

ECCV STRATEGIC PLAN 2020-2025

June 2020



We are proud to recognise Indigenous peoples as the first Australians and as cultural leaders and traditional custodians of the lands on which we live, meet and work.

We acknowledge that sovereignty was never ceded.
We pay our respects to their elders, past & present.

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Vision

A culturally diverse and harmonious society that is just, fair and inclusive for all Victorians.

Mission

We are strengthening and building our community through advocacy and leadership, empowering people from culturally diverse backgrounds.

Our role

To influence and collaborate with government, business, community and all individuals to support our vision.

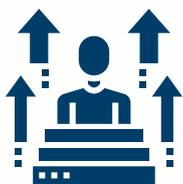
Our Values

Guide all the activities of our Board, staff, volunteers, all who work with us, and the organisations and communities with which we collaborate.

STRATEGIC THEMES



Influence Victoria and Australia



Lead, Support, Collaborate with members & others



Build Capability and Mission

STRATEGIC ACTIVITIES

We undertake impactful policy and advocacy activities.

We work on strategic projects with our members, communities and others.

We listen to and connect with members, communities and others.

We build our capability, capacity, resourcing and evaluation in order to maximise our mission delivery.

SUCCESS INDICATORS

People of all cultures & backgrounds have equality of opportunity and participation in all aspects of society.

Key decision makers utilise our wisdom, experience and networks to inform their activities relating to our vision.

Our members & the Victorian and national network of organisations who align with our mission are supported in their activities to make progress towards our shared vision.

Our membership feels included, supported & contributes towards our shared vision. Other organisations and individuals recognise and value our contribution.

Our staff, volunteers, Board & stakeholders are supported to continually develop their capability to progress our shared vision.

Our organisation is perceived as leading-edge, collaborative and able to guide and influence Victoria and Australia to support our vision.

Courage

Equality

Integrity

Respect

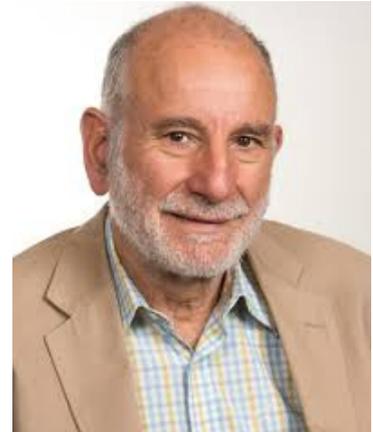
Compassion

Empowerment

FOREWORD

Our strategic plan is a crucial element in the governance of the Ethnic Communities' Council of Victoria (ECCV).

It is our opportunity, every few years, to imagine the future and make plans which enable us to remain strong, to deal with emerging challenges and take advantage of new opportunities. It is the primary document that sets our direction and establishes the priorities of our organisation.



Our planning process for the 2020 – 2025 strategic plan was genuinely inclusive, involving our members, stakeholders, staff, Board, funders, and the broader community.

We wanted to re-establish our organisation's vision and priorities in response to an ever-changing environment and to ensure that alongside our members and stakeholders we are working toward the same purpose.

This strategic plan is a forward-looking document which sets the ECCV's direction for five years.

In it, we take an overview of the values and operating principles that guide what we do, and introduces **twelve strategic themes that include leadership, advocacy, engagement, capability and profile building across the years 2020 – 2025**. We seek to specifically progress our Reconciliation Action Plan as part of our commitment to our core values.

Our work in the past had begun to fall naturally into a number of coherent thematic areas. This plan gives those themes clearer definition under three strategic focus areas:

1. **Influence Victoria and Australia through policy and advocacy**
2. **Lead, Support and Collaborate with Members and others on shared purpose**
3. **Build Capability and Mission so that we can continually increase our impact**

We believe in being explicit about our core values and key objectives. At the same time we pride ourselves on being a nimble, responsive organisation that reacts rapidly and effectively to issues and changes in our operational environment.

We are confident that our future direction will advance social justice and reinforce our commitment to championing diversity.

A handwritten signature in black ink, appearing to read 'Eddie Micallef'.

Eddie Micallef
Chairperson

ABOUT US

We are an organisation with an ambitious mission.

Since 1974, we have been the key advocate for culturally diverse communities in Victoria and the link between these communities, government and the broader community. We remain the peak body representing ethnic and multicultural organisations in Victoria. We continue our advocacy work for on-going improvement in the social impact and social outcomes of public policy.

