

**Ethnic Communities
Council of WA**

**STRATEGIC PLAN
2016-17 to 2018-19**

Contents

ACKNOWLEDGEMENTS	3
BACKGROUND	3
ECCWA Vision	4
ECCWA Mission	4
ECCWA Values	4
POLICY, ADVOCACY & LOBBYING PROGRAM	5
MULTICULTURALISM, INTEGRATION AND COMMUNITY HARMONY PROGRAM	6
MEMBERSHIP SUPPORT AND SECTOR DEVELOPMENT PROGRAM	8
ADMINISTRATION & MANAGEMENT PROGRAM	9
PERFORMANCE INDICATORS	10
IMPLEMENTATION, MONITORING AND EVALUATION	10

Acknowledgements

ECCWA management committee acknowledges the input and feedback provided by management committee members, delegates of member organisations and other stakeholders in developing this strategic plan.

Background

The Ethnic Communities Council of Western Australia (ECCWA) is the State's peak body for ethnic organisations that takes an active interest in all aspects of multiculturalism and ethnic affairs and acts on behalf of all communities in Western Australia. The ECCWA is committed to working closely with the three tiers of government, community agencies and the community to facilitate the effective participation of ethnic communities in the decision-making processes of government and community.

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ECCWA takes a strong stand against racism, religious vilification and other forms of discrimination. To this end we are continuously advocating that Australia's legislation is strengthened to achieve this. ECCWA contends that the current mechanisms that are in place to protect human rights in Australia are inadequate and will continue to work to redress this.

For strategic planning purposes ECCWA's operations have been divided into four programs but it's important to note that they do not have separate budgets for their implementation. It is also pertinent to note that many of the initiatives identified in the Strategic Plan cross program boundaries from an impact perspective, and to avoid duplication they have been included under only one program.

Most importantly it is important to note that the core grant that ECCWA gets from the state government has never exceeded \$115,000 pa and since July 2010 it has not received core funding from the state government. It is amply clear that if this funding is not restored many aspects of this plan cannot be implemented.

ECCWA Vision

A fair and just society; one in which all people are encouraged to participate fully in the life of the community and are supported to reach their full potential, where diversity is valued and people live in harmony.

ECCWA Mission

To work in partnership with its member organisations, the community and government in the development and establishment of services and facilities that will ensure:

- The wellbeing of the culturally and linguistically diverse community of Western Australia
- The participation of people in the decision making mechanisms of this society
- Equitable access to, and an equitable share of, the resources of this State
- Diversity and co-existence.

ECCWA Values and Principles

In working towards its vision the Ethnic Communities Council WA encompasses the following values and principles:

- ◆ Human Rights
- ◆ Equity
- ◆ Social Justice
- ◆ Participation
- ◆ Representation
- ◆ Empowerment
- ◆ Participation and Representation
- ◆ Community harmony
- ◆ Citizenship rights and responsibilities.
- ◆ Collaboration and cooperative partnerships
- ◆ Integrity, respect and responsibility
- ◆ Strong leadership
- ◆ Ethical standards of administration and management
- ◆ Openness and accountability to stakeholders and the community.

local levels.	<p>3 Support the public sector to achieve substantive equality for ERM and people of CaLD backgrounds.</p> <p>4 Identify potential or existing barriers to service access, by consulting and working with member organizations, grass roots community members and other stakeholders.</p> <p>5 Work with other peak organisations through the WACOSS Peaks Forum.</p> <p>6 Develop strong links and partnership with OMI and the Citizenship and Multicultural Interests portfolio to support and assist in achieving the outcomes of the Strategic Plan and policies and programs .</p>	✓	✓	✓
Targeted Systemic Issues	<p>1 Work with ERM and CaLD people and relevant agencies to identify and document their needs and concerns with regard to:</p> <ul style="list-style-type: none"> • Housing • Language Services • Physical and Mental Health • Employment and Training • Disability, • Drug and alcohol, • Family and children’s services. • Youth • Women • Ageing • People with Disabilities • New and Emerging Communities • Those in Regional, Rural and Remote areas <p>2 Develop strategies to address the above</p> <p>3 Provide support and assistance to State Government initiatives designed to address systemic barriers and issues affecting full participation of CaLD communities.</p>	✓	✓	✓

MULTICULTURALISM, INTEGRATION AND COMMUNITY HARMONY PROGRAM

Goal:

The benefits of Multiculturalism and multicultural citizenship are achieved and CaLD and wider communities are provided with the information, skills and opportunities to promote Integration and Community Harmony.

