

## Strategic Priorities

(continued)

6.5 Continue to develop and improve the MRC's governance model by developing:

- a) a clear role statement and membership criteria for the Board
- b) a Board recruitment, orientation, learning and development program
- c) effectiveness indicators and code of conduct for the Board

d) a monitoring framework and reporting processes relating to achievement of objectives and compliance with laws, regulations and Board policies relating to the operation of the organisation

e) a reflection and review process on Board effectiveness

f) a succession strategy for the Board

## Our Services and activities

Settlement services for families and youth

Settlement access and equity

Family counselling

Family support program

Refugee minor support program

Women's groups

Youth refugee mentor support program

Youth recreational activities

Home work support groups

Multicultural women's group

Community Aged care packages

Planned activity groups for older people and people with a disability

Flexible respite for carers

Diverse care

Social support services

HACC / Aged Care Access and Equity

Advocacy

Research

Community engagement and consultation

Information services

Volunteer services

Advice and consulting services (cultural diversity)

Sewing classes

English (ESL) classes

Driver education program

Drug education program

Citizenship Support program

Tax help

Employment program

Cross cultural training

SERMRC IS AN ACCREDITED ISO: 9001 QUALITY ENDORSED COMPANY AND REGISTERED TRAINING ORGANISATION

Interpreters available on request



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# Strategic Plan 2008-11

**South Eastern Region  
Migrant Resource Centre**



## Introduction

This 2008 – 2011 strategic plan presents the South Eastern Region Migrant Resource Centre's (SER MRC ) vision, mission and objectives for the next three years. Our strategic priorities for the earlier part of this period are also outlined.

The strategic plan reflects the efforts of the SERMRC Board to respond to the changing needs of migrant and refugee communities as well as to the complex political environment in which we operate. The Board's thinking and planning was greatly enhanced by input from external stakeholders and from our staff and management team.

We set out to develop understandable, realistic objectives that will focus our work and enable us evaluate and report on how well we are carrying out our mission. However, some of our objectives necessarily involve systemic change where progress will depend on effective partnerships and collaboration with others including governments, community organisations, business and migrant and refugee communities. Whilst this means greater complexity from planning through to evaluation, the SERMRC is committed to working with others, to strengthen the capacity of all organisations to engage with and respond to the culturally diverse community in Melbourne's south-east. We see the SERMRC as being well positioned to take up a lead role in this wider community and service system development endeavour.

The SERMRC Board hopes the plan will provide a sound basis for SERMRC's members, partners, government and other stakeholders to understand our priorities for the next three years and the means by which we intend to address those priorities.

## Our Vision

All people are achieving their aspirations and participating fully in Australian society.

## Our Mission

To empower and assist people who are migrants and refugees in Melbourne's south-east to establish themselves and achieve their aspirations in our culturally diverse community.

## Our Objectives

In carrying out our mission, we endeavour to create the following circumstances:

1. Migrants, refugees and their communities will have access to culturally appropriate information and support services that assist and empower them to realise their aspirations.
2. The SERMRC will understand the support needs and aspirations of refugees and migrants and share this understanding with community agencies, business and governments.
3. Through effective advocacy, local, state and federal governments

will be increasingly committed to promoting and upholding the human rights of migrants and refugees.

4. Governments, community agencies and business will be connected with, and increasingly responsive to, the culturally and linguistically diverse community of the south-east of Melbourne.
5. Cultural diversity in the south-east is promoted and celebrated.
6. The MRC will be a highly-regarded, creative, sustainable organisation with a culturally diverse workforce and strong connections with migrant and refugee communities.

## Strategic Priorities

These strategies will be refreshed as we go and reviewed formally in 2009.

**OBJECTIVE 1: Migrants, refugees and their communities will have access to culturally appropriate information and support services that assist and empower them to realise their aspirations.**

- 1.1 Continue to provide a range of relevant migrant and refugee information and support services in the Cities of Greater Dandenong, Casey and Shire of Cardinia and the surrounding areas.

