Honouring the Wadawurrung People
We, Diversitat, acknowledge the Traditional Owners of the land, the Wadawurrung people of the Kulin Nation. We pay our respects to the Elders both past and present. We thank the Traditional Owners for custodianship of the land, and celebrate the continuing culture of the Wadawurrung people acknowledging the memory of honourable ancestors.

Our Mission
Building on our proud history of migrant services, Diversitat aspires to provide an innovative and high quality response to the changing needs of a culturally diverse community.

Our Values
Dignity, respect and acceptance are basic values defining our humanity and must be afforded to every individual in our society. We value an ecologically sustainable environment and promote and celebrate harmony, cultural diversity, peace and social justice in our society.

Our Governance
Diversitat is governed by the Geelong Ethnic Communities Council Executive Committee which contributes to and directs the vision, values and general policies of the organisation. The Executive Committee is guided by a general Council which comprises up to two representatives from each of the 51 cultural communities affiliated with Diversitat.

Our Team
CEO – Michael Martinez
Financial Controller – Brian McMahon
GM, People and Organisational Development – Lisa McCarty
GM, Settlement and Community Services - Dianna Rice (Acting)
GM, The Pulse– Leo Renkin
GM, Aged Support - Robyn Martinez

Our Values (W.C.E.E)
We are a WELCOMING & INCLUSIVE organisation
We believe in COLLABORATION for social good
We strive for EXCELLENCE in all that we do
We prioritise ECOLOGICALLY SUSTAINABLE ENVIRONMENTS

Our Principles (E.D.P.S.C)
Equity of access & outcomes
Dignity & respect
Peace & Harmony
Social Justice & Acceptance
Cultural diversity

Our President
Dr Linda Sydor Petkovic

Client Profile
• 320 refugees arrived in the 2017/18 reporting year
• 81% of English Language students identified a significant improvement in speaking
• More than 200 partnerships with local business for student work placements for Diversitat Training students
• Over 110 people participated in Aged Support Café Style Support
• Over 100,000 people attended Pako Festa, embracing and celebrating our diversity
• $407,000 Funding Grants Raised
• Over 600 student enrolments in the Vocational Education and Training Programs at Diversitat Training
• 13 young people employed who were at risk of long-term unemployment

Our Mission
To empower individuals and communities to reach their full potential.

Our Values
• Equity of access and outcomes
• Cultural Diversity
• Social Justice and Acceptance
• Dignity and Respect
• Peace and Harmony

Our key strategic issues
• Outcomes-focused
• Integration – services and intersectoral
• Family and client-centred care
• Strengths-based approach
• Best use of technology

Our 4 Strategic Directions

1. Our clients and communities are better off
   - Goal 1.1: Community & client outcomes framework
   - Goal 1.2: Outcomes research and evaluation

2. Our services and programs are comprehensive, integrated and needs-based
   - Goal 2.1: Integrated family and client-centred service model
   - Goal 2.2: Service niches, growth and diversification
   - Goal 2.3: Innovation & Quality Improvement Hub

3. Our team wellbeing & organisational excellence is a top priority
   - Goal 3.1: People Learning, Development & Wellbeing
   - Goal 3.2: Marketing & Communications
   - Goal 3.3: Financial growth and sustainability
   - Goal 3.4: Intelligence & Insight
   - Goal 3.5: A Smart System

4. We partner to succeed
   - Goal 4.1: Volunteer Recruitment & Retention Program
   - Goal 4.2: Disruptive Technology
   - Goal 4.3: Leadership Positioning
   - Goal 4.4: Intersectoral Provider of Choice

Strategic Plan 2019-2022: Summary of strategic directions and goals

Vision: To empower individuals and communities to reach their full potential

Mission: To build on our proud heritage of migrant services, Diversitat aspires to provide an innovative and high quality response to the changing needs of a culturally diverse community

So we can achieve our vision and mission:

To improve our client and community outcomes
To deliver the best possible services
And enable and support our organisation
We work with others
Based on our values and principles
1.2 Outcomes research & evaluation
This framework outlines our approach to research and evaluation; with a focus on outcomes. We will partner with academic institutions and others to contribute to our intelligence and insight gathering as well as continuous service development and growth. This will assist our preferred provider status.

