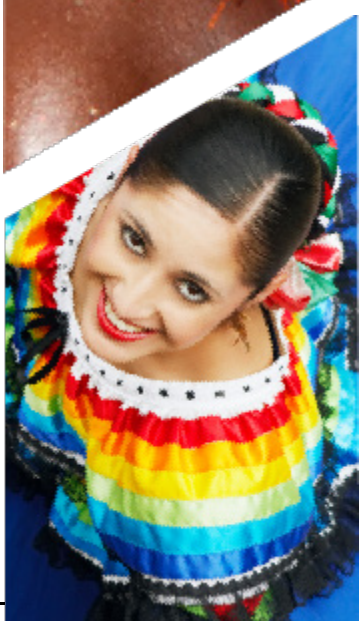



# STRATEGIC PLAN

## 2023 - 2025



Ethnic Communities' Council of NSW  
*Representing All Communities*



The strategic planning process was facilitated by



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Version 1



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# ACRONYMS

AGM	Annual General Meeting
CALD	Culturally and Linguistically Diverse
CEO	Chief Executive Officer
ECCNSW	Ethnic Communities' Council of NSW
EMCC's	Ethnic and Multicultural Communities' Councils
FECCA	Federation of Ethnic Communities' Council of Australia
PMP	Partnership with Multicultural Peaks Program
MNSW	Multicultural New South Wales
WCAG 2.0	Web Content Accessibility Guidelines 2.0
SBS	Special Broadcasting Service



## MESSAGE FROM THE CHAIR

The benefits and success of the implementation of the Strategic Plan 2023-2025 is the organisation's ability to engage in a variety of purposes including to clarify direction, identify a common vision, solve problems, and achieve goals. Planning allows ECC to keep pace with changing needs, funding, and program priorities. Also, how the members, stakeholders and broader CALD communities were engaged with each other. Perhaps the most obvious reason to continue the strategic planning is that it provides direction and focus by way of a written document. Having a clearly articulated mission and vision enables ECC NSW to have a road-map for continued success.

The importance of the Strategic plan 2023-2025 is to encompass all aspects of the organisation and reaffirm the need for us to be an agile, relevant and representative NGO in the multicultural space. In this Plan we must anticipate the many forces of change that will define the values and uphold the principles of multiculturalism in the decades to come.

Mr Peter Doukas OAM  
Chair of ECCNSW



# ACKNOWLEDGEMENTS

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

- ECCNSW Board of Management
- ECCNSW Members' Forum
- Organisational members and individual associate members who provided feedback and contributed via the evaluation survey
- Broader stakeholder organisations that provided feedback and suggestions

## ECCNSW STAFF

- Mary Karras (Chief Executive Officer)
- Patrick Wang (Finance Officer)
- Vanessa Papastavros (SML National Manager)
- Mariette Mikhael (Project Coordinator)
- Karen Li (Administration Officer)
- Iain Maitland (Energy Advocate)
- Christine Ahn (Project Coordinator)
- Fadi Nemme (Project Coordinator)
- Esther Lozano (Media & Comms Officer)
- Louise Easson (Media & Comms Officer)

## ECCNSW BILINGUAL EDUCATORS

- Abdal-Nasser Abu Mustafa, Arabic
- Adnan Alca, Turkish
- Anju Mathur, Hindi
- Antonios Ampatzis, Greek
- Anwar Yousif, Arabic
- Christine Ahn, Korean
- George Georges, Assyrian, Arabic
- Grace Matujza, Mandarin
- Helen Li, Mandarin, Cantonese
- Jimena Escobar, Spanish
- Mani Ramasamy, Tamil
- Mariette Mikhael, Arabic
- Marium Khan, Urdu
- Minh Hoang, Vietnamese
- Patricia Vaz, Hindi
- Phung Ngo, Vietnamese
- Rageed Tater, Arabic
- Richard Yu, Korean
- Rishi Acharya, Nepali
- Samira Habib, Bengali
- Shayla Shen, Mandarin
- Thi Phan Huong, Vietnamese
- Yasmin Mohamed, Arabic
- Ye Lu, Mandarin

# VISION

# MISSION

To promote the principles of multiculturalism and work vigorously towards the further development of a multicultural society

“An inclusive Australian society that values and upholds the principles of multiculturalism.”

# STRATEGY

As a member based Peak Body, the Ethnic Communities' Council of NSW (ECCNSW) exists to achieve the objects of the ECCNSW Constitution, being:

1. Promoting of joint action and co-operation between ethnic communities on shared issues to provide for social coherence and stability.
2. Ensuring the rights of ethnic communities including effective participation in decisions which affect them and sharing of community resources.
3. Encouraging the development of ethnic organisations concerned with the social and cultural life of their communities.
4. 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.
5. Promoting actively the principles of multiculturalism.
6. Promoting democratic attitudes for racial harmony and understanding.
7. 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.



