use media and social media to raise awareness of the advocacy outcomes achieved by ECC and thereby encourage individuals and organisations to join ECC.	1.4.1 Evidence of media and social media profile. 1.4.2 Increase in ECC Membership.	✓	✓	
	1.5 Develop a membership strategy and processes that ensure continued membership of ECC into the future.	1.5.1 Renewed membership database and documented processes.	✓	✓	✓
2. Identify shared issues of ethnic communities and foster collaboration between and within ethnic communities on identified issues.	2.1 Hold community focus groups and other events across Sydney (and in partnership with regional Ethnic Communities Councils, across NSW) documenting shared issues.	2.1.1 Documented evidence of issues; number of forums and range of representation at forums.	✓	✓	✓
	2.2 Re-establish ECC policy sub-committees and invite representatives from ethnic communities with an active interest in the policy area.	2.2.1 Policy sub-committees formed and active.	✓	✓	✓

KRA 1. Outreach, Collaboration, Action and Advocacy (cont.)

Strategies	How we will do this	Measures of success	Year		
			1	2	3
3. Facilitate access to resources to enable action on shared issues as identified by ethnic communities.	3.1 Source grant, donation or other funding to support specific actions identified by committees.	3.1.1 Number and value of tender submissions produced.	✓	✓	✓
	3.2 Negotiate with partner organisations to provide in-kind support and access to other resources including venue, catering and administrative support.	3.2.1 Resources provided by partner organisations.	✓	✓	✓
	3.3 Direct issues and concerns of ethnic communities in regard to service delivery and engagement to relevant government and non-government bodies.	3.3.1 Papers and submissions on service delivery issues.	✓	✓	✓
4. Coordinate action on identified issues and represent the identified issues by advocating at the state level.	4.1 Link the work of the policy sub-committees to the activities of the Members' Forum and Board of ECC and the broader MNSW Harmony In Action initiative.	4.1.1 Policy sub-committee reports presented to Members Forum and tabled at Board meetings.	✓	✓	✓
	4.2 Establish processes to enable state wide advocacy based on the findings and issues of policy sub-committees.	4.2.1 Evidence of wide use of processes (letters, petitions, reports submitted) etc.	✓	✓	✓
	4.3 Encourage issues based research to provide an evidence base for emerging issues affecting ethnic communities in metropolitan and rural/regional NSW.	4.3.1 Engagements and connections with appropriate organisations involved in research.		✓	
	4.4 Provide position papers and submissions on key issues in regard to service delivery by NSW Agencies (Health, Aged Care, Education etc).	4.4.1 Position papers and submissions submitted to relevant government agencies.	✓	✓	✓

KRA 2. Empowerment and Capacity Building

Objective	Key Performance Indicators
Provide opportunities, structures and resources to contribute to capacity building and to the empowerment of our Members and the communities we represent and serve.	<ol style="list-style-type: none"><li data-bbox="647 572 1339 643">1. Evidence of activities promoting / facilitating mentoring relationships<li data-bbox="647 651 1359 721">2. Evidence of provision of information on grant application opportunities<li data-bbox="647 729 1370 799">3. Portfolio of information and resources on compliance and governance<li data-bbox="647 807 1352 834">4. Evidence of active membership of forums and networks<li data-bbox="647 842 1328 912">5. Evidence of initiatives to encourage sustainability and efficiency of member organisations<li data-bbox="647 920 1388 979">6. Report on activities supporting communities to develop the cultural and social lives of their communities

KRA 2. Empowerment and Capacity Building (cont.)

