



## Multicultural Community Services of Central Australia Inc.



# Strategic Plan 2019 – 2024



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## About us

Multicultural Community Services of Central Australia Inc (MCSCA) is a community based organisation whose aims and objectives are to deliver quality confidential services to people from culturally and linguistically diverse backgrounds (CALD).

MCSCA is run by a Management Committee elected by the migrant community for two year terms at the Annual General Meeting of MCSCA Inc. Members represent the diversity of the Alice Springs community and bring MCSCA a range of skills, knowledge and expertise.

Staff members are available across programs to ensure services are delivered, and to offer support and assistance to the CALD community. MCSCA works to encourage community harmony, peace and acceptance of difference within the community.

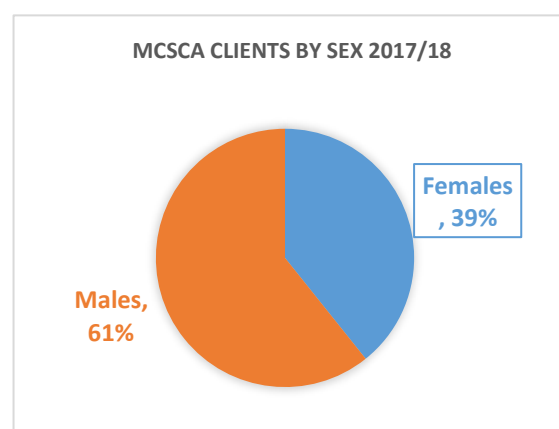
The following table demonstrates the wide range of services and advice provided by MCSCA to migrants, and also shows the more recently arrived migrants from Africa are currently the biggest users of the service.

Number and type of client contacts by ethnicity group Jul 2017 to Jun 2018								
Type of assistance	Africa	Asia	Central SE Asia	Pacific Islands	Middle East	USA/Sth America	E & W Europe	Total
Migration information (Citz, PR, Visa, Passport)	69	34	51	15	3	2	20	194
Documents / forms / Centrelink, Insurance	38	40	38	4	10	10	10	150
Employ / Educ / Training CV, Jobs referrals	77	17	56	2	0	0	1	153
Accomm / Housing	40	0	0	2	8	0	0	50
Educ /Homework / Tuition	10	12	4	12	0	0	6	44
Legal /DV / discrimination	22	4	34	14	0	0	0	74
Social Interaction / MCSCA Activities	32	24	29	20	9	0	16	130
Financial Support	14	1	5	7	0	0	0	27
Use of MCSCA resources computer / venue	358	21	46	30	4	0	8	467
Medical Health	4	0	0	0	8	0	0	12
Total frequency of visits	664	153	263	106	42	12	61	1301
% of visits by ethic group	51%	12%	20%	8%	3%	1%	5%	

Interestingly, of the over 900 migrants who utilised the MSCA services in the financial year 2017/18, 61% were male with females making up 39%.

MCSCA also successfully coordinated the following activities in 2018:

- Big Day Out in Harmony during May. There were 900 people from multicultural backgrounds and the wider community attended
- Another important event is the End of Year celebration for the multicultural community held at the new office at the Youth and Community Centre
- A work preparation program conducted for eligible migrants with 23 attendees. Some students are continuing their study at Charles Darwin University and others from the program are now employed
- SusuMama Playgroup continues to grow with larger attendance twice a week catering for more than 40 children and their caregivers who are attending regularly

