

# STRATEGIC PLAN

## 2016 - 2020



**Ethnic Communities  
Council of Queensland**

2016-  
2020





## THE ETHNIC COMMUNITIES COUNCIL OF QUEENSLAND LTD

ECCQ, Diversicare and Berlasco Court Caring Centre together form the ECCQ Ltd Group ACN 010 151 256.

### OUR PURPOSE

To lead the development and participation of multicultural communities in Queensland through advocacy, support, services and capacity building.

ECCQ, and its wholly-owned divisions, encourages and supports cultural diversity through community engagement, education and training, health promotion and culturally appropriate aged care service provision.

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# Chairperson's Foreword

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Serge Voloschenko OAM  
Chairperson

It is with pleasure that I present to our members and communities the Ethnic Communities Council of Queensland's (ECCQ) Strategic Plan for 2016 - 2020.

This year marks ECCQ's 40<sup>th</sup> year of service to culturally and linguistically diverse (CALD) communities which is an achievement that we all are incredibly proud of. It is timely that we make plans for the future so that we can continue to serve Queensland's CALD communities to the best of our ability.

This Strategic Plan outlines the vision and purpose of ECCQ as the peak body for multiculturalism in Queensland. Included in this document is a summary of our strengths as an organisation along with some of the key challenges we face.

Also enclosed in this plan are our key goals for the future and the strategies through which we will strive to achieve them.

I am very proud to present a plan that demonstrates our ongoing commitment to CALD communities in Queensland. The Plan also signifies our willingness to change and adapt to the changing circumstances.

A special thanks must go to the Board of Directors and senior staff of ECCQ, who developed this Strategic Plan. The Board devotes countless hours to furthering the mission of ECCQ and I thank them for the time and energy which went into ensuring that this plan is representative of a diverse range of views and perspectives.

I would also like to take this opportunity to thank our members for their ongoing support of ECCQ. We will continue working closely with all of our members over the coming years, as is articulated in our Strategic Plan. On behalf of the Board, I can say that we are very proud to present this Strategic Plan 2016 - 2020 and we look forward to it yielding tangible and positive results for multicultural communities throughout Queensland.



# Chief Executive Officer's Foreword

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Garry Page  
Chief Executive Officer

I am incredibly honoured and excited to release the Ethnic Communities Council of Queensland's (ECCQ) Strategic Plan for 2016 - 2020.

As ECCQ celebrates its 40<sup>th</sup> year as the peak body for multiculturalism in Queensland, this plan recognises and pays homage to the significant achievements of ECCQ so far. Importantly, it also directs us into the next exciting phase for ECCQ, where we will need to adapt to the changing nature of multiculturalism in Queensland and the inevitable shifts of the environment in which we operate. It is without reservation that we will meet many new challenges thrown at us as we continue to positively contribute to Queensland's multicultural communities.

ECCQ has a dedicated and motivated team who are committed to achieving the goals outlined in this Strategic Plan. It is fitting that these staff members are recognised as a key strength of ECCQ within the Strategic Plan.

We will use the Strategic Plan as a guide and as a measure of the work we do with communities every day through our programs in community engagement, health promotion and our community care and residential aged care divisions; Diversicare and Berlasco Court Caring Centre.

I look forward to working closely with our Chairperson and the Board of Directors to implement these strategies and deliver positive outcomes for culturally and linguistically diverse (CALD) communities across Queensland.

I would like to sincerely thank the Board for their role in developing this Strategic Plan and for the opportunity to guide its implementation.

ECCQ looks forward to moving forward and working with our members, communities and stakeholders.



# About ECCQ

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The Ethnic Communities Council of Queensland (ECCQ) has established a long and proud history of contributions to the development of Queensland as a harmonious multicultural society.

Established in 1976, ECCQ has continued to be the reference point for cultural diversity issues and ethnic community representation. We believe that everyone, irrespective of their background, should be able to participate and contribute in all aspects of Australian society.

We also know that diversity and inclusion builds stronger communities characterised by cooperation, trust and sharing of cultures.

Whether it's working alongside culturally diverse communities through our support and education programs, or seeking equity around access to services, ECCQ is supporting Queensland's growth into an inclusive and harmonious community – for everyone to enjoy and participate in.

ECCQ has been part of building the multicultural infrastructure of the State and has specifically contributed to this by developing innovative multicultural services that have met the needs of many Queenslanders from culturally and linguistically diverse (CALD) backgrounds.