Strategies	How we will do this	Measures of success	Year		
			1	2	3
1. Strengthen the capacity of not for profit ethnic and multicultural community organisations.	1.1 Facilitate the development of mentoring relationships to assist the development of emerging community organisation.	1.1.1 Activities promoting/facilitating mentoring relationships.		✓	✓
	1.2 Facilitate access to information to assist not for profit ethnic and multicultural community organisations to understand compliance and effective governance.	1.2.1 Portfolio of information and resources on compliance and governance.		✓	
2. Assist emerging communities to represent their own issues at all levels of decision-making, and advocate for those issues.	2.1 Consult with emerging communities in metropolitan areas to identify priority areas and to promote opportunities for community engagement.	2.1.1 Demonstrated consultations with priority and emerging communities.	✓	✓	✓
	2.2 Contribute to appropriate forums that may include settlement services, coalitions, Aged Care Alliance, DSS Community Forums and other relevant networks.	2.2.1 Active membership on forums and networks.	✓	✓	✓
3. Work with our Member Organisations to assist them to be more sustainable	3.1 Respond to Member Organisation's requests for information on ensuring organisational sustainability and efficiency.	3.1.1 Record of initiatives to support organisational sustainability and efficiency.		✓	
	3.2 Encourage consortia or partnerships to enable the efficient use of resources.	3.2.1 Record of consortia or partnerships formed.	✓	✓	

KRA 2. Empowerment and Capacity Building (cont.)

Strategies	How we will do this	Measures of success	Year		
			1	2	3
3. Work with our Member Organisations to assist them to be more sustainable (cont.)	3.3 Provide opportunities for organisations to access resources relating to environmental sustainability.	3.3.1 Record of initiatives increasing access of ethnic communities to resources relating to environmental sustainability.		✓	✓
4. Facilitate the development of and access to, structures, processes and resources (including MNSW Language Services) to enable ethnic communities to participate directly in social and civic activities.	4.1 Continue the work in areas of environment, assisting governments and businesses to reach ethnic communities, and to provide ethnic communities with opportunities to access resources in this area of policy.	4.1 Project reports and evaluations.	✓		
	4.2 Contribute to the development of opportunities for ethnic communities develop the social and cultural life of their communities.	4.2.1 Online cultural calendar. 4.2.2 Record of invitations and attendance to cultural events.	✓	✓	✓
5. Foster access to information and opportunities to enable ethnic communities to develop flourishing small businesses.	5.1 Foster business relationships and sponsorships and create opportunities for ethnic communities to establish small businesses.	5.1.1 Project evaluations.	✓		
	5.2 Create opportunities for ethnic communities operating small businesses, to establish relationships with local Chambers of Commerce.	5.2.1 Project evaluations.	✓		

KRA 3. Harnessing the Legacy, Broadening the Reach and Strengthening the Governance

Objective	Key Performance Indicators
Strengthen the governance and internal operations of ECC, and harness the Organisation's connections, reputation and good will in order to provide effective state wide advocacy for the issues affecting and of importance to ethnic communities of NSW.	<ol style="list-style-type: none"><li data-bbox="651 624 1151 655">1. ECC Policies and Procedures updated<li data-bbox="651 660 1368 730">2. Organisational development plans developed (Workforce Plan, ICT Plan, HR System updated and implemented)<li data-bbox="651 735 1368 805">3. Evidence of relationships with other peaks, and influential agencies, on shared issues<li data-bbox="651 810 1294 842">4. Information kit for Members to use to promote ECC<li data-bbox="651 847 1391 917">5. Evidence of increased opportunities for ethnic communities to access business opportunities and resources<li data-bbox="651 922 1294 992">6. Number and value of tender applications submitted (government and private sector)<li data-bbox="651 997 1323 1067">7. Report on representation via media (social media and general media)

KRA 3. Harnessing the Legacy, Broadening the Reach and Strengthening the Governance *(cont.)*

Strategies	How we will do this	Measures of success	Year		
			1	2	3
1. Strengthen the governance and internal operations of ECC.	1.1 Develop a resourcing and workforce plan to support the objectives of the Strategic Plan.	1.1.1 Resourcing Plan to support Strategic Plan activities. 1.1.2 Workforce Plan.	✓	✓	✓
	1.2 Review the Policies and Procedures of the organisation to ensure strong and effective governance, compliance and internal efficiencies.	1.2.1 ECC Policies and Procedures updated.	✓		
	1.3 Resource staff and volunteers to enable implementation of the ECC Strategic Plan.	1.3.1 Documented evidence on training, professional development opportunities and supports provided.	✓		
	1.4 Invest in the Information, Communication and Technology infrastructure of the organisation, and adopt current best practice in these areas.	1.4.1 ICT Plan implemented.	✓		
	1.5 Maintain a skilled, motivated and outcomes oriented staff, resourced to achieve the objectives of the Organisation.	1.5.1 Human Resources Management system implemented (contracts, job descriptions, performance review, remuneration and incentives, training registers etc.)	✓		