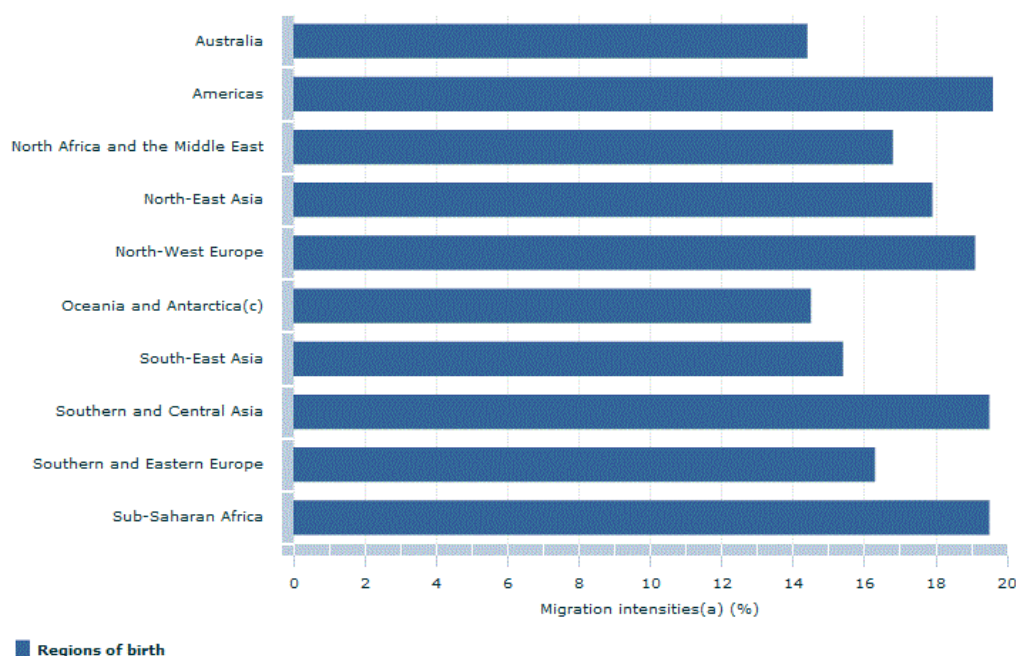




## Demographic context

The 2016 census shows 5,796 migrants living in Alice Springs or around 23% of the 24,751 population. Central Australia and Alice Springs, in particular, is an increasingly popular destination for many newly arrived immigrants from diverse cultural and linguistic backgrounds. The census documents show that settlement in a new country involves a significant process of adjustment, and people born overseas (18%) are more likely to move internally than the Australian-born citizens(14%).

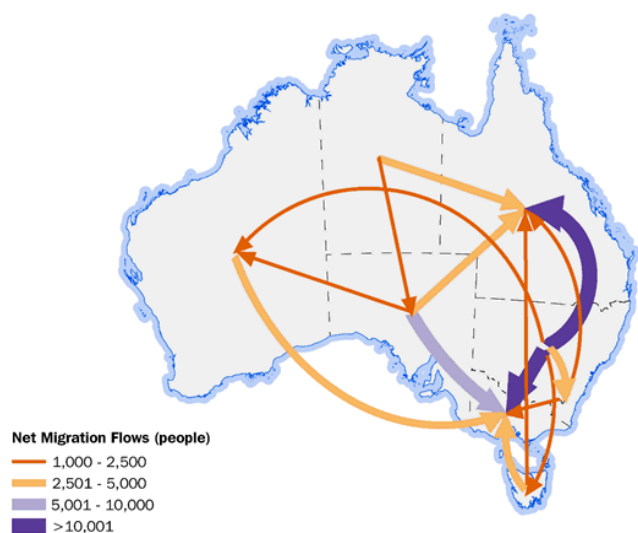
8. Age standardised migration intensities (one year)(a) for Australia & different regions of birth, 2016(b)



Individuals born in the Americas (20%), Sub-Saharan Africa (20%), Southern and Central Asia (20%) and North-west Europe (19%) are significantly more likely than other groups to have moved within Australia in the year prior to the Census.

These differences are partly related to the recency of settlement in-to Australia, with greater housing adjustment in the period following arrival. With increasing length of settlement, rates of mobility converge rapidly with those of the Australian-born, though there is evidence that differentials persist between cultural and linguistic groups<sup>8</sup>.

Migration is important because it is a key mechanism which enables individuals, families and households to meet their goals and aspirations. It is also pivotal in facilitating the effective functioning of the national economy by relocating skills and labour resources from one part of the country to another. Net migration (in-migration minus out-migration) is a simple measure of the redistribution of population through migration. Many migrants come to Alice Springs to gain employment, complete education and build family wealth to enable a move back to the larger cities where there are often greater family support networks.



Of the approximately six thousand migrants in Alice Springs up to 20% of them are replaced each year leading to a continuous demand for MCSCA services, even though many of these migrants are not eligible for many of the Australian Government funded migrant and resettlement programs.

(a) Net flows are calculated as the number of migrants who moved into an area minus the number of migrants who moved out of an area.

(b) **Source:** ABS Census of Population and Housing, 2016

There are migrants from 63 different countries living in Alice Springs including sixteen incorporated ethnic associations. MCSCA plays a vital role in promoting the diversity, cultural inclusion and harmony and support these groups to develop their own cultural centre, places of worship and to maintain their cultural practices.

