



# Strategic plan 2023-25



**MULTICULTURAL  
AUSTRALIA**  
*it's who we are*

---

**25**

years creating welcome  
and belonging

# ACKNOWLEDGEMENT OF COUNTRY

Multicultural Australia acknowledges the traditional custodians of all the lands on which we meet, work and live. We recognise that this land has always been Aboriginal and Torres Strait Islander land and always will be.

We pay our respects to Aboriginal and Torres Strait Islander Elders – past, present, and emerging – and recognise the immense cultural and linguistic strength and diversity that has existed on this land for tens of thousands of years.

Every day, we work to welcome new Australians from across the world. As we do this, we acknowledge the history and current realities of our First Nations people and our individual and collective responsibility towards the achievement of justice, equality, and reconciliation.

We support the Uluru Statement from the Heart and stand in solidarity with our First Nations communities to achieve legal and structural reform. We recognise the power of the three themes of the Uluru Statement from the Heart: voice, treaty, and truth – and pledge our support of self-determination, sovereignty, and reform for Australia's First Nations peoples.





## MULTICULTURAL AUSTRALIA

It's who we are...

Multicultural Australia emerged from a community-based social movement to advance multiculturalism and build communities where everyone belongs.

Since 1998, we have welcomed tens of thousands of individuals from refugee, asylum seeker, international student and migrant backgrounds - with the goal of creating a more equitable and prosperous society.

Today, we are a multicultural for-purpose organisation and settlement provider with a strong and connected physical presence across metropolitan and regional Queensland.

Our clients and community are at the heart of everything we do, and we are passionate about providing care and services in person centered and compassionate ways.

We are also playing our part in influencing the multicultural landscape across Australia.

Our journey over the past 25 years has been driven by our unwavering commitment to creating welcome, promoting inclusion, and fostering belonging for all.

We achieve this through client service delivery, community development, advocacy, building cultural capability and community events, working with people, community, business and government.

We are proud of the difference we make and we are committed to delivering real impact.

In the coming decades, we seek to build on our strong foundations by working in evidence-based, collaborative and innovative ways to create a more inclusive, equitable and prosperous society for all.

# OUR VISION

Our cause is to create welcome, inclusion and belonging

## OUR PURPOSE

We create spaces for new and established Australians to feel included and empowered to thrive in the community. We passionately promote positive conversations about inclusion and belonging for everyone

## OUR STRATEGIC OBJECTIVES

We will position Multicultural Australia to:

- Grow and flourish in a changing landscape
- Lead the way and connect with others to build a welcoming, inclusive and connected community
- Remain true to our vision and values

## OUR OUTLOOK

Over the coming three years, we will:

- Strengthen and cultivate leadership, governance and organisational capability
- Expand, influence and maximise our impact through partnerships and imaginative solutions that benefit our clients and community
- Implement sustainable practices and explore new opportunities to achieve our vision and purpose





## OUR VALUES

We authentically celebrate and embrace diversity, recognising our differences as strengths and with a passionate commitment to the wellbeing of our people and community

### WELCOME

We nurture and promote belonging, trust and hope, to unite all communities to create a welcoming, safe and inclusive place for everyone

### CONNECT

We create a flourishing community that is connected, empowered and culturally rich

### COMMIT

We strive to create impact and work for justice, driven by our compassion and commitment to our people, community, and future generations

### EMPOWER

We empower our people, our clients and our community to amplify their voice through intentional and collaborative actions

### RESPECT

We build on our deep respect for our people and cultures of our community and advocate for dignity, diversity and equality

# OUR STRATEGIC PILLARS

## CREATE BELONGING

We will work to create pathways to belonging and build an enriched community where all feel welcome, valued and safe.

We will work in ways that ensure settlement success, generate opportunities and build a collaborative community

## CHANGE THE CONVERSATION

We will seize opportunities to advance multiculturalism and create welcome and belonging.

We will seek to have impact and influence, amplified voice and strong and strategic partnerships to ensure that the refugee and migrant community are represented in our society in meaningful ways

## FIT FOR THE FUTURE

We will invest in our people and community so they have the right skills, knowledge and resources to achieve our vision

We will increase our impact and footprint, with a focus on inspired leadership, capability building and fit-for-purpose resources





## CREATE BELONGING

We will work to create pathways to belonging and build an enriched community where all feel welcome, valued and safe. We will work in ways that ensure settlement success, generate opportunities and build a collaborative community.

### SETTLEMENT SUCCESS

Deliver exceptional services shaped by client and community voices and grounded in holistic, culturally humble and evidence-based practice

Work with our clients to create a safe environment where they feel connected to their community and empowered to realise their aspirations

### GENERATE OPPORTUNITIES

Deliver targeted pathways to belonging that provide our clients a high degree of self-reliance and enable them to prosper and contribute to their community

### COLLABORATIVE COMMUNITIES

Establish authentic and meaningful collaboration to build a welcoming and inclusive environment where new and established Australians feel they belong and are empowered to contribute, grow and establish independence

# CHANGE THE CONVERSATION

We will seize opportunities to advance multiculturalism and create welcome and belonging. We will seek to have impact and influence, amplified voice and strong and strategic partnerships to ensure that the refugee and migrant community is represented in our society

## IMPACT AND INFLUENCE

Use our voice and actions to champion multiculturalism

Use a research-led, evidence-based and embedded client voice framework to deliver measurable impact

## AMPLIFIED VOICE

Celebrate the strengths of multiculturalism through services, programs, events and celebrations that advance and amplify the diversity of our community

## STRONG & STRATEGIC PARTNERSHIPS

Leverage and grow our strategic partnerships that are consistent with our vision and purpose







## FIT FOR THE FUTURE

We will invest in our people and community so they have the right skills, knowledge and resources to achieve our vision. We will increase our impact and footprint, with a focus on inspired leadership, capability-building and fit-for-purpose resources

### A SHARED AND SUSTAINABLE FUTURE

Be proactive and responsive to our clients and community, ensuring sustainability and opportunities for growth

### INSPIRED LEADERSHIP

Develop leaders at all levels of the organisation who act with compassion, curiosity and accountability

### BUILDING CAPABILITY

Recruit and retain skilled individuals with shared values and purpose, helping them reach their full potential

### RESOURCED FOR SUCCESS

Invest in secure, fit-for-purpose resources that ensure we can deliver on our vision