# Focus Areas and Strategic



## Engage and Empower

Engage, involve and empower CALD communities to contribute to, and participate in, all aspects of public life



## Collaborate and Partner

Collaborate and form partnerships to generate collective action on issues of importance to CALD communities



## Lead and Represent

Take a leadership role as an advocate for multiculturalism and represent issues of importance to CALD communities to governments and businesses



## Strengthen and Build Capacity

Strengthen processes and build organisational capacity to achieve strategic objectives



# Priorities 2023–2025

- 
- 1.1 Seek the views, issues and ideas of members and the broader CALD communities in order to authentically represent their shared issues and common concerns
  - 1.2 Engage members and the broader CALD communities to adopt a shared and active commitment to cultural diversity
  - 1.3 Empower CALD individuals and communities to make use of, and participate in, activities and programs provided by governments, non-government agencies and businesses

- 
- 2.1 Work collaboratively with member organisations, FECCA, Multicultural NSW, via the PMP Program and other Ethnic / Multicultural Communities' Councils to ensure a coordinated approach in response to issues affecting CALD communities
  - 2.2 Collaborate with other peak bodies, service providers and businesses to address issues of importance to CALD communities

- 
- 3.1 Advocate for and represent the issues and concerns of CALD communities to government and businesses
  - 3.2 Represent the issues and concerns of CALD communities within public discussions and promote the positive contributions to society made by the ECCNSW members

- 
- 4.1 Continually seek financial resources to enable and sustain the ECCNSW's core-work whilst at the same time protecting its independent voice.
  - 4.2 Build the profile and brand of the ECCNSW and recognise and promote the contributions to its members
  - 4.3 Implement physical resources and skills development plans to resource the ECCNSW strategic objectives and ensure resources are well managed.

# Priority 1: Engage and Empower

**1.1** Seek the views, issues and ideas of members and the broader CALD communities in order to authentically represent their shared issues and common concerns

**1.1.1** Hold community and public forums, including through the project work, to generate conversations relating to current national and state issues that specifically impact CALD communities.

**1.1.2** Reach out to members (individual & organisational) through the effective use of electronic and social media.

**1.1.3** Facilitate the Members' Forum to identify current issues and concerns of the CALD communities represented, and co-ordinate action/s to address these.

**1.2** Engage members and the broader CALD communities to adopt a shared and active commitment to cultural diversity

**1.2.1** Increase the number and diversity of members of ECCNSW (individual and organisational) that demonstrates cultural, linguistic, age, and geographical diversity.

**1.2.2** Strengthen relationships with member organisations through engagement at meetings, attendance at AGM or other celebratory events or festivals, and by promoting their activities via ECCNSW website, social media and other publications.

**1.2.3** Facilitate relevant, accessible and robust Members' Forums on current government policies.

**1.2.4** Participate in, contribute to and promote CALD events and activities showcasing social cohesion and community harmony in the broader community.



# Engage, involve and empower CALD communities to contribute to, and participate in, all aspects of public life

**1.3** Empower CALD individuals and communities to make use of, and participate in, activities and programs provided by governments, non-government agencies and businesses

**1.3.1** Strengthen mentorship opportunities.

**1.3.2** Develop and make accessible, resources that build capacity of CALD individuals and communities enabling them to access services and business or development opportunities.

**1.3.3** Facilitate workshops, training and support for communities and community leaders (prioritising new and emerging communities where needed) that target capacity building across sectors.

**1.3.4** Provide media mentorship opportunities for young people from CALD backgrounds

# Priority 2: Collaborate and Partner

- 2.1 Work collaboratively with member organisations, FECCA, Multicultural NSW, via the PMP Program, and other Ethnic / Multicultural Communities' Councils to ensure a coordinated approach in response to issues affecting CALD communities*
  - 2.1.1 Continue membership on all 5 metropolitan Multicultural NSW's Regional Advisory Councils (RACs), to assist in identifying best practice in working with CALD communities and to raise emerging community issues.*
  - 2.1.2 Deliver the approved work plans for Multicultural NSW's Partnership Program and the PMP Program.*
  - 2.1.3 Develop and implement a shared approach to creating a stronger voice for multiculturalism.*
  - 2.1.4 Participate in the Partnership with Multicultural Peaks (PMP) Program quarterly meetings in order to collate and share information, resources, research and advice on best practice in social cohesion and effective service delivery in a culturally, linguistically and religiously diverse society.*

# Collaborate and form partnerships to generate collective action on issues of importance to CALD communities

**2.2** *Collaborate with other peak bodies, service providers and businesses to address issues of importance to CALD communities*

**2.2.1** *Seek out collaborative partnerships offering opportunities to address issues of concern to ECCNSW members and CALD communities, such as with Anti-Discrimination Board NSW, Work Safety, Amnesty International and others*