#### The range of cultural groups

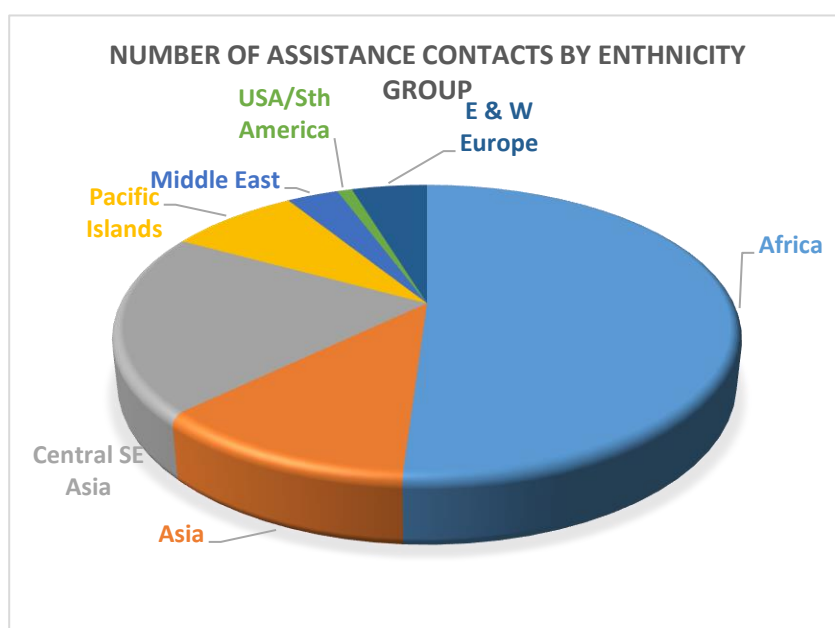
- African Association of Central Australia
- Alice Springs Islamic Society
- Alice Springs Fijian Association
- Alice Springs Indian Community
- Alice Springs Malayalee Association Inc
- Balai Bahasa
- Central Australian Sikh Cultural Centre Inc.
- Fiji Community of Central Australia
- Hindu Society of Alice Springs
- Indonesian Society
- Mabuhay Multicultural Association (Filipino)
- Nepalese Community Alice Springs Inc.
- South Sudanese Association
- Sri-Lankan Association of Alice Springs
- West African Association
- Kenyan Association Alice Springs



During 2017/18, MCSCA moved to new offices co located with the Youth and Community Complex, which will allow for a growth in services in coming years. The new office reflects the importance of the migrant services to the Alice Springs economy and community.

MCSCA provides support to multicultural communities and groups to facilitate their connection and communications with each other and the broader community through various annual and special events.

The graphic on the right shows the ethnic breakdown of the 1,301 migrant contacts for MCSCA for 2017/18.



## Principles and Objectives

### Principles

**Respect for cultural diversity while assisting new arrivals to understand their new environment.**

**Equal opportunity in access and equity to services.**

**Integration, acceptance and understanding of difference.**

**Cultural diversity shall be promoted at all levels of the organisation and within the community.**

### Objectives

- Represent and assist migrants and recent arrivals to Central Australia in assessing the services they need to facilitate settlement
- Facilitate integration into Australian society by understanding its values and lifestyles
- Provide services to migrants coming to Alice Springs who originally settled elsewhere in Australia, to assist with adapting to the specific and challenging issues of a remote location
- Assist newly formed CALD groups to provide social and cultural activities that support individuals and families to become part of the wider community
- Provide targeted assistance to groups facing particular challenges in integrating into Australian formal and informal systems and societies
- Provide appropriate, consistent and regular liaison between CALD, individuals and communities and other organisations, employers, mainstream service providers and government departments

## Strategic plan 2019 - 2024

### Vision:

- To provide services, representation and leadership for the CALD community in Central Australia
- That people from CALD backgrounds have equal opportunity and access to services and participation in the community at large
- To strive for a society which respects multiculturalism and diversity, and welcome new arrivals and facilitates integration into Australian society

### Mission:

- To provide support, orientation and information to people of many cultural backgrounds who wish to settle in Central Australia
- To assist community understanding and acceptance of cultural diversity and promote multiculturalism
- To facilitate integration in to Australian Society and understanding of Australian values and lifestyles

## Strategic and Operational Goals

**Goal 1. To act as the umbrella organisation for migrant issues in Central Australia, and to raise the profile and importance of the sector contribution to the local economy.**

