



BRMC Strategic Plan 2011 – 2014

May 2011

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Introduction

BRMC has been an effective advocate and service provider on behalf of the multicultural community of Ballarat for over a decade.

During 2010 work was commenced to revisit the strategic direction of the organisation. This work included the then Executive Committee undertaking a strategic planning process in March of 2010 and a round of consultations with stakeholders later that year.

In 2011 this strategic plan builds on that work. It was developed through a consultative process detailed in a subsequent section.

Context

Ballarat is a community in which 8% of its citizens are born overseas. This contrasts with the State average of 21%. Thus, in some senses, the community of Ballarat could be seen as not as multicultural as some others. However, there are significant numbers of older migrant groups as well as significant numbers of newly arrived migrants both humanitarian and skilled migrants. Additionally, there is a strong international student population at the two Universities and the TAFE sector in Ballarat.¹

The number of newly arrived migrants coming to Ballarat has decreased in the past 12 months or so.

Ballarat City Council has a Global Skills program that aims to bring up to 20 families per year through the Skilled Migration program. There is also a certain amount of secondary migration from other centres such as Colac and Geelong.

The service sector for multicultural groups in Ballarat is diverse with many agencies in the health, education and welfare sectors providing a range of services. Additionally, the religious community and many individuals are also active in supporting the needs of both established migrant communities and the newly arrived migrant cohort.

¹ For more detail on the demographic profile of Ballarat see the Cultural Diversity Strategy for the City of Ballarat at <http://www.ballarat.vic.gov.au/city-projects-and-strategies/strategies/cultural-diversity-strategy.aspx>

The main funded services are a range of HACC services run by BRMC, settlement services run by Ballarat Community Health and Child and Family Services, housing through the church welfare sector and English language programs run through SMB University of Ballarat, BRMC and other education providers. There are however significant other services largely run by volunteers including mentoring through NESBLinks, after school programs including Homework clubs, etc.

Settlement planning is coordinated through the Central Highlands Settlement Planning Committee chaired through Ballarat Community Health.

Ballarat City Council has a Cultural Diversity Office and an Intercultural Advisory Committee.

There are many cultural organisations that support the needs of culturally specific groupings in Ballarat. Many of these are members of BRMC.

The main issues for the multicultural community in Ballarat are

- Ageing for the older migrants and associated access to appropriate services
- English language proficiency
- Isolation
- Employment

BRMC is a non-profit community based organisation formed as a result of a consultation organised by the City of Ballarat in 1999 which determined the need to provide a range of culturally-sensitive services and support to our migrant communities throughout the Central Highlands Region.

