

IndianCare Strategic Plan 2022 - 2025



Our Community Building Approach

We seek to address the welfare and wellbeing needs of the Indian community living in Victoria.

Cultural displacement, unfamiliar settings and limited networks can leave members of our community vulnerable to hardship and loneliness. At IndianCare we support and connect our community with service providers who can address these needs in a socio-culturally sensitive way.

We are an inclusive community service - everyone is welcomed.

Our Pillars



Our work to support our community is built on the following four pillars:

Culture via cultural sensitivity, agility, and inclusion

Connection via compassion and purposeful open support

Collaboration via partnerships, networks, and empowering others

Communication via two-way, collaborative, and impactful exchange

We respond to community need. We listen, engage, and involve our community in everything we do. We are an innovative and dynamic voice of the Indian community in Victoria.

Our Vision

A Victoria where the Indian community is valued and well supported.

Our Purpose

To engage in culturally sensitive primary prevention and early intervention activities to improve the welfare and health of Victoria's Indian community to relieve suffering and structural inequality.

Our Values

Our values inform our thoughts, words and actions. We value:

- **Cultural sensitivity** – by understanding our community's issues in a culturally informed way
- **Compassion** – by listening, caring, and supporting those in need
- **Respect** – by being accountable, professional and acting with regard for the wishes and rights of others
- **Truth** – by acting with integrity, honouring our beliefs, embracing reality, and educating others
- **Peace** – by creating organisational partnerships, societal friendships, connection and harmony
- **Confidence** – by believing in our community and our abilities and using strengths-based approaches
- **Courage** – by embracing empowerment and self-determination and not being afraid to address hard issues

Our Mission

We strive to:

- Serve as a culturally sensitive vehicle, facilitating community access to service providers
- Collaborate with other organisations to support those in our community who are facing hardship
- Support and inform other organisations about meeting the needs of our community
- Advocate for our community to all levels of government.

Our Programs

We provide:

- Family violence, mental health, and alcohol & drug primary prevention, early intervention and referral
- Helpline information and referral services
- Emergency relief, direct assistance and material support
- Support to South Asian International Students
- Community education, research, and systemic advocacy
- A safe place for our community to be heard, and to be connected with services and supports.

Who We Are

- We are a not-for-profit organisation run by an association of passionate professionals and volunteers
- Our success is built on the hard work of our staff, volunteers, and Board members
- Our credentialled Board includes collective expertise in leadership and management, community development, advocacy, interactive multimedia, Information Technology, finance, risk management, project management, human relations, organisational development and entrepreneurship
- Our staff team and volunteers bring a wealth of expertise and commitment to deliver welcoming, culturally sensitive and responsive support
- Our community collaborators and partner organisations support us to provide a comprehensive range of services. We are part of your community.

Our Strategic Priorities

Our Strategic Action Plan 2022-2025 includes actions to:

- Strengthen our governance
- Bolster our financial sustainability
- Expand our partnerships and strengthen societal awareness of the needs of the Indian Community
- Consolidate our information, connection, and referral role.

Our Strategic Priorities in Action

To strengthen our governance, we will:

- Strengthen Board capability
- Meet our fiduciary obligations
- Review and enhance our governance structures and practices.

To bolster our financial sustainability, we will:

- Manage a sustainable budget and maintain our financial strength
- Leverage our DGR status to obtain community and corporate funding
- Increase our resource base through recruitment of volunteers
- Obtain new funding from governments and government funded enterprises and instrumentalities.

To expand our partnerships and strengthen societal awareness of the needs of our community we will:

- Grow sustainable, mutually beneficial, and impactful partnerships with community service providers
- Leverage our extensive networks to inform and influence governments, service providers and community leaders about the needs and strengths of our community
- Inform and influence the development of primary prevention strategies and service delivery models to make them more accessible to our community
- Honour the voices of our community in our networking, advocacy, and education activities
- Expand our marketing reach and impact.

To Consolidate our information, connection, referral and preventative roles we will:

- Enhance our service referral model and systems
- Maintain an inclusive learning culture to support our people deliver high quality sustainable services
- Embed a culture of excellence, integrity, and respect
- Maintain Board cohesion, alignment and vitality.

IndianCare Strategic Plan 2022 – 2025



Our Strategic Priorities

Our Strategic Action Plan 2022-2025 includes actions to:

- Strengthen our governance
- Bolster our financial sustainability
- Expand our Partnerships and Strengthen Societal Awareness of the Needs of the Indian Community
- Consolidate our information, connection, referral and preventative roles

Strategic Priority One	Strengthen Our Governance
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We will Govern ethically and inclusively.