Sub goals	Strategies	Resources	Timing
<b>To develop an overview of the migrant population in Alice Springs to demonstrate the importance of the sector to the economy</b>	To prepare a summary of the migrant population incoming and out going, examples of families experiences showing both skilled and humanitarian streams	Manager Consultant	April 19
	To promote the contribution by migrants to the wider community		Ongoing
<b>To represent the sector at events and policy discussions and joint meetings Strive to become a resettlement centre for early settlement</b>	To be an active participant in a wide range of service providers meeting and coordination	Outreach O	Ongoing
	To start a conversation about the possibility of becoming an early settlement agency	Manager	June 19
<b>To facilitate 6 monthly co-ordination meetings with cultural groups</b>	Set a date and prepare an agenda for the first coordination meeting	Manager Outreach O	6 monthly
	Identify a number of areas which require greater coordination		
	Identify any key stakeholders to attend / presentations		

**Goal 2. To broaden the funding base to ensure sustainable operation and greater utilisation of the office space available**

Sub Goals	Strategies	Resources	Timing
<b>To increase OMA budget request</b>	Prepare a new budget workplan outlining existing and new activities	Manager	Review each year
	Increase full time office presence		
<b>To look outside multicultural sectors for programs and funds</b>	Identify other sources of program and operational income	Manager Committee	Ongoing
	To develop a list of potential philanthropic funding programs Programs, Womens, Domestic Violence, Youth, Regional Aust, Local Govt.		
<b>To appoint a subcommittee of 2 committee members to oversee the new funding strategy</b>	Source the services of a grant writer to assist with applications	Manager Committee	Ongoing
	Regular meetings and discussion on applications		
<b>Explore areas for research with CDU Utilise NT Dept of Business and Innovation funding</b>	Explore possibilities for collaborations with CDU to carry out research in the field of migrant community	Grant writer	Sept 19
	Digital improvement program Other programs as identified	Manager	Sept 19

**Goal 3. To prepare and implement a communication strategy for MCSCA incorporating, communication to members, stakeholders and awareness raising with the public**

<b>Sub Goals</b>	<b>Strategies</b>	<b>Resources</b>	<b>Timing</b>
<b>Update web site and improve its usability</b>	Develop a brief for website updating and improvement Apply to Dept of Business Digital program Appoint a consultant to improve the web pages	Manager	May 19
<b>Develop material to promote Alice Springs as a desirable destination for migrants</b>	Similar to the Overview of migrants in Central Australia, a resource kit to outline the benefits of moving to Alice Springs Work with AS Town Council to develop migrant policy	Manager Outreach O	Nov 19
<b>To conduct a Heads of Depts and service providers meeting every 12 months</b>	Organise a meeting with Heads of Dept to raise migrant issues as well as good news stories Utilise the overview of migrants in Central Australia to show how intergrated their contribution is to the local economy	Manager	Every 12 mths
<b>Share resources with NT COSS, CDU, information centre and schools</b>	Strengthen working relationships with key stakeholders within the migrant sector and education	Outreach O	Ongoing
<b>Improve census data collection in Alice Springs</b>	Investigate the process of improving the accuracy of data collection for the next census	Manager	2020

**Goal 4. To ensure good governance and improve the financial capacity of MCSCA**

<b>Sub Goals</b>	<b>Strategies</b>	<b>Resources</b>	<b>Timing</b>
<b>To maintain accurate and timely records</b>	Coninue to maintain agenda, minutes and reports from management committee meetings	Admin O Manager	Ongoing
<b>To ensure successful audits</b>	Actively monitor financial records to ensure adequate reports on programs to funding agencies	Manager	Ongoing
<b>To develop a succession plan for the managers replacement by 1<sup>st</sup> Qtr 2020</b>	Develop a sucession plan to recruit new manager, with clear position description, role and funding Recruit and interview applicants, appoint in 2020	Sub committee	1 <sup>st</sup> Qtr 2020
<b>Committee member replacement to target cultral groups</b>	Review membership of cultural groups and identify individuals for committee roles Ensure timely replacement of committee members	Committee	Ongoing
<b>To build up financial resources and establish a reserve account</b>	Establish a target level of working capital Establish a 'reserve' fund for future asset and operational needs	Committee Admin O Treasurer	Annually