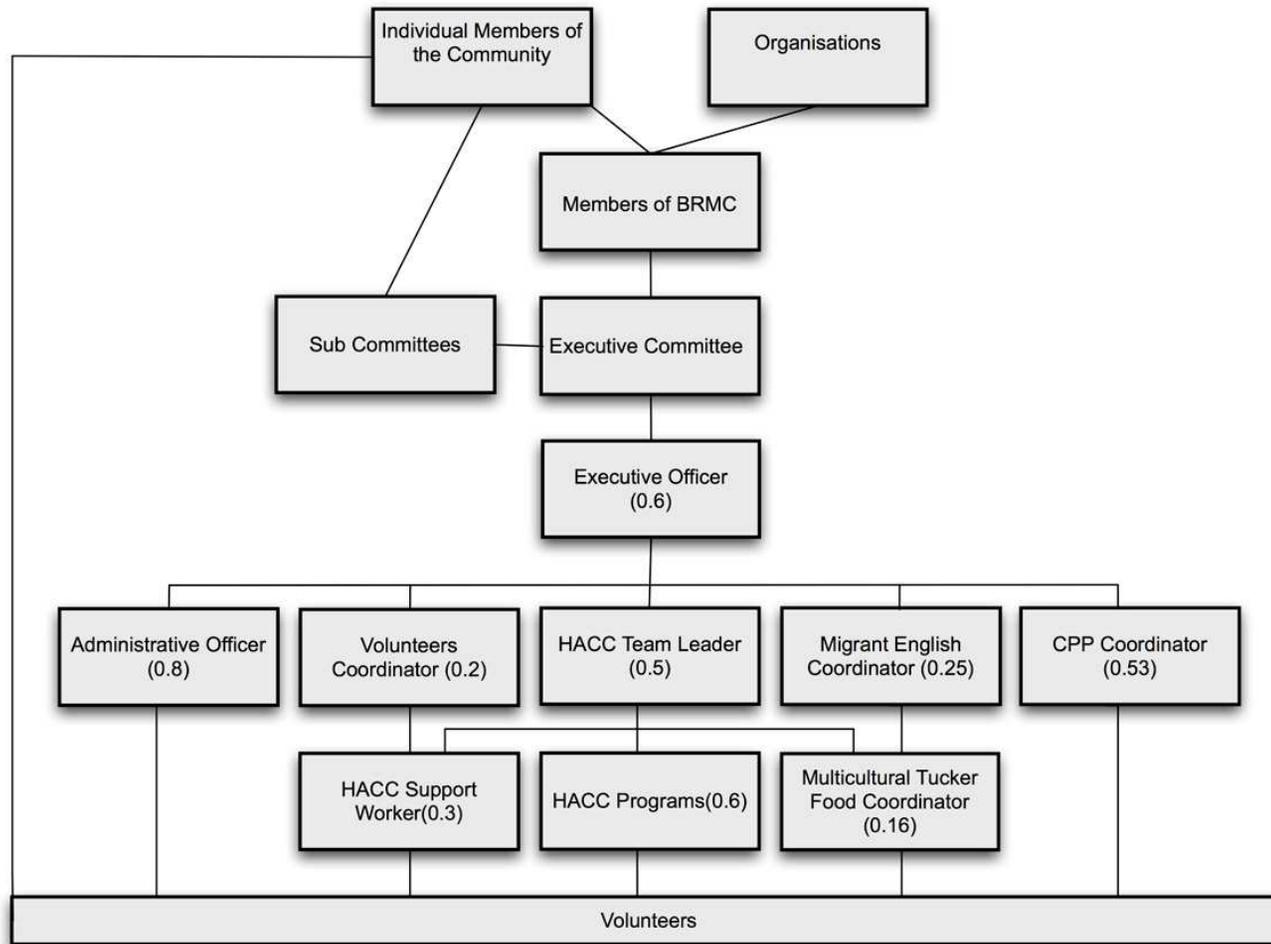
In early 1999 a Steering Committee of 10 people was formed. BRMC was incorporated in December 1999.

This draft Strategic Plan was developed in Feb/March 2011. The Executive Committee held a planning day in January 2011. This draft is a result of the outcomes from that day and builds on the work done by the previous Committee in 2010.

BRMC is a member based organisation with three levels of membership. General members are organisations which have a multicultural/ethnic focus as their primary object. Associate members are organisations with secondary interest in multiculturalism. Individual members are individuals with an interest in multiculturalism. Members are expected under the Incorporations Act to act according to the purposes of the organisation. There are currently 17 general members, 3 associate members and 53 individual members.

The affairs of the organisation are governed by an Executive Committee. The Committee employs an Executive Officer. Several other staff and volunteers conduct the business of the organisation.

The following chart represents the current (from May 2011) organisational structure of BRMC Inc.



SWOT Analysis

The 2010 planning exercise identified strengths and weaknesses for BRMC. A similar exercise has been undertaken by the current Executive Committee.

Strengths

- Service Provision (HACC/CALD – DoHA CPP)
- Skilled Volunteers (VTP, MEP, MCT, FV, etc.)
- Networking and cooperating with other service providers
- Involvement in Community celebrations (Australia Day, Begonia Festival, Refugee Week International Women’s Day, etc.)
- Recognised by peak bodies and agencies (e.g. FECCA, ECCV, VMC, DIAC, etc.)

Weaknesses

- Previous management structure with part time Coordinator/Administrator
- Tensions between some previous Executive Committee members and staff
- Limited funding for both administration and programs
- Tensions in trying to meet all the needs of different migrant communities whilst being a small organisation
- Constant need to raise the profile of BRMC
- Current community perceptions of BRMC clouded by previous conflicts

Opportunities

- Closer links and synergies with Local Government
- Strong Strategic partnerships especially with other Service Providers in the Community Services Sector
- Opportunities to gain more program and funding opportunities
- Recurrent funding to grow the organisation to employ a full time EO plus other administrative staff to support Program Coordinators
- Obtain more funding to support the growing needs of new arrivals in the Ballarat community
- More exemplary programs like MCT, VTP and IHSS

Threats

- In the past some internal friction within BRMC
- Size of the organisation related to risk management
- Competition for scarce resources by competing government and other community organisations
- Constantly striving to develop Best Practice within the organisation

Vision

Our vision is of goodwill, understanding and harmony within our culturally diverse community.