Having reached our 40<sup>th</sup> year, it is important to take stock of the changes around us; whether it be the passing of one of our founders and inspirational leader Nick Xynias AO BEM, or the changing nature of government funding and support, together with the increasing diversification within ethnic communities resulting from the changing nature of migration. We need to keep both current and relevant.

This Strategic Plan has been developed to steer the organisation into its next phase, with professional staff and a revitalised governance and corporate structure. We look forward to continuing to contribute to the legacy that the organisation has established over many years.



# Vision

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A society whereby people from culturally and linguistically diverse (CALD) backgrounds are supported to maximise their potential and in which their productive contribution to Queensland is recognised.

# Purpose

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To lead the development and participation of multicultural communities in Queensland through advocacy, support, services and capacity building.





# Challenges

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- ▶ Policy reform and subsequent changes within State and Federal Government requiring new approaches to accessing service funding
- ▶ Remaining competitive in an expanding non-governmental organisation sector
- ▶ Developing a stronger and more representative constituency of members and volunteers
- ▶ Championing CALD issues in a context of rapid population change through both new migration and the ageing of previous migration waves
- ▶ The need to increase systemic competence in both governance and operations to allow the organisation to effectively position itself as both a significant evidence led advocate and as a partner to government in its interaction with ethnic communities throughout Queensland.

# Strengths

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- ▶ We have a significant reputation and good will based on long term contributions to Queensland
- ▶ We have an experienced staff team that is responsive to the changing needs of ethnic communities in Queensland
- ▶ We have a unique set of skills through the diversity of our staff across community languages, cultural knowledge, cross-cultural communication skills and community knowledge
- ▶ We have the legitimacy and presence to open up opportunities for new and emerging communities through developing their capacity and to address issues critical to social inclusion such as combatting violent extremism
- ▶ We can enhance income streams by promoting and offering best practice models
- ▶ We have particular expertise in the CALD aged sector which can be enhanced through service innovation
- ▶ We are already a strong and fair employer (an employer of choice) through the way we recruit, train and up skill our staff
- ▶ We have the knowledge and networks to contribute to research and the development of an evidence base from which we can enhance service development.





# Values

ECCQ is committed to the following core organisational values:

- ▶ Respecting individuals, communities and the differences between them
- ▶ Pursuing the outcomes of access and equity for people from CALD backgrounds
- ▶ Behaving professionally and with integrity in how we perform our tasks and deliver our services
- ▶ Valuing our volunteers and their contribution to various facets of the organisation
- ▶ Engaging in constructive dialogue with CALD communities, members and stakeholders.





# Strategic Goals



## 1. LEADERSHIP

Provide a legitimate voice for multicultural communities through advocating and representing their rights, needs and interests.

## 3. RESEARCH & INNOVATION

Drive the development of an evidence based advocacy and service delivery functions of the organisation through the acquisition of data, evidence and knowledge about the lived experience of Queensland's multicultural communities.

## 2. COMMUNITY DEVELOPMENT

Resource and facilitate the development of multicultural communities throughout Queensland and to enhance their ability to represent and respond to the needs of their community members.





## 4. SERVICE EXCELLENCE

Maintain and further develop services that meet the needs of Queensland's multicultural communities through models of leading practice in multicultural services.

## 6. ORGANISATIONAL CAPACITY

Develop governance and operational capacity to drive and support the purpose and strategic goals of ECCQ.

## 5. SUSTAINABILITY

Achieve ongoing financial viability and sustainability.



# Strategic Objectives



## 1. LEADERSHIP

**To provide a legitimate voice for multicultural communities through advocating and representing their rights, needs and interests by:**

- ▶ Increasing the membership of ECCQ so that it reflects multicultural communities across the state and across the migration life course
- ▶ Engaging with member communities to understand the current issues that they face and are concerned about
- ▶ Providing support to multicultural communities in responding to challenges, negative stereotyping, and potential marginalisation
- ▶ Creating opportunities for multicultural communities to participate in cross cultural meetings and events to foster intercultural understanding and relationships
- ▶ Seeking high level participation of ECCQ in key national, state and local structures
- ▶ Marketing and promoting ECCQ as the leading multicultural community body in Queensland through active media and community engagement.