**Goal 5. To ensure effective work program delivery and reporting**

<b>Sub Goals</b>	<b>Strategies</b>	<b>Resources</b>	<b>Timing</b>
<b>To continue and expand OMA support</b>	Develop the 5 year programs and work plan Continue to submit operations and program grants	Manager	Annually
<b>DSS programs</b>	Expand the Emergancy relief program to more migrants in need	Manager	Annually
<b>To develop new program applications as MCSCA or in alliance with other community groups</b>	Work in collobration with existing services, eg Womens Shelter, Domestic Violence Work to ensure equity for clients to existing services Continue to develop the Playgroup program partners Identify other program areas Complete Multicultural Policy with AS Town Council	Manager Outreach O	Annually    End 2019
<b>Continue to coordinate Harmony Day</b>	Bring all cultural groups together with AS Town Council for Harmony Day	Manager Admin O	Annually
<b>Strengthen the 'End of Year' event to involve more cultural groups</b>	Expand the 'End of Year' event to more groups	Admin O	Annually



## Financial summary

### Summary Profit and Loss

This provides a summary of the income and expenditure over the past two financial years, the Strategic Plan outlined here focuses on developing new funding opportunities and programs. MCSCA now with its new building has the capacity to increase services and programs some of which will be in partnership with other co-located services.

MCSCA has robust administration and accounting systems and procedures that enables full and accurate reporting to program partners each year.

Summary Profit & Loss MCSCA by year		
	2016 17	2017 18
Income		
Office Multicultural Affairs Operational	162,000	165,038
Office Multicultural Affairs Harmony Day	9,100	11,891
DSS Settlement Grant	81,022	83,118
DSS Emergency Relief	19,000	14,000
Anglicare NT Susu Mama	10,255	25,528
Other Income	20,393	9,567
<b>Total Income</b>	<b>301,770</b>	<b>309,142</b>
Expenditure		
Operating Expenses	62,563	99,683
Employment Expenses	213,457	208,703
Emergency Support	18,075	12,460
Consulting fees	-	1,552
Depreciation	3,337	4,321
Insurance	9,768	10,371
<b>Total Expenses</b>	<b>307,200</b>	<b>337,090</b>
Surplus / Loss	- 5,430	- 27,948

### Summary Balance Sheet

The balance generally reflect the declining net assets position and the imperative to attract new funds and programs

Summary Balance sheet MCSCA by year		
	2016 17	2017 18
Current Assets	106,473	96,126
Non Current Assets	26,670	6,291
<b>Total Assets</b>	<b>133,143</b>	<b>102,417</b>
<b>Total Liabilities</b>	<b>58,909</b>	<b>56,131</b>
<b>Net Assets / Equity</b>	<b>74,234</b>	<b>46,286</b>

MULTICULTURAL COMMUNITY SERVICES OF CENTRAL AUSTRALIA INC

STATEMENT BY THE MANAGEMENT COMMITTEE  
FOR THE YEAR ENDED 30 JUNE 2018

The names of the members of the committee of the association during or since the end of the financial year are:

D Cooke, Chair appointed November 2016/17, resigned March 2018  
A Wako, Vice Chair appointed November 2016/17, re appointed March 2018  
M McGrath, Secretary appointed November 2016/17, appointed Committee member March 2018  
P Taylor, Treasurer appointed November 2016/17, resigned March 2018  
S Crowe, Committee appointed November 2016/17, appointed Secretary March 2018  
H Reeder, Committee re appointed March 2018  
D Fonseka, Committee appointed November 2016/17, appointed Chairperson March 2018  
J Larsson, Committee re appointed March 2018,  
J S. Juneja, Committee appointed November 2016/17, appointed Treasurer March 2018  
O Shrestha, Committee re appointed March 2018  
L Labastida, Committee appointed March 2018

The principal activities of the association during the last financial year were to provide services for cultural and multicultural activities including support and settlement services to newly arrived migrants and refugees.

There were no significant changes in the nature of activities during the financial year.

The surplus (deficit) of the association for the year is reported in the statement of comprehensive

In our opinion:

- a) the accompanying financial report as set out on the attached pages, being a special purpose financial statement, is drawn up so as to present fairly the state of affairs of the Association as at the end of the financial year and the result of the Association for the year then ended;
- b) the accounts of the Association have been properly prepared and are in accordance with the books of account of the Association; and
- c) there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due.