**2.2.2** *Develop an inter-agency Ambassador group of CALD service providers comprised of ECCNSW members to actively identify and address issues affecting the communities they service.*

**2.2.3** *Provide opportunities for businesses and business organisations that value and support multiculturalism, to be involved in ECCNSW's projects and activities.*

**2.2.4** *Collaborate with the South Sudanese Centre and relevant providers (such as OTEN) to deliver volunteer English classes; citizenship classes and the Certificate IV in Aged Care course, and other relevant courses.*

**2.2.5** *Encourage research to provide an evidence base for emerging issues affecting ethnic communities in metropolitan and rural/regional NSW.*



# Priority 3: Lead and Represent

**3.1** *Advocate for and represent the issues and concerns of CALD communities to governments and businesses*

**3.1.1** *Participate actively as a representative voice on advisory bodies / committees on NSW State CALD issues and national issues, governments and businesses .*

**3.1.2** *Participate in industry and sector forums, and round table discussions convened on state and national issues.*

**3.1.3** *Contribute to the development of Multicultural and Diversity Plans of non-government and private sectors.*

**3.1.4** *Represent the issues and concerns of CALD communities in relevant Royal Commissions, Parliamentary Inquiries, Webcams, policy reviews and government and departmental consultations.*

# Take a leadership role as an advocate for multiculturalism and represent issues of importance to CALD communities to governments and businesses

**3.2** *Represent the issues and concerns of CALD communities within public discussions and promote the positive contributions to society made by the ECCNSW members*

**3.2.1** *Host anniversary celebrations for ECCNSW, giving Lifetime Membership Awards to recognise the contributions of ECCNSW members, and to promote the benefits of being members and how they have contributed to Australian society*

**3.2.2** *Generate positive media stories by promoting and showcasing ECCNSW's member organisations' activities, events and profiles on ECCNSW website and social media, to showcase the benefits and successes of cultural diversity across a range of sectors.*

**3.2.3** *Provide media skills training to person/s nominated by the ECCNSW policy as the official spokesperson/s for the ECCNSW that empowers them to respond to media discussions that could potentially have a negative impact on community harmony*

**3.2.4** *Maintain the strong relationship with SBS and ethnic media (such as the ethnic community radio stations fostered through the Speak My Language initiative)*

# Priority 4: Strengthen and Build Capacity

**4.1** Continually seek financial resources to enable and sustain the ECCNSW's core work whilst at the same time protecting its independent voice

**4.1.1** Produce quality tender applications for government and philanthropic grants in areas that align with ECCNSW's strategic priorities

**4.1.2** Ensure ECCNSW assets are well managed.

**4.1.3** Provide Bi-Lingual Educator services to governments and businesses on a fee-for-service basis.

**4.2** Build the profile and brand of the ECCNSW and recognise and promote the contributions to its members.

**4.2.1** Update the media and communications strategy to reach broader audiences including via social media and responding to other digital transformations in society (e.g. enabling video conferencing).

**4.2.2** Enhance the ECCNSW website particularly to showcase our member organisations, enable on-line membership renewals and payments, and progressively achieve Web Access Guidelines 2.0 compliance.

**4.2.3** Maintain a high profile and positive brand for ECCNSW via Chair and office bearers as they circulate at cultural events, festivals and celebrations as official representatives of ECCNSW.

# Strengthen processes and build organisational capacity to achieve strategic objectives

**4.3** *Implement physical resources and skills development plans to resource the ECCNSW strategic objectives and ensure resources are well managed.*

**4.3.1** *Identify skills gaps across the organisation to achieve strategic objectives and plan to train, recruit or broker the required skills.*

**4.3.2** *Identify the physical resources needed to achieve strategic objectives (additional office / meeting space outside head office; IT equipment etc.) and plan to acquire or hire them.*

**4.3.3** *Invest in the Information, Communication and Technology infrastructure of the organisation to enable web-based conferencing, particularly with the ECCNSW members in rural /regional NSW.*

**4.3.4** *Maintain a skilled, motivated and outcomes-oriented staff, that is well resourced to achieve the objectives of the Organisation.*

# ECCNSW CORE ACTIVITIES

**The Ethnic Communities' Council of NSW  
is the peak body representing all communities  
in New South Wales.**

**Our main activities are advocacy, education and  
community development**

*ECCNSW's whole-of-community approach is a best practice  
model, one which fosters community cohesion and belonging.*

*We value partnerships and collaboration and source the  
resources and expertise required to drive progress and change.*

*ECCNSW operates within a philosophy underpinned by trust  
and authenticity. These attributes are necessary to facilitate  
meaningful engagement and representation of all Australians.*





# Advocacy, Education and Community Development

COMMUNITY  
DEVELOPMENT

EDUCATION

ADVOCACY