- 1.2 Explore options to respond to unmet needs for migrant and refugee information and support services in other areas of the south-east.
- 1.3 Investigate new and innovative models, including fee-for-service activities, to respond to unmet needs.
- 1.4 Develop an appropriate service delivery and administration site in the City of Casey.

**OBJECTIVE 2: The MRC will understand the support needs and aspirations of refugees and migrants in the south-east and share this understanding with community agencies, business and governments.**

- 2.1 Through research, engagement and consultation, continue to learn about and document the support needs and aspirations of migrants and refugees.
- 2.2 Continue to engage with and consult migrants and refugees on their needs and aspirations.
- 2.3 Explore ways of systematically gathering and analysing data (relating to needs and aspirations) generated through our service delivery activities and programs.
- 2.4 Investigate research opportunities that will enrich our understanding of the needs and aspirations of migrants and refugees.
- 2.5 Develop strategies to disseminate and share our information and knowledge about the needs and aspirations of migrants and refugees with governments, the wider service sector and business.

**OBJECTIVE 3: Through effective advocacy, local, state and federal governments will be increasingly committed to promoting and upholding the human rights of migrants and refugees.**

- 3.1 Continue to take up important advocacy opportunities as they arise.
- 3.2 Initiate and lead two significant advocacy efforts in collaboration with other organisations who are involved with migrant and refugee communities.
- 3.3 Develop and maintain relationships with local, state and federal politicians and senior officials.
- 3.4 Continue to participate in networks, committees and processes that advocate on migrant and refugee issues including:
  - Dandenong and Casey-Cardinia Migrant Settlement Committees
  - Multicultural Youth Action Group (MYAG)
  - National Council of Migrant Resource Centres and Settlement agencies (NCMRCSA) and
  - Refugee Council of Australia (RCOA)
  - Centrelink Multicultural Advisory Committee ( MAC )

**OBJECTIVE 4: Governments, community agencies and business will be connected with, and increasingly responsive to, the culturally & linguistically diverse community of the south-east of Melbourne.**

- 4.1 Continue to promote access and equity for migrant and refugee communities.

- 4.2 Provide information, training and education activities to assist mainstream agencies and services providers to enhance their responsiveness to migrant and refugee communities in the south-east.
- 4.3 Explore options for offering consulting services to mainstream agencies, government and business to enhance their responsiveness to migrant and refugee communities in the south-east.

**OBJECTIVE 5: Cultural diversity in the south-east is promoted and celebrated.**

- 5.1 Continue to participate in cultural events and celebrations.
- 5.2 Encourage and support the broader community to embrace and celebrate cultural diversity.
- 5.3 Use the media and a range of other creative strategies to promote cultural diversity.
- 5.4 Take up opportunities to challenge racist attitudes and behaviours.

**OBJECTIVE 6: The SERMRC will be a highly-regarded, creative, sustainable organisation with a culturally diverse workforce and strong connections with migrant and refugee communities.**

- 6.1 Building on recent work, design and implement an organisational planning and evaluation framework that enables us to evaluate how well we're carrying out our mission, achieving our objectives and continually improving our services and activities.
- 6.2 Establish the SERMRC as an employer of choice by:
  - a) ensuring all staff are clear on their roles and are supported to take up those roles effectively
  - b) continuing to review and develop clear policies and procedures for recruitment, orientation, OH and S and staff training and development.
  - c) providing staff with the necessary resources and tools to do their work
  - d) exploring innovative options to reward staff for their contribution to the SERMRC.
- 6.3 Strengthen the financial position of the MRC by:
  - a) identifying new funding sources including donations
  - b) exploring mission-related fee-for service activities
  - c) expanding our current service delivery area
- 6.4 Develop and implement a volunteer strategy that creates a range of opportunities for community members to engage, contribute, make connections and learn through their involvement with the MRC.