KRA 3. Harnessing the Legacy, Broadening the Reach and Strengthening the Governance *(cont.)*

Strategies	How we will do this	Measures of success	Year		
			1	2	3
2. Broaden the reach and ability of ECC to influence policy and the distribution of resources to benefit ethnic communities of NSW.	2.1 Partner with NSW peak bodies and influential NGOs, targeting shared issues of ethnic communities, and areas of policy (e.g. education, housing, ageing, disability support etc).	2.1.1 Documented evidence of relationships with other peak bodies and influential NGOs targeting shared policy and other issues.	✓	✓	✓
	2.2 Maintain strong relationships with FECCA and work together on issues of national policy affecting ethnic communities across NSW.	2.2.1 Evidence of work with FECCA on issues of national policy.	✓	✓	✓
	2.3 Represent the issues of ethnic communities of NSW on key government and non-government committees, consultations, networks and forums.	2.3.1 Active membership on forums and networks.	✓	✓	✓
	2.4 Assist and resource the Members' Forum to actively promote ECC and assist to increase membership.	2.4.1 Information Kit for Members to use to promote ECC. 2.4.2 Members' Forum minutes report activities promoting ECC.	✓		
3. Expand reach into the for-profit sector (business world) to assist ethnic communities to achieve full economic inclusion.	3.1 In partnership with business, government, non-government and not-for-profits, develop opportunities for ethnic communities to access traineeship, small business mentorships and other opportunities.	3.1.1 Evidence of increased opportunities for ethnic communities to access business opportunities and resources (traineeships, mentorships etc.)	✓	✓	✓
	3.2 Form relationships with key business networks.	3.2.1 Evidence of connections with key business networks.	✓	✓	✓

KRA 3. Harnessing the Legacy, Broadening the Reach and Strengthening the Governance *(cont.)*

Strategies	How we will do this	Measures of success	Year		
			1	2	3
4. Proactively seek funding that aligns with the objectives of the Strategic Plan.	4.1 Secure government grants (including from MNSW) in areas consistent with the ECC Constitution objectives and ECC Strategic Plan.	4.1.1 Number and value of Tenders submitted and grants received.	✓	✓	✓
	4.2 Source donations from the corporate sector or other innovative funding options, in areas consistent with the ECC Constitution objectives and ECC Strategic Plan.	4.2.1 Number and value of corporate donation tenders submitted and donations received	✓	✓	✓
5. Effectively use and engage with media to achieve the Objects of the ECC Constitution.	5.1 Encourage Australian media to uphold responsible editorial standards and accountability in relation to issues of race, culture and diversity and the promotion of social harmony.	5.1.1 Documented evidence of representations made to or about media.	✓		
	5.2 Develop a Social Media policy and strategy to enable ECC to be proactive in communicating the benefits and achievements of multiculturalism, within the context of a rapid media cycle.	5.2.1 ECC Social Media Policy approved.	✓		
	5.3 Develop a General Media Policy and Procedures to enable ECC to respond to issues generated within the media, within the context of a rapid media cycle.	5.3.1 ECC General Media Policy and Procedures approved.	✓		

KRA 3. Harnessing the Legacy, Broadening the Reach and Strengthening the Governance *(cont.)*

Strategies	How we will do this	Measures of success	Year		
			1	2	3
5. Effectively use and engage with media to achieve the Objects of the ECC Constitution <i>(cont.)</i>	5.4 Provide media skills and mentoring to persons nominated by ECC Policy as the official spokesperson for ECC NSW.	5.4.1 Evidence of media training/support provided to official ECC spokespersons.	✓		
	5.5 Maintain and strengthen relationships with SBS and ethnic media to promote multiculturalism and harmony.	5.5.1 Evidence of activities undertaken with SBS, general and ethnic media.	✓	✓	✓