	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
1.1	<ul style="list-style-type: none"> • Strengthen Board capability 	<ul style="list-style-type: none"> • Conduct Board skills audit and recruit new members to address skill gaps 	<ul style="list-style-type: none"> • Audit conducted and membership refreshed as required 		Chair
		<ul style="list-style-type: none"> • Recruit sub-committee members as needed to bring new skills and ideas 	<ul style="list-style-type: none"> • Sub-committee members recruited to meet identified needs 		Chair
		<ul style="list-style-type: none"> • Conduct regular purposeful sub-committee meetings 	<ul style="list-style-type: none"> • Sub-committee terms of reference and workplans written and followed 		Chair
1.2	<ul style="list-style-type: none"> • Meet our fiduciary obligations 	<ul style="list-style-type: none"> • Set clear organisational objectives, oversee the means of attaining them 	<ul style="list-style-type: none"> • Minimum of 6 Board meetings per year • Board Procedures Manual ratified 		Secretary
		<ul style="list-style-type: none"> • Establish metrics to measure service delivery continuous improvement 	<ul style="list-style-type: none"> • Metrics demonstrate service excellence • The Chair's bi monthly written Board reports evidence ethical governance • Positive Board self-evaluation outcomes 		Secretary
		<ul style="list-style-type: none"> • Undertake an annual Board self-evaluation 			Chair
		<ul style="list-style-type: none"> • Refresh action plans and KPIs to oversee achievement of each strategic priority 	<ul style="list-style-type: none"> • Plans and KPIs developed • KPIs achieved/exceeded 		Chair
1.3	<ul style="list-style-type: none"> • Review and enhance our governance structures and practices 	<ul style="list-style-type: none"> • Monitor Board and organisational compliance with reporting obligations 	<ul style="list-style-type: none"> • Compliance, accreditation, and reporting requirements exceeded 		Secretary
		<ul style="list-style-type: none"> • Implement governance risk management protocols 	<ul style="list-style-type: none"> • Risk Register established • Register monitored at Board meetings 		Chair and Manager
		<ul style="list-style-type: none"> • Implement continuous quality assurance protocols 	<ul style="list-style-type: none"> • Protocol implemented • Annual improvement outcome report 		Chair

Strategic Priority Two
Bolster our Financial Sustainability

To build on our successes we will diversify our income streams and strengthen our financial position.

	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
2.1	<ul style="list-style-type: none"> Manage a sustainable budget and maintain our financial strength 	<ul style="list-style-type: none"> Set annual income growth targets from funding, sponsorships, fees and partnerships 	<ul style="list-style-type: none"> Income growth target established and achieved 	May annually	Treasurer
		<ul style="list-style-type: none"> Establish and monitor annual sustainable budget 	<ul style="list-style-type: none"> Budget endorsed by the Board Budget reviewed at the end of each quarter 		
2.2	<ul style="list-style-type: none"> Leverage our DGR status to obtain community and corporate funding 	<ul style="list-style-type: none"> Undertake a stakeholder analysis of potential financial benefactors 	<ul style="list-style-type: none"> Potential benefactors identified 		Ramu
		<ul style="list-style-type: none"> Implement Board led stakeholder engagement plans to attract and engage community and corporate sponsors and benefactors 	<ul style="list-style-type: none"> Three Board members proactively leading integrated engagement work New funding and resourcing obtained 		Ramu
2.3	<ul style="list-style-type: none"> Increase our resource base through recruitment of volunteers 	<ul style="list-style-type: none"> Undertake an analysis of the roles volunteers can play to support the work of IndianCare 	<ul style="list-style-type: none"> Scope and scale of volunteer opportunities identified 		Anand Manjit
		<ul style="list-style-type: none"> Recruit and train volunteers 	<ul style="list-style-type: none"> Volunteer contributions enabling ongoing delivery of core programs 		
2.4	<ul style="list-style-type: none"> Obtain new funding from governments and government funded enterprises and instrumentalities 	<ul style="list-style-type: none"> Proactively position IndianCare to receive funding to deliver on government commitment to our community 	<ul style="list-style-type: none"> New funding and resourcing obtained 		Chair and Manjit
		<ul style="list-style-type: none"> Proactively apply for government one off and recurrent grants funding 	<ul style="list-style-type: none"> New funding and resourcing obtained 		Chair and Manjit

Strategic Priority Three
Expand our Partnerships and Strengthen Societal Awareness of the Needs of the Indian Community

We will expand our networks, partnerships, and presence to make services more accessible and relevant to our community.

