

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 President

Dr Linda Sydor Petkovic

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

Who we are

Diversitat or the Geelong Ethnic Communities Council is the peak body for ethnic and multicultural communities in the Greater Geelong Barwon Region and the voice of Multicultural Geelong. For over 40 years, we have been the link between multicultural communities, government, and the wider community.

Our Vision

To empower individuals and communities to reach their full potential.

Our Principles

- 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

- Leadership
- Financial sustainability and growth
- Data analytics and intelligence

Federal, State and Local Government Policy

- Department of Health and Human Services Strategic Plan
- Department of Health and Human Outcomes Framework
- A Fair Go for Australia – Labour Policy
- Local Government – Cultural Plan

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 4 Strategic Directions

1 OUR CLIENTS & COMMUNITIES ARE BETTER OFF

We are an outcomes-driven and focused organisation that prioritises individual and community potential.

3 OUR TEAM WELLBEING & ORGANISATIONAL EXCELLENCE IS A TOP PRIORITY

We value and invest in our Council, our staff, our systems and processes.

2 OUR SERVICES ARE ACCESSIBLE, INNOVATIVE AND RELEVANT

We continuously improve existing and develop new services.

4 WE PARTNER TO SUCCEED

We value partnering with others to make a positive difference.



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

Strategic Direction 1: Our clients and communities are better off

- Goal 1.1: Community & client outcomes framework
- Goal 1.2: Outcomes research and evaluation

To improve our client and community outcomes

Strategic Direction 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 niche, growth and diversification
- Goal 2.3: Innovation & Quality Improvement Hub

To deliver the best possible services

Strategic Direction 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

And enable and support our organisation

Strategic Direction 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

We work with others

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

Based on our values and principles

Strategic Direction 1: Our clients and communities are better off

Goals	Description	Strategic Action	Timeframe		
			2019-2020	2020-2021	2021-2022
1.1 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.	Staged co-design by department	Jul-Jun		
		Staged implementation	Jul-Jun	Jul-Jun	Jul-Jun
		Annual rapid review and continuous quality improvement		Jul-Sep	Jul-Sep
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.	Partner identification	Oct-Dec		
		Framework design	Jan-Jun		
		Framework implementation		Jul-Jun	Jul-Jun

Strategic Direction 2: Our services and programs are comprehensive, integrated and needs-based

Goals	Description	Strategic Action	Timeframe		
			2019-2020	2020-2021	2021-2022
2.1 Integrated family and client-centred service model	This model ensures all Diversitat services and programs are integrated to support client needs and aspirations. The principles of: "wraparound services and strengths based approach" will guide delivery alongside a suite of integrated case management tools that are mapped to client intensity levels and support requirements. This model will improve inter-service/program co-ordination and communications. A centralised referral and needs assessment process will be considered. Design work will include client VOICE.	Co-design	Jul-Dec		
		Implement	Oct-Jun	Jul-Jun	Jul-Jun
		Annual rapid review and continuous quality improvement		Jul-Sep	Jul-Sep
2.2 Service niche, growth and 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)	Map and gap analysis	Jul-Dec		
		Annual Niche, Growth and Diversity plan by department	Nov-Jun	Jul	Jul
		Implement		Jul-Jun	Jul-Jun
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.	Scope		Jul-Sep	
		Staged implementation		Oct-Jun	Jul-Jun

Strategic Direction 3: Our team wellbeing & organisational excellence is a top priority

Goals	Description	Strategic Action	Timeframe		
			2019-2020	2020-2021	2021-2022
3.1 People Learning, Development & Wellbeing	We prioritise our people – from governance and management through to staff and volunteers. We will invest in people development including customised learning plans, professional development, personal safety and building capacity for wellbeing and resilience.	Co-design	Jul-Sep		
		Implement	Oct-Jun	Jul-Jun	Jul-Jun
		Rapid review and continuous quality improvement		Jul-Sep	Jul-Sep
3.2 Marketing & Communications	To maintain our relevance and place in the sector, we need savvy marketing and comms that are customer centric and optimises the use of appropriate channels. Our approach will be appropriate for external and internal audiences. It is an enabler of all strategic directions.	Design	Jul-Sep		
		Implement	Oct-Jun	Jul-Jun	Jul-Jun
		Rapid review and continuous quality improvement		Jul-Jun	Jul-Jun
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.	Scope	Jul-Sep	Jul-Sep	Jul-Sep
		Staged implementation	Jul-Jun	Jul-Jun	Jul-Jun
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.	Co-design	Oct-Dec		
		Implement	Jan-Jun	Jul-Jun	Jul-Jun
		Rapid review and continuous quality improvement		Jul-Sep	Jul-Sep
3.5 A Smart system	We want to create a smart operational management system, from governance to 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.	Design	Oct-Dec		
		Implement	Jul-Dec	Oct-Dec	Oct-Dec
		Rapid review and continuous quality improvement		Jul-Jun	Jul-Jun

Strategic Direction 4: We partner to succeed

Goals	Description	Strategic Action	Timeframe		
			2019-2020	2020-2021	2021-2022
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.	Co-design	Jul-Sep		
		Implement	Oct-Jun	Jul-Jun	Jul-Jun
		Rapid review and continuous quality improvement		Jul-Sep	Jul-Sep
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.	Design	Jul-Dec		
		Implement	Sep-Dec	Oct-Dec	Oct-Dec
		Rapid review and continuous quality improvement		Jul-Jun	Jul-Jun
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.	Develop	Jul-Dec		
		Implement		Jul-Jun	Jul-Jun
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.	Design	Jul-Sep		
		Implement	Jul-Dec	Jul-Jun	Jul-Jun
		Rapid review and continuous quality improvement		Oct-Dec	Oct-Dec