## 2. COMMUNITY DEVELOPMENT

**To resource and facilitate the development of multicultural communities throughout Queensland and to enhance their ability to represent and respond to the needs of their community members by:**

- ▶ Providing comprehensive community leadership programs for multicultural communities
- ▶ Developing multicultural community capacity around in demand skills such as tender writing and service support modelling
- ▶ Scoping opportunities for joined up approaches to seek project funding alongside multicultural communities through consortia, collaborations and partnerships and project auspicing
- ▶ Developing a regional development strategy to link regional multicultural communities to ECCQ through program delivery (Multicultural Advisory Service), information exchange pathways (webinars) and bilateral Board member contact.





### 3. RESEARCH & INNOVATION

**To drive the development of an evidence based advocacy and service delivery functions of the organisation through the acquisition of data, evidence and knowledge about the lived experience of Queensland's multicultural communities through:**

- ▶ Developing a clearing house for research, data and information relevant to multicultural communities in Queensland specific to community needs, service usage, and community potential
- ▶ Developing a research agenda for ECCQ to encourage research and evidence gathering in areas where knowledge gaps exist
- ▶ Advocating for the collection of appropriate ethnicity data across all government services and processes
- ▶ Developing innovative models of community engagement and involvement in the co-design of programs and services
- ▶ Promoting the ECCQ as an accessible partner for research design and implementation relevant to multicultural communities.





## 4. SERVICE EXCELLENCE

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**To maintain and further develop services that meet the needs of Queensland's multicultural communities through models of leading practice in multicultural services by:**

- ▶ Promoting ECCQ's services as model structures for the provision of services to multicultural clientele through conferences, sectoral journals and social activities
- ▶ Developing multicultural service intellectual property as a product to support sectoral consultancy
- ▶ Developing multicultural service models in new areas such as disability services, childcare services, mental health, health literacy and small business support.





## 5. SUSTAINABILITY

### To achieve ongoing financial viability through:

#### *Enhancing existing services*

- ▶ Identifying current resources and capacities to support growth in existing service areas
- ▶ Investigating the potential to offer a broader range of services to the existing service areas based on service needs.
- ▶ Developing a premier service that allows an increased level of services beyond subsidised services to meet extra client needs on a fee-for-service basis.

#### *Developing new service sets to reflect the ongoing needs of immigrants and their families that are innovative and strengths based*

- ▶ Developing post arrival services for skilled and business migrants to facilitate orientation settlement, and support on a fee-for-service basis
- ▶ Investigating the regulatory requirements and compliance of multicultural small and medium-sized enterprises in Queensland and seeking funding to provide required support services to meet these requirements





- ▶ Developing service strategies to allow government authorities to access and interact with temporary migrants under the 457 and 417 visa categories
- ▶ Developing a National Disability Insurance Scheme (NDIS) ready ECCQ to provide disability services under NDIS
- ▶ Developing a series of 'wellness' services to provide early intervention and prevention options for multicultural communities.

*Enhancing consultancy around cultural responsiveness including capacity building and service delivery*

- ▶ Marketing the existing cultural competency training program and building capacity to tender for cultural competency training contracts
- ▶ Developing cultural responsiveness consultancy services for organisations who wish to provide culturally appropriate services to CALD clients
- ▶ Developing specific cultural competency tools and resources in the areas of recruitment, managing diverse workforces, community engagement and working with carers.





## 6. ORGANISATIONAL CAPACITY

**To develop governance and operational capacity to drive and support the purpose and strategic goals of ECCQ by:**

- ▶ Enhancing the leadership and governance skills of Board members through orientation, skills acquisition and training
- ▶ Investigating constitutional change to allow for the inclusion of a specific number of positions reserved for people with identified skill sets
- ▶ Considering a broader range of membership categories that would increase the membership base, legitimacy and reach of service provision
- ▶ Revising the organisation's committee structure to consider the range of roles and functionality of sub committees across the expanded organisational functions
- ▶ Developing a staged approach for organisational integration to create a unified ECCQ structure delivering internal efficiency and improved resource utilisation
- ▶ Restructuring operational management to deliver a single point of professional management under which business units are structured.









ECCQ Ltd has been established for 40 years as the peak body in Queensland for ethnic communities and cultural diversity. ECCQ, and its wholly-owned divisions, encourages and supports cultural diversity through community engagement, education and training, health promotion and culturally appropriate aged care service provision.