

STRATEGIC PLAN 2019–2022



Since its establishment in 1979, Migrant Resource Centre Tasmania has been part of the landscape of cultural diversity in Tasmania. Four decades later, the organisation reflects both our history and the changing and evolving needs of our community.

In 2019 we set out to shape the next stage of our essential service to the Tasmanian community by developing a Plan that demonstrates our commitment to impact, supported by a strong strategic framework.

OUR VISION

An equitable, just, culturally diverse and inclusive society.

OUR MISSION

To support and encourage culturally diverse community members to reach their potential.

HOW WE MANAGE SUCCESS

To monitor our progress, we will collect and analyse information on a range of indicators. We will evaluate our progress towards our vision over the next three years through:

1. Measuring the quality and effectiveness of our services as experienced by our clients and stakeholders.
2. The strength, capability and stability of our organisation.
3. Assessing the achievement of Strategic Goals and their underlying actions.

OUR VALUES

The following beliefs guide our work:

- Centred on people, focused on outcomes
- Culturally respectful communities
- Interconnected systems of support
- Developing and growing
- A human rights framework

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PRIORITY AREAS AND GOALS

Our Structure

Goal

To stabilise and strengthen the organisation's structure and systems through effective governance and management.

Between now and 2022, we will:

- Evaluate the organisational and governance structure to make sure it is appropriate, and develop succession planning for key positions.
- Review and improve systems necessary to monitor and analyse organisational capacity to achieve strategic goals.
- Implement criteria to assess and develop services, partnerships and collaborations.

Our Services

Goal

To provide services of the highest quality possible.

Between now and 2022, we will:

- Review and establish a service framework that aligns to appropriate sector standards and quality accreditation.
- Establish consultation and feedback structures that measure and evaluate our response to client expectations.
- Identify and promote service needs in the wider community and work in partnership and collaboration to address these needs.

Our People

Goal

To engage highly skilled and capable people in our organisation.

Between now and 2022, we will:

- Establish a learning and development program that extends the skills and competencies of our staff, volunteers and board.
- Implement diversity and inclusion policies that reflects the communities we support.
- Develop metrics to assess the engagement, value and effectiveness of human resource initiatives.

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PRIORITY AREAS AND GOALS

Our Sustainability

Goal

To create a solid operational and financial base that will allow us to be flexible and responsive.

Between now and 2022, we will:

- Set up a dashboard of accurate, timely management information that measures activity, progress and outcomes.
- Strengthen our risk management strategies across the organisation.
- Develop alternative revenue streams to enable government funding to be not more than 85% of our revenue.

Our Community

Goal

To bring our expertise in migrant and refugee settlement to a wider audience and promote understanding and positive discussion in the community.

Between now and 2022, we will:

- Encourage consultation and research to empower the multicultural Tasmanian community.
- Grow media and communication strategies emphasising our organisation name and state-wide services.
- Lead and support decision makers to develop practices and policies for multicultural communities aligned to human rights principles.