Mission

BRMC will promote a culturally-diverse and harmonious, inclusive community through policy development, advocacy, representation, provision of services and capacity-building provided by employees, members and volunteers adhering to the aims and objectives of the organisation.

Corporate Values

- Integrity
- Respect
- Equality
- Harmony
- Empowerment
- Passion
- Empathy
- Dignity
- Inclusiveness
- Trust
- Innovation

Aims and Objectives

1. To provide opportunities for people of all cultural backgrounds to come together
2. To provide advisory services, support and advocacy for the particular needs of people of various cultural backgrounds
3. To advocate on relevant government policy and practice at the local, state and federal level to ensure appropriate service provision
4. To provide government and other bodies or agencies in the Ballarat region with an open channel of communication with cultural groups and organisations
5. To promote a greater awareness of multicultural values, the contributions and the specific needs of community groups within the region
6. To advise relevant agencies in the region on the social, legal, cultural, educational, health and welfare needs of residents of culturally diverse backgrounds with an emphasis on equitable access to services
7. To develop programs which will encourage ethnic people of all ages within the region to retain their heritage and thus optimise the benefits of cultural diversity for all Australians

(From the Constitution)

Key Strategies

Key priorities that have been identified are categorised into four areas of focus

- Advocacy and Representation
- Marketing and Communication
- Services and Capacity Building
- Evaluation

Advocacy and Representation	
	Develop and promote strategic partnerships with relevant bodies
	Promote the benefits of multiculturalism in the wider community
	Provide representation regarding policy, services and programs on behalf of cultural groups to Government and other bodies
	Seek funding on behalf of members and BRMC for relevant programs and services
Marketing and Communication	
	Facilitate intercultural communication and interaction
	Promote the use of BRMC's facilities as a hub for the multicultural communities
	Provide information to the CALD community of Ballarat to assist them in achieving their goals

Services and Capacity Building	
	Assist with settlement planning for newly arrived migrants
	Contribute to interagency planning and delivery of programs for the CALD community.
	Contribute to planning and delivery of multicultural events
	Promote programs for CALD youth
	Provide assistance with training and development programs which assist in creating employment for newly arrived migrants
	Promote and provide programs for aged multicultural communities
	Provide cultural awareness programs to the wider Ballarat community
Evaluation	
	Develop and maintain a strategic plan for the organisation continually monitoring it for relevance and effectiveness
	Research the needs of the CALD community in Ballarat

Major Goals and Actions

Category	Goal	Action	Key Success Measures	Target
Advocacy and Representation				
	Develop and promote strategic partnerships with relevant bodies	Develop strategic links with Government agencies, the City of Ballarat, the University of Ballarat, Ballarat Community Health Services, Highlands LLEN and other relevant agencies.	<ul style="list-style-type: none"> • Regular Executive meetings with agencies • Exchange of newsletters and other information 	Ongoing Ongoing
	Promote the benefits of multiculturalism in the wider community	Create and publish promotional brochures and newsletters and distribute widely to appropriate agencies.	<ul style="list-style-type: none"> • Newsletter produced and distributed 4 times per year to distribution list • Brochure maintained and available in quantity 	4 Newsletters Three times per year
		Maintain a useful and accurate website	<ul style="list-style-type: none"> • Web statistics targets met • Feedback from website 	1000 unique users per month Ongoing
		Use BRMC as an exemplar in demonstrating harmony and cooperation in the workplace	<ul style="list-style-type: none"> • Positive feedback from visitors • Positive suggestions in Suggestion Box 	Ongoing Ongoing
		Support interfaith initiatives within the community	<ul style="list-style-type: none"> • Provide support and assistance for interfaith initiatives 	Ongoing
	Provide representation regarding policy, services and programs on behalf of cultural groups to Government and other bodies	Make funding applications to relevant agencies in support of multicultural groups.	<ul style="list-style-type: none"> • Applications made on behalf of member groups and other cultural organisations. • Number of successful applications. 	Six applications per year Three per year