SM Crowe (SM CROWE)  
Committee member

ALI WAKO (AAW)  
Committee member

12-11-2018  
Date

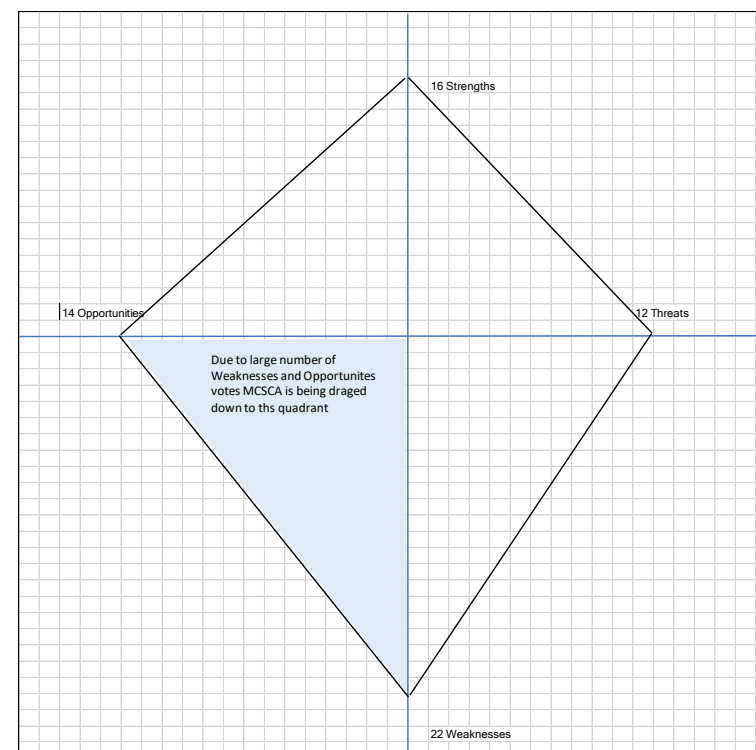
## Ranked SWOT Analysis

Strengths	
4	Excellent office accommodation
2	The only organisation dealing with migrants in Central Australia
2	Harmony Day Event and good relationship wth Town Council
1	Strong team well skilled and knowledgeable
1	Good relationship / link with Youth Community Centre
1	Opportunity to develop joint programs with Youth Community Centre
1	Office location convenient for Youth and Tourists
1	Funding until 2020/22
1	Good management committee / skills / experience
1	Good End of Year event to bring community together
1	Good relationship with stakeholders
	MCSCA office open to other community groups for use / meetings
	Marguerite's strong personality, good management skill and network in Alice Springs
<b>16</b>	<b>Total</b>

Opportunities	
4	Strive to get Alice Springs recognised by Aus Govt for early resettlement
2	To work with Town Council to adopt a Multi Cultural Policy
2	To source a person to undertake grant writing non Govt and Govt
2	Identify programs for women outside the migrant funding sector
1	Utilise NT Boundless Possible incentives for migrants
1	Improve presence and reach of social media
1	Improve conectedness with migrants
	Review recent changes to Regional Areas Aust Govt possible funding
<b>13</b>	<b>Total</b>

Threats	
2	Grant funding has become more competitive
2	The transient natures of the migrant populatio in Alice Springs
2	Remoteness of Alices Springs
2	Lack of confirmed accommodation and the high price
1	Changes in Govt programs and policies
1	Census figures are inaccurate and affects funding
1	Weak local economy
<b>11</b>	<b>Total</b>

Weaknesses	
5	Funding uncertainty
4	Financial position and lack of personnel resources
3	Lack of a succession plan
3	Current low staffing level due to funding restrictions
2	Lack of clarity between MSCSA and cultural groups
1	Low number of referrals for humaratian programs
1	Community groups are not engaged or contributing to MCSCA
1	Social media needs to be improved
1	Develop a shared responsibility with cultural groups
1	Website up-dating and upgrade
	Lack of a marketing plan
	Lack of coordination between groups and MCSCA
<b>22</b>	<b>Total</b>



# Alice Springs

Australian Government

Not for profits and  
organisations

Northern Territory  
Government

Multicultural Community Services Central Australia MCSCA



African  
Association of  
Central Australia

Alice Springs  
Fijian Association

Balai Bahasa

Alice Springs  
Indian  
Community

Nepalese  
Community Alice  
Springs

Mabuhay  
Multicultural  
Association

Alice Springs  
Malayalee  
Association

Central Australia  
Sikh Cultural  
Centre Inc.

Indonesian  
Society

Fiji Community of  
Central Australia

Hindu Society of  
Alice Springs

Alice Springs  
Islamic Society

South Sudanese  
Association

Sri-Lankan  
Association of  
Alice Springs

Kenyan  
Association Alice  
Springs

West African  
Association

# Community