	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
3.1	<ul style="list-style-type: none"> Grow sustainable, mutually beneficial, and impactful partnerships with community service providers 	<ul style="list-style-type: none"> Undertake stakeholder analysis to identify new and priority partnerships 	<ul style="list-style-type: none"> Stakeholder plan developed 		Chair and Manager
		<ul style="list-style-type: none"> Implement new formal and informal partnership arrangements with other organisations 	<ul style="list-style-type: none"> A minimum of one new partnership implemented per quarter 		Chair and Manager
3.2	<ul style="list-style-type: none"> Leverage our extensive networks to inform and influence governments, service providers and community leaders about the needs and strengths of our community 	<ul style="list-style-type: none"> Strengthen our active membership of and input into multicultural peak bodies and advocacy groups 	<ul style="list-style-type: none"> Increased participation in leadership and policy generation forums 		Chair and Manager
		<ul style="list-style-type: none"> Contribute to government community building initiatives 	<ul style="list-style-type: none"> Increased reference to the needs of our community in government initiatives 		Chair and Manager
3.3	<ul style="list-style-type: none"> Inform and influence the development of primary prevention strategies and service delivery models to make them more accessible to our community 	<ul style="list-style-type: none"> Contribute to government community building 	<ul style="list-style-type: none"> Increased representation on government reference/planning groups 		Manager
		<ul style="list-style-type: none"> Engage policy and program design stakeholders via conferences, forums, meetings, our website and social media 	<ul style="list-style-type: none"> Increased reference to the needs of our community in prevention and service strategies and models 		Manager
3.4	<ul style="list-style-type: none"> Honour the voices of our community in our networking, advocacy, and education activities 	<ul style="list-style-type: none"> Establish a representative community advisory panel to guide our work 	<ul style="list-style-type: none"> Panel meets biannually 	First meet in Sept 2023	Manager Manjit
		<ul style="list-style-type: none"> Undertake an online community needs assessment 	<ul style="list-style-type: none"> Community needs and issues identification report widely disseminated 	Nov 2022	Manager Manjit
3.5	<ul style="list-style-type: none"> Expand our marketing reach and impact 	<ul style="list-style-type: none"> Implement a digital marketing strategy Board to determine organisational messaging and communications parameters 	<ul style="list-style-type: none"> Integrated strategy implemented Website content refreshed Message consistency across platforms 		Manager
		<ul style="list-style-type: none"> Establish web analytics pipeline to monitor impact and traffic 	<ul style="list-style-type: none"> Quarterly analytics show cumulative annual growth 		Manager

Strategic Priority Four
Consolidate our Information, Connection, and Referral Role

We will focus on delivering our core commitment of connecting people in need with services.

	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
4.1	<ul style="list-style-type: none"> Enhance our service referral model and systems 	<ul style="list-style-type: none"> Review our service information, connection, and referral models Consider the role of volunteers 	<ul style="list-style-type: none"> Report on model options completed 		Manager Durga
		<ul style="list-style-type: none"> Develop resources, protocols, and systems to strengthen our service information, connection, and referral practices 	<ul style="list-style-type: none"> Enhanced systems implemented Improved client satisfaction scores 		Manager Durga
4.2	<ul style="list-style-type: none"> Maintain an inclusive learning culture to support our people deliver high quality sustainable services 	<ul style="list-style-type: none"> Undertake staff and volunteer training and development needs assessments 	<ul style="list-style-type: none"> Production of an organisational learning and development report 		Manager
		<ul style="list-style-type: none"> Invest in and implement tailored professional development opportunities to support service information, connection, prevention and referral practices 	<ul style="list-style-type: none"> Delivery of targeted development Increased organisational capacity to provide fee generating services and consultancy 		Manager
		<ul style="list-style-type: none"> Implement critical reflective practice to address individual and organisational capacity gaps 			
4.3	<ul style="list-style-type: none"> Embed a culture of excellence, integrity, and respect 	<ul style="list-style-type: none"> Value our people Enable open transparent discussions to foster innovation and accountability 	<ul style="list-style-type: none"> High levels of staff and volunteer retention 		Manager
4.4	<ul style="list-style-type: none"> Maintain Board cohesion, alignment and vitality 	<ul style="list-style-type: none"> Actively listen to each other and pursue collaborative decision making 	<ul style="list-style-type: none"> Board self-assessment and evaluation reports highlight collaborative respectful interaction 		Chair
		<ul style="list-style-type: none"> Undertake Board development activities to grow internal partnerships 	<ul style="list-style-type: none"> Board members honour commitments to progress subcommittee and other work 		
		<ul style="list-style-type: none"> Hold each other to account and support each other honour our commitments 			