		Act as a central point for information about multicultural issues and information.	<ul style="list-style-type: none"> No of visits and requests made via the office and through other communication means 	Twenty interactions with the public per day
	Seek funding on behalf of members and BRMC for relevant programs and services	Seek funding from VMC for the operational expenses of BRMC.	<ul style="list-style-type: none"> Successful application for operational funding for BRMC 	By 2012
		Seek funding from any other agencies for support for BRMC and member groups.	<ul style="list-style-type: none"> See above 	
Marketing and Communication				
	Facilitate intercultural communication and interaction	Maintain effective links with media outlets.	<ul style="list-style-type: none"> Number of media stories about multiculturalism Positive feedback from media organisations 	Twenty per year Ongoing
		Promote interaction amongst cultural groups within Ballarat.	<ul style="list-style-type: none"> Successful interaction activities conducted 	Ten per year
		Invite cultural community leaders to attend BRMC meetings.	<ul style="list-style-type: none"> Invitations sent Positive responses received Positive feedback 	Ongoing
	Promote the use of BRMC and its facilities as a hub for the multicultural communities	Maintain close links with other Gplace consortium members.	<ul style="list-style-type: none"> Regular meetings Positive mutual working environment 	Ten per year Ongoing
		Promote the use of Gplace for community activities and meetings.	<ul style="list-style-type: none"> Increased use of Gplace facilities Positive feedback 	50% increase per year
		Run social events at BRMC to facilitate intercultural communication.	<ul style="list-style-type: none"> Number of social events run 	4 per year
		Promote the BRMC Strategic Plan and Policy Manual amongst members.	<ul style="list-style-type: none"> Distribute copies of each to members 	Once per year

		Provide a sociable and friendly environment at BRMC to encourage member groups and individuals to use the facilities.	<ul style="list-style-type: none"> • Number of people dropping in for assistance 	10 per week
	Provide information to the CALD community of Ballarat to assist them in achieving their goals	Make information available to members regarding multicultural issues and funding opportunities.	<ul style="list-style-type: none"> • Regularly distribute information to members 	Twice per week
		Participate in welcoming sessions for new arrivals.	<ul style="list-style-type: none"> • Attendance at sessions 	BRMC represented at each session
		Use the BRMC website and newsletter as a vehicle for up to date information dissemination .	<ul style="list-style-type: none"> • Website statistics 	1000 unique users per month
		Provide regular forums and information sessions for members.	<ul style="list-style-type: none"> • Number of sessions conducted 	Four per year
		Identify " hidden " cultural groups in Ballarat and assist them in seeking support and information to support their needs.	<ul style="list-style-type: none"> • Number of groups found 	Two per year
		Encourage young CALD people to join groups and organisations to become active in the community.	<ul style="list-style-type: none"> • Feedback from youth • Information from groups about increased involvement 	Positive feedback
Services and Capacity Building				
	Assist with settlement planning for newly arrived migrants	Provide assistance and advice to newly arrived migrants .	<ul style="list-style-type: none"> • Number of interactions provided • Number of referrals to other agencies 	Three per week Two per week
		Seek funding to establish a mentoring program for new arrivals	<ul style="list-style-type: none"> • Mentoring program established 	By 2013
		Liaise with the agencies providing settlement planning and voluntary tutoring programs for new arrivals in order to improve service delivery.	<ul style="list-style-type: none"> • Regular exchange of information • Number of referrals 	Ongoing Two per week
		Maintain and develop the current English Language program	<ul style="list-style-type: none"> • Increased use of program 	50% increase per year

		Liaise with the Federal Government with the view to bringing the Settlement Planning Program and English Classes back to BRMC	<ul style="list-style-type: none"> • Settlement Grants Program and Voluntary Tutors programs return to BRMC 	By 2013
	Contribute to interagency planning and delivery of programs for the CALD community.	Liaise with appropriate agencies in the planning of services.	<ul style="list-style-type: none"> • Regular exchange of information with appropriate agencies • New services established in conjunction with BRMC 	Ongoing Ongoing
		Liaise with appropriate agencies to improve public transport services for CALD community.	<ul style="list-style-type: none"> • Public transport services improved 	2013
	Contribute to planning and delivery of multicultural events	Liaise with City of Ballarat in the presentation of appropriate events such as the Begonia Festival, Seniors Week and Cultural Diversity Week	<ul style="list-style-type: none"> • Successful involvement in events • Feedback from Council and participants 	Ongoing Ongoing
		Link into other culturally relevant events in Ballarat such as Springfest.	<ul style="list-style-type: none"> • Successful involvement in events • Feedback from event organisers 	Ongoing Ongoing
		Research the need to conduct a BRMC-sponsored multicultural event (along the lines of Diverstat's Pakofesta)	<ul style="list-style-type: none"> • Complete research with recommendations endorsed 	By 2012
		Conduct volunteer recognition events and award ceremonies for BRMC Volunteers	<ul style="list-style-type: none"> • Number of events conducted • Feedback from participants 	Ongoing Ongoing
	Promote programs for CALD youth	Assist in the provision of a bike education program for CALD youth	<ul style="list-style-type: none"> • A bike education program established 	By 2013
		Assist in the provision of driver education programs for CALD youth	<ul style="list-style-type: none"> • A driver education program established 	By 2012
		Assist in the provision of after school recreation and homework club activities for CALD youth.	<ul style="list-style-type: none"> • Assistance provided to existing programs • Assistance provided in establishing new programs 	Ongoing By 2012