A community based, member-driven organisation committed to empowering people from culturally diverse backgrounds, ECCV has a membership of leading not-for-profit agencies, multicultural and ethno-specific services providers, faith groups and other organisations. Our member organisations together seek to catalyse policy change at each level of government to build a more socially cohesive, just, fair and inclusive Victoria.

Our staff are committed and highly skilled individuals. Overseeing our team is a Board whose members have expertise in governance, representation, advocacy, policy development and capacity building.

With a robust evidence base we advocate and lobby all levels of government on behalf of ethnic and multicultural communities in areas of human rights, access and equity, improving services, racism and discrimination.

ECCV acts as a bridge between ethnic and multicultural communities and the broader Victorian society. Our purpose is to help build a diverse yet cohesive society. We seek to facilitate a deeper understanding between our members, stakeholders and government of the others' perspective and priorities and to foster positive relationships. We strive to find innovative approaches to fulfill these values.

What makes ECCV genuinely unique is that we work with, and through government and stakeholders, with a single purpose of securing social change for our members. This uniqueness of approach and the expertise and networks we have developed whilst representing our members is our greatest asset.

We have earned a reputation for high quality, high impact evidence-based advocacy and project work with our views sought after and respected by policy makers and project partners.

STRATEGIC NARRATIVE

ECCV has a proud history, an important role, and a bright future.

From 2020 to 2025, ECCV will maintain and increase our relevance for everyone in the Victorian community. We will courageously pursue our mission, increasing our voice and presence, and ensure constructive public discourse on key issues of diversity, equity and inclusion.

We will exercise more leadership and we will help create more leadership among our members and across all demographics in Victoria. We will actively increase our engagement with new and emerging communities, rural and regional Victoria and others who are currently under-represented or who can support and progress our mission.

We acknowledge that we are on the land of the traditional owners, and we commit to implementing a Reconciliation Action Plan and to inviting First Nations peoples and organisations to collaborate for positive actions and outcomes.

We will continually refresh and renew our organisation, we will seek new resourcing to progress our mission, and we will invest in our staff, volunteers, Board and others to maximise our positive impact. We believe our mission has never been more important than it is today, and we commit to help lead Victoria and Australia to a bright future of diversity, equity and inclusion for people of all cultures and backgrounds.

STRATEGIC FOCUS AREAS

ECCV has three key strategic focus areas, each of which synergise to progress our mission:

1. Influence Victoria and Australia: Policy and advocacy

ECCV influences government, business and communities through our evidence-based, well-researched policy and advocacy in order to ensure progress towards our vision.

2. Lead, Support, Collaborate: Work with Members and others on shared vision

ECCV works with, leads, supports and collaborates with members, communities and other organisations (including Governments) to ensure progress towards our vision.

3. Build Capability and Mission: Create a highly effective organisation

ECCV continually builds our capability and our capacity to ensure progress towards our vision, and we continually evaluate our performance in creating that progress.



STRATEGIC THEMES TO 2025

From 2020 to 2025, ECCV's influence will be underpinned by 12 strategic themes.

1. Pivotal Inflexion Point

ECCV will significantly build on our activities to ensure (a) we are a unique "go-to" organisation for issues of diversity, equity and inclusion and (b) we maintain ongoing and increased relevance to the community and key stakeholders.

2. Leadership

We will courageously pursue our mission, increasing our voice and presence.

3. Communications & Profile

We will raise our profile with members and others, and the profile of public discourse on key issues of diversity, equity and inclusion (DEI).

4. Policy, advocacy, influence

We will strongly focus on policy, advocacy and influence on carefully prioritised issues in order to directly make progress on diversity, equity and inclusion and to support the mission of members on these issues

5. Member engagement

We will broaden the ECCV membership base, engaging more and differently with members and potential members from all demographics. We will collaborate, synergise and lead with those members and potential members.

6. Demographic engagement

ECCV will engage more effectively with all demographics, all areas of Victoria and all organisations who are members or potential members. We will increase our engagement with new and emerging communities, rural and regional Victoria and currently under-voiced areas of metropolitan Melbourne, younger people, non 'ethno-specific' community organisations, business associations and businesses, politicians and other influencers at a local and state-wide level.

7. Mainstream with DEI lens

ECCV sees multicultural diversity as mainstream. We proudly bring a multicultural diversity, equity and inclusion lens to every aspect of Australian life.

8. Reconciliation, and Indigenous Relationship

ECCV acknowledges that we are on the land of the traditional owners, and we commit to implementing a Reconciliation Action Plan and to inviting First Nations peoples and organisations to collaborate.