1.3 Financial growth and diversification
We have a strong history of being a preferred provider. We need to strengthen this status. We are committed to fighting against all forms of racism and mounting discrimination. This strategy benefits our clients, our communities and our country. It includes smart business expansion and growth. This will assist our preferred provider status.

2.2 Service niche, growth & diversification
This process enables us to consolidate our market niche as well as identify service growth opportunities and diversification. Annual analysis helps maintain our relevance and contributes to forecasting need, supply and demand. This strategy assumes maintaining excellence in day-to-day ‘core’ service/program delivery (BAU). This framework outlines our approach to research and evaluation; with a focus on outcomes. We will partner with academic institutions and others to contribute to our intelligence and insight gathering as well as continuous service development and growth. This will assist our preferred provider status.

2.3 Innovation & Quality Improvement Team
This internal team specialises in prioritising quality and process improvement across the organisation. In time, it can evolve into a centre of excellence for paid use by external clients. The Team aligns with our Smart System strategy.

3.1 Community & client outcomes framework
This framework outlines the client outcomes that we will deliver as a result of our services and programs. It also outlines the community outcomes that we contribute to. It includes qualitative and quantitative data sets which specify our accountabilities. This framework will incorporate our client and community VOICE.

3.2 Marketing & Communications
To maintain our relevance and place in the sector, we need savvy marketing and communications that are customer centric and optimise the use of appropriate channels. Our approach will be appropriate for external and internal audiences. It is an enabler of all strategic directions.

3.3 Financial growth and sustainability
We want to be financially sustainable and secure longer-term funding commitments for core business. We also want to diversify our funding streams to ensure we are not overly reliant on a limited set of funders and move towards independently generated income. This includes boosting our fundraising capacity.

3.4 Intelligence & Insight
We want to be a leader in the field of using data in intelligent ways to generate insights. We will focus on developing a sophisticated knowledge and information system that enables us to design, collect and use data that meet client current and future needs. In time, we may be able to contract out this service to others. Emerging developments such as AI, predictive analytics and block chain will be explored.

3.5 A Smart system
We want to create a smart operational management system, from governance to the frontline, that enables us to support first-class service/program delivery to our clients and communities. Example systems include: Human Resources, Information and Communications Technology, Financial management, Quality Management, Asset management, Risk management and others. Our Smart System will simplify processes, support better working environments, and make it easier for staff and clients to achieve.

4.1 Volunteer Recruitment & Retention Program
We have a long and proud history of supporting and working with volunteers to deliver outcomes to our clients and communities. Volunteers are a critical success factor for Diversitat. We want to continuously lift our game; so this program will focus on the volunteer lifecycle (from recruit, rewards, retain, retrain and support) and ensure that at all stages of engagement we value and prioritise the wellbeing and talents of volunteers.

4.2 Disruptive Technology
Disruptive technology ‘shakes up’ a sector by supplying a new and innovative product that can create a new industry. Diversitat is known as a leader but not yet in this space. We have many ideas but have not yet had a platform to express these in the IT sector. We want to explore these opportunities and their potential for the future to make our work better, easier, offer more choice for clients and generate income.

4.3 Leadership Positioning
It is important that our diverse clients and communities are supported into leadership positions – both within our organisation and externally (e.g. local government, representation roles). We will continue to support people into these roles and build their capability and capacity to be Influencers. Our Diversity is our strength, our specialist expertise and distinguishes us from mainstream. We are committed to fighting against all forms of racism and mounting discrimination. This strategy benefits our clients, our communities and our country. It includes smart succession planning.

4.4 Intersectoral provider of choice
We have a strong history of being a preferred provider. We need to strengthen this by continuously looking at ways we can highlight our successes and retain our preferred provider status. This is likely to include targeted communications and marketing, relationship development, partnership development and other strategies.