		Provide assistance and advice to International students.	<ul style="list-style-type: none"> • Assistance provided 	Ongoing
		Assist in the provision of youth sporting and recreation programs for CALD youth	<ul style="list-style-type: none"> • Assistance provided to existing programs • Assistance provided in establishing new programs 	Ongoing By 2012
	Provide assistance with training and development programs which assist in creating employment for newly arrived migrants	Assist agencies which provide training, development and employment programs particularly in encouraging them to be culturally sensitive and proactive in seeking employment for new arrivals	<ul style="list-style-type: none"> • Assistance provided to existing programs • Assistance provided in establishing new programs 	Ongoing BY 2012
	Promote and provide programs for aged multicultural communities	Maintain and develop the existing HACC and DoHA programs.	<ul style="list-style-type: none"> • Programs maintained and developed • Feedback from clients and participants 	Ongoing Ongoing
	Provide cultural awareness programs to the wider Ballarat community	Liaise with other agencies in the provision of cultural awareness programs	<ul style="list-style-type: none"> • Improved cultural awareness in the community • Regular attendance at meetings with other agencies to plan for Cultural awareness programs 	Ongoing Ongoing
		Seek funding to provide cultural awareness programs	<ul style="list-style-type: none"> • Funding obtained and programs conducted 	By 2012
		Assist with the conduct of outreach programs in schools and workplaces.	<ul style="list-style-type: none"> • Assistance provided 	Ongoing

Evaluation				
	Develop and maintain a strategic plan for the organisation continually monitoring it for relevance and effectiveness	Regularly review the Strategic and Business Plans as well as the Policy and Procedures Manual.	<ul style="list-style-type: none"> Annual reviews conducted and endorsed by Committee 	Ongoing
		Further develop performance measures for Strategic Plan	<ul style="list-style-type: none"> Improved performance measures developed including qualitative and quantitative tools 	By 2012 review
		As part of the annual review of the Strategic Plan review the name and facilities of BRMC with respect to its continuing relevance.	<ul style="list-style-type: none"> Review conducted 	By 2012 review
		Review the constitution of BRMC with respect to changes in legislation and members' needs.	<ul style="list-style-type: none"> Constitution reviewed and endorsed by members 	By 2012
	Research the needs of the CALD community in Ballarat	Seek qualitative and quantitative feedback from user groups .	<ul style="list-style-type: none"> Feedback obtained and evaluated and included in annual review of Strategy. 	Ongoing
		Support students and others researching the needs of the CALD community.	<ul style="list-style-type: none"> Provide support as required 	Ongoing
		Instigate a Suggestions Box at BRMC to encourage feedback.	<ul style="list-style-type: none"> Suggestions Box installed 	By 2011
		Undertake a needs analysis (in conjunction with an appropriate agency) to identify unmet needs of the CALD community.	<ul style="list-style-type: none"> Needs analysis conducted 	By 2013