Key Performance Outcomes

- Social Justice and Social Inclusion become meaningful realities for Western Australians of CaLD backgrounds
- Racism in all its forms is countered effectively.

OBJECTIVES	STRATEGIES	2016 /17	2017 /18	2018 /19
Increase awareness of and address issues	<p>1 Use ECCWA publications, Equity and Ethnicity to</p> <ul style="list-style-type: none"> • Publicise and promote discussions of issues of 	✓	✓	✓

<p>relating to Multiculturalism and Integration within ethnic and the wider communities.</p>	<p>significance to ERM;</p> <ul style="list-style-type: none"> • Promote the advantages of a multicultural society for State development and the contribution of CaLD communities to the development of Western Australia. • Promote cultural diversity and showcase best practice examples of substantive equality, participation and integration. • Promote and support policies and programs to enhance cross cultural awareness. <p>2 Work with OMI and other stakeholders to support initiatives which highlight the economic, social, cultural and linguistic benefits of cultural diversity.</p> <p>3 Support projects, programs and events that promote multiculturalism and engage all Western Australians.</p> <p>4 Provide relevant information for use by ethnic radio, and for inclusion in newsletters of ethnic community organisation and generic disability organisations;</p> <p>5 Organise and or participate in forums to promote discussion of issues of concern to ERM.</p> <p>6 Review the ECCWA Website to promote interaction and exchange of ideas on these subject matters.</p> <p>7 Make effective use of the media</p> <p>8 Undertake research, consultation, and partnerships to identify, address and advocate the needs of CaLD communities.</p> <p>9 Work with commonwealth, state and local government agencies to promote their services to CaLD communities.</p> <p>10 Promote recognition of the achievements of CaLD communities and their contribution to the State and nation.</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p>Increase awareness of and address issues relating to racism, discrimination and Community Harmony within ethnic and the wider communities</p>	<p>1 Use ECCWA publications to:</p> <ul style="list-style-type: none"> • Publicise and promote discussions of issues relating to racism, discrimination and Community Harmony; • Promote and showcase best practice examples of anti-racism and Community Harmony. • Promote and support policies and programs that enhance cross cultural awareness and counter racism. <p>2 Work with OMI and other stakeholders to support initiatives which Promote anti-racism and Community Harmony</p> <p>3 Promote the achievements of individuals and groups in advancing anti racism and Community Harmony.</p> <p>4 Promote CaLD programs which express and celebrate cultural diversity.</p> <p>5 Undertake initiatives to support and encourage active cooperation and friendships between established and new and emerging ethnic/CaLD communities.</p> <p>6 Continue to advocate for legislation and other</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>

	initiatives to address Religious Vilification.			
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MEMBERSHIP SUPPORT AND SECTOR DEVELOPMENT PROGRAM

Goal:

Broad membership base which values members is maintained and the developmental needs of the multicultural sector is effectively addressed

Key Performance Outcomes

- Broad membership base is maintained
- Membership involvement in ECCWA is maximised
- Developmental needs of the multicultural sector are effectively met

OBJECTIVES	STRATEGIES	2016 /17	2017 /18	2018 /19
Attract and retain member organisations representing new and emerging communities, established communities, multicultural and ethnic specific service providers, religions/faiths, wider community interests etc	1 Undertake a survey to; ascertain their needs and how ECCWA can assist in addressing them and also ascertain their satisfaction with how ECCWA is managed/operates. 2 Explore the possibility of ECCWA extending its public liability insurance cover for new and emerging communities. 3 Assist member organisations esp those representing new and emerging communities with: <ul style="list-style-type: none"> • their funding applications • gaining access to cost-free meeting space. 	✓		✓
Maximise the involvement of member organisations in the operations of ECCWA	1 Reestablish the mechanism to link the management committee more closely with the ECCWA membership- i.e. make each mc member responsible for liaison with a certain number of member organisations before and after each mc meeting. 2 Reinvigorate the ECCWA subcommittees and maximise the participation of member organisations in them. 3 Organise 3-4 general meetings of ECCWA for membership input on various issues.	✓	✓	✓
Address developmental needs of the Multicultural Sector	1 Establish a consultancy and training arm. 2 Undertake initiatives to address identified needs 3 Continue to implement the literacy/reading program	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓

ADMINISTRATION & MANAGEMENT PROGRAM

Goal:

To enhance ECCWA's operations from the perspectives of planning and optimal use of its resources

Key Performance Outcomes

- Diversification of ECCWA's funding sources and reduced reliance on government funding
- Maximizing return on Office accommodation
- Management committee, staff and volunteer potential are fully realized.

OBJECTIVES	STRATEGIES	2016/ 17	2017 /18	2018 /19
Attract and retain an adequate number of skilled people to the management committee	1 Identify skills needed, head-hunt appropriate people through existing and other networks	✓	✓	✓
	2 Identify incentives for retention	✓	✓	✓
	3 Modify the membership form to collect information about contacts, skills, knowledge and experience	✓	✓	✓
	4 Carry out a skills audit of current volunteers	✓	✓	✓
	5 Review and update induction program for mc members and volunteers.	✓	✓	✓
	6 Provide access to relevant skills training	✓	✓	✓
Attract and retain volunteers for other than management committee involvement	1 Review ECCWA's volunteer policy and procedures.	✓	✓	✓
	2 Investigate volunteer recruitment scheme	✓	✓	✓
	3 Develop JDF for volunteer involvement in specific projects.	✓		
Diversify ECCWA's funding sources and diminish its dependence on government funding	1 Review operations of the fund raising subcommittee and make changes as required.	✓		
	2 Develop fundraising strategy, which interalia articulates philosophy & values, activities that are acceptable etc.	✓		
	3 Approach prominent ethnic leaders, philanthropists, etc	✓	✓	✓
	4 Approach academic institutions as research partners – P/G student research, academic research grants, e.g.	✓	✓	✓
	5 Maximize existing funding opportunities from organizations like Lotteries Commission, Corporate membership drive etc	✓	✓	✓
	6 Establish a cross cultural consulting and training facility	✓	✓	✓
	7 Undertake at least one major fundraising initiative per year.	✓		
Optimise use of ECCWA's staff resources	1 Rostering volunteers and or committee members for reception duties between 2-5pm	✓	✓	✓
	2 Explore the feasibility of closing public access to ECCWA one day a week.	✓		

	3 Consider ways of doing things differently to save time and effort, e.g. use generic templates for submissions.	✓	✓	✓
Enhance the profile of ECCWA	1 Establish a Sub-Committee for this purpose. 2 Review initiatives proposed and implemented to date. 3 Lobby Commonwealth & State politicians and key stakeholders 4 Develop promotional materials and information publications. 5 Approach TAFE and the Universities to obtain the assistance of design and multi-media students 6 Explore feasibility of giving Awards to individuals, groups and organizations who support ECCWA/promote its cause.	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓
Enhance Communication between staff and committee	1 Clarify roles and responsibilities of management and staff positions 2 Invite staff to management meeting	✓ ✓	✓ ✓	✓ ✓
Review and Update Constitution and Policy and Procedures Manual.	1 Review and update Constitution 2 Review and Update Policy and Procedures Manual	✓	✓	✓

Performance Indicators

Program	Performance Indicators
POLICY, ADVOCACY & LOBBYING	
MULTICULTURALISM, INTEGRATION AND COMMUNITY HARMONY	
MEMBERSHIP SUPPORT AND SECTOR DEVELOPMENT	
ADMINISTRATION & MANAGEMENT	

Performance Indicators will be determined by what is required to be met in the core grant funding agreement and the wishes of the members

Review and Update of Strategic Plan

The management committee of ECCWA will establish a Strategic Plan subcommittee which will include at least 2 independent members to facilitate its implementation and to undertake a monitoring role and conduct an annual review. ECCWA members will be actively involved in the monitoring and annual reviews.