9. Crises, disasters and emergencies: response and recovery

As evidenced by Covid-19, ECCV recognises that multicultural communities may be differentially disadvantaged by crises, disasters and emergencies: we will work to ensure any disadvantages are minimised or eliminated.

10. Governance, Constitution, Vision/Mission

ECCV will revisit our constitution, membership arrangements, governance processes and consultative representation processes to ensure we uphold best practice in all aspects of our organisation.

11. Resourcing

ECCV will implement a well-structured strategy to ensure additional resources from government, philanthropy and business support our mission.

12. Staffing and capability

ECCV commits to resourcing and developing our staff, volunteers, Board and others supporting our organisation, and commits to best-practice in all areas of capability development.

STRATEGIC PLAN DELIVERABLES 2020-2025

Our strategic plan 2020-2025 comprises three Strategic Focus Areas, each of which has 4-5 Strategic Actions. These Strategic Actions are intended to be implemented over the term of the Strategic Plan. Each Strategic Action will be supported by a series of Operational Actions (updated at least annually), comprising a range of projects and initiatives aligned with one or more Actions and Focus Areas, with specific measurable time-specific outcomes, and allocated to specific staff, teams or other stakeholders.

Focus Area 1. Influence Victoria and Australia: Policy and advocacy

ECCV influences government, business and communities through our evidence-based, well-researched policy and advocacy in order to ensure progress towards our vision.

STRATEGIC ACTION | INDICATORS

1

Develop a policy, advocacy and influence strategy to focus on carefully considered and prioritised issues

Evidenced progress on diversity, equity and inclusion in Victoria.

2

Develop and implement an overarching framework positioning ECCV's mission as an aspect of mainstream diversity, equity and inclusion, recognising intersectionality.

Framework developed and ECCV's advocacy demonstrably benefits the whole community.

3

Ensure quality of life for Victorians from culturally diverse backgrounds, including by enhancing their participation in the decision making process of government and community

Our policy advocacy is evidence-based and demonstrably leads to better quality of life and outcomes for all.

4

Develop a policy framework for crises, disasters and emergencies response and recovery.

Framework developed in consultation with all stakeholders, key aspects adopted by Government and other decision makers, and differential impact of crises on multicultural communities is demonstrably reduced.

STRATEGIC PLAN DELIVERABLES 2020-2025

Focus Area 2. Lead, Support, Collaborate: Work with Members and others on shared vision

ECCV works with, leads, supports and collaborates with members, communities and other organisations (including Governments) to ensure progress towards our vision.

STRATEGIC ACTION | INDICATORS

1

Review and update our member engagement and development strategy, including a focus on all demographic and geographic populations within Victoria.

ECCV Core membership base significantly increases each year, aiming to reach as many multicultural-focused organisations in Victoria as possible, including from both new & emerging and longer-established communities, and an associate membership comprising at least 100 other organisations.

2

We will collaborate, synergise and lead with members and potential members.

We undertake a series of collaborative projects with members and others that deliver impactful outcomes supporting our mission.

3

We will develop a focus on empowerment and entrepreneurship in CALD communities.

We demonstrably increase the empowerment and entrepreneurial capability and activity of CALD communities.

4

We will commit to implementing a First Nations Reconciliation Action Plan

Increased collaboration with First Nations peoples and organisations through the development of an innovative RAP.

STRATEGIC PLAN DELIVERABLES 2020-2025

Focus Area 3. Build Capability and Mission: Create an highly effective organisation

ECCV continually builds our capability and our capacity to ensure progress towards our vision, and we continually evaluate our performance in creating that progress.

STRATEGIC ACTION | INDICATORS

1

Revisit our constitution, membership arrangements, governance processes and consultative representation processes to ensure we uphold best practice in all aspects of our organisation.

A reviewed and updated constitution, reviewed and updated governance processes, and reviewed consultative representation processes implemented and positively evaluated.

2

Develop and implement a staff, volunteer and Board capability framework.

Framework implemented, active continual development processes in place; increased volunteer contribution; framework and outcomes positively evaluated.

3

Develop and implement a brand positioning strategy.

ECCV is positioned as a well-known, well-regarded, highly influential organisation seen as relevant and essential to key stakeholders and to Victoria.

4

Develop and implement an enhanced communications strategy in support of strategic objectives.

Communication strategy supports agreed areas of Focus Areas 1, 2 and 3, including all policy and advocacy, member engagement, and brand positioning.

5

Develop and implement a resourcing strategy

Significantly increased resources from government, philanthropy and businesses to enable full implementation of ECCV strategies.

ECCV STRATEGIC PLAN 2020-2025

June 2020



@ethnicvic

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