Risk Assessment Plan

Identified Risk	Level	• Risk Management Strategy/Procedures
Poor reputation of BRMC	High	<ul style="list-style-type: none"> • Work on communication strategies to change community opinion • Revive Committee, Staff and member self-belief in BRMC
Lack of stakeholder engagement	High	<ul style="list-style-type: none"> • Consult with and encourage feedback from all stakeholders • Maintain regular communication with all stakeholders • Provide evidence (data) of identified issues • Collaborate with willing stakeholders on pilot projects and disseminate outcomes broadly
Poor outcomes from work/projects	High	<ul style="list-style-type: none"> • Encourage an evaluation and review culture in all stakeholder groups • Where possible BRMC will ensure evaluation and review of projects occurs • Annual review of BRMC Strategic Plan
Access to data that demonstrates achievements and outcomes	Moderate	<ul style="list-style-type: none"> • During the process of completing the environmental scan data gaps were identified. • Addressing data gaps will be a strategy included in the 2011 BRMC Strategic Plan • Discussions have commenced with key stakeholders re future data access as part of the Strategic Plan consultation process
Threat posed by external parties to disrupt or harm	Moderate	<ul style="list-style-type: none"> • Due to BRMC being located at G Place which hosts a variety of programs, this risk is perceived as moderate. In order to address this risk, a number of strategies are in place and are regularly reviewed • BRMC OH&S and Security Policy • Security camera monitoring throughout the building • Key register maintained by BRMC EO
Changes in the Service Region environment	Low	<ul style="list-style-type: none"> • Review and adapt strategic plan annually in consultation with key stakeholders
Business continuity Planning and Procedures	Low	<ul style="list-style-type: none"> • Data backed up on a daily basis • Remote log in to server and email currently being facilitated by IT support provider • Annual review of the Strategic Plan in consultation with key stakeholders
Efficiency, reliability and functionality of ICT	Low	<ul style="list-style-type: none"> • Staff computers are networked to the Local Area Network (LAN) • Data backed up on a daily basis • BRMC website hosted externally? • CT Support Provider agreement in place • Annual review of applications and licences conducted

Employment and retention of skilled /experienced/qualified staff	Low	<ul style="list-style-type: none"> • Staff retention policies • Annual position description review • Robust performance management processes • Professional development needs reviewed annually
Internal Planning administration and resource allocation	Low	<ul style="list-style-type: none"> • Annual strategic planning process held with all Committee of Management Members and staff • BRMC Strategic Plan and priorities disseminated to all key stakeholders, members, Committee of Management and staff for review and feedback • All financial budgets endorsed by Executive Committee and Committee of Management • Bi-monthly reporting provided by EO to Committee of Management • Retained earnings are maintained at a level to cover BRMC expenses for a three month period
Relationship Management	Moderate	<ul style="list-style-type: none"> • Consultation and open communication is a standard operating procedure • In the event of a serious issue a third party will be engaged as part of the mediation process.
Financial Systems and Financial Controls including fraudulent transactions	Low	<ul style="list-style-type: none"> • Annual audit conducted by external independent auditor • Monthly review by Executive Committee of monthly financial reconciliation including; Profit & Loss, Balance Sheet, Cheque Register and Bank Statements • The above documents are reviewed on a bi-monthly basis by the full Committee of Management • EO and Committee of Management member signatures required on all outgoing payments • EFT only utilized for salary payment

Conflict of Interest Management Plan

Actual or Perceived Conflict	Management Strategy
Committee of Management Member	<ul style="list-style-type: none"> • A CoM member must not allow a conflict of interest to compromise his or her position on the CoM. Individual CoM members are encouraged to discuss any potential conflicts of interest informally with the Executive Officer or Chair prior to CoM meetings. • If a CoM member is aware of a potential conflict of interest in respect of an Agenda matter of any CoM meeting of BRMC, the CoM member shall state that concern at the commencement of the meeting and have such statement included in the Minutes of the meeting. • If a CoM member becomes aware of a potential conflict of interest in respect of an Agenda matter during a CoM meeting of BRMC, the CoM member shall state that concern at the earliest possible moment and have such statement included in the Minutes of the meeting. • The Chair, if requested by the CoM member (and with advice from the CoM), will determine if the potential conflict of interest is of sufficient gravity to require the exclusion of the CoM member during debate and voting on the subject. The decision will be included in the Minutes of the meeting. • If either it is deemed by the Chair to be of sufficient gravity, or the CoM member does not request a ruling, the CoM member making the statement shall remove him or herself from the meeting forthwith and return when requested to do so by the Chair. Such action will be included in the Minutes of the meeting. • Any apparent contravention of this Code should be brought to the attention of the Chair by any CoM member at the earliest opportunity. • In extreme cases it would be recommended by the Chair that the CoM member be asked to resign, or alternatively the Constitution allow for the CoM member to be removed by the CoM convening a General Meeting of members for that specific purpose.
Staff Member	<ul style="list-style-type: none"> • Staff are requested to bring any potential conflict of interest matters to the attention of the Executive Officer if they believe these matters may affect their capacity to fulfill their role. • If undeclared conflict of interest is discovered, the disciplinary procedures policy will be implemented