Multicultural Disability Advocacy Association of NSW

Strategic Plan 2022-2025

MDAA

MULTICULTURAL DISABILITY
ADVOCACY ASSOCIATION

Celebrating more than 25 years of diversity and protecting the rights of people with disability

Vision: A society where everyone, regardless of background or disability, feels welcome, included and supported

Multicultural Disability Advocacy Association of NSW (MDAA)
Strategic Plan 2022-2025

Based on the analysis of MDAA's Strategic Plan 2019-2022 and recent consultations with consumers, Governance Committee (GC), management, staff, volunteers, students on work placement and key stakeholders, the new strategic plan will focus on four (4) priority areas.

PRIORITY AREA ONE: ADVOCACY LEADERSHIP

Consumers, GC, management, and staff perceive MDAA as an important organisation that proactively delivers disability advocacy services. They perceive MDAA has the niche purpose of advocating for the needs of people with disability from culturally and linguistically diverse (CALD) and non-English speaking (NES) backgrounds, and a leader in this field. There are countless testimonials from the consumers on how MDAA positively changed their lives (please refer to page 7). In the next three years, this strategic plan will focus on retaining internal stakeholders' perception and satisfaction, while increasing external stakeholders' perception and satisfaction, with MDAA as a leader in the disability advocacy sector.

PRIORITY AREA TWO: STRONG AND DEDICATED GOVERNANCE

The GC composed mostly of people with disability, family/carers including other supporters, provides direction to the organisation. For the organisation to operate effectively, the GC needs to work closely with senior management and staff to strengthen the organisation's reputation and service delivery. In the next three years, the organisation will focus on strengthening and supporting the GC to obtain the necessary resources and funds to implement the organisation's strategic plan, build their capacities and cultivate their future as well.

PRIORITY AREA THREE: COMPETENT and KNOWLEDGEABLE WORKFORCE

Over the last few years, MDAA expanded their services to cover a greater area of NSW and provide more services. They currently provide the following services: individual and systemic advocacy, Disability Royal Commission (DRC) advocacy, NDIS appeals, Active Citizens, EnCompass Aged Care Connector Program, and several other projects and community engagement initiatives. They currently have three (3) offices within the metropolitan Sydney region and four (4) offices within rural and regional parts of NSW. This strategic plan will ensure that their critical work continues by building an adequately sized and skilled workforce. The focus will be on strengthening employee recruitment and retention processes, relevant training and development opportunities.

PRIORITY AREA FOUR: FUTURE GROWTH

The important work that MDAA provides is at risk if funding were to cease. Ever since the transition of the disability services to the individualised funding and market-based NDIS system, continued government funding for the advocacy sector grew more uncertain. This financial instability does not match the significant impact that the advocacy sector makes. This strategic plan will position MDAA as a leader within the disability advocacy sector and secure alternative funding streams through a strong marketing plan.

The following pages show the Strategic Plan with higher level strategies and more detailed recommendations focusing on the four (4) priority areas. Recommended actions are subject to availability of funding.

MDAA Strategic Plan 2022 – 2025

OUR VISION: An Australian society where everyone, regardless of ability and other identities, are welcomed, included, and supported

OUR VALUES: An organisation where the GC, management, staff, volunteers, and students on work placement respect and promote the human rights of people with disability, and support their inclusion and self-determination from a person-centred approach

Positioning: To establish MDAA as a state-wide leader in the advocacy sector for people with disability from CALD and NES backgrounds

PURPOSE	PRIORITY AREA ONE	STRATEGIES	ACTIONS	TIME FRAME	RESPONSIBILITY
			1.1.1 Provide at least four (6) information and capacity building consumer forums annually at metropolitan Sydney areas and six (4) in regional, rural, and remote areas	Year 1, 2, 3	Program Managers (NDAP and DAFP)
			1.1.2 Identify and provide at least three (3) outreach initiatives annually for new and emerging CALD communities or new demographic areas	Year 1, 2, 3	Program Managers (NDAP and DAFP)
			1.1.3 Identify new or emerging needs and deliver appropriate programs or projects annually (such as Women's Network, Community Voices)	Year 1, 2, 3	Program Managers (NDAP and DAFP)
			1.1.4 Implement universal design principles including wuse of plain English, easy read formats, and effective use of interpreters	Ongoing	GC Members, All Staff Member and Volunteers

PURPOSE	PRIORITY AREA ONE	STRATEGIES	ACTIONS	TIME FRAME	RESPONSIBILITY
			1.2.1 Deliver at least two (2) sets of capacity-building initiatives per year to develop consumers' self-advocacy skills (such as My Rights workshops or similar)	Year 1, 2, 3	Program Managers (NDAP and DAFP)
			1.2.2 Deliver at least two (2) initiatives/projects per year which would improve consumers' knowledge so that they can actively and competently fulfill their civic duties (such as Election project)	Year 1, 2, 3	Program Managers (NDAP and DAFP)
			1.2.3 Develop consumers' personal skills and attributes so they can participate and be included in community activities as well as addressing social isolation	Ongoing	Program Managers and CBSOs
			1.2.4 Deliver at least 5 information sessions on various topics annually across Metropolitan, rural, and regional areas	Year 1, 2, 3	Program Managers (NDAP and DAFP)
			1.3.1 Develop at least six (6) submissions and position papers per year advocating for the long-term, sustainable funding for the sector, as well as providing feedback and recommendations to policymakers, government agencies and funding bodies which address current issues and gaps	Year 1, 2, 3	Systemic Advocate, Program Managers, GC Members, Executive Director
			1.3.2 Showcase MDAA's work and present in conferences and forums at least two (2) times annually	Year 1, 2, 3	Program Managers, Systemic Advocate, GC Members
			1.3.3 Collaborate with a select university on at least one (1) research project to foster evidence-based practice during the term of this strategic plan	Year 1-2	GC Members, Program Mangers
			1.3.4 Establish/Strengthen relationships with State and Federal governments and other policy makers and lobby on issues for people with disability from CALD backgrounds	Year 1, 2, 3	GC Members, Executive Director, Program Managers

PURPOSE	PRIORITY AREA ONE	STRATEGIES	ACTIONS	TIME FRAME	RESPONSIBILITY
			2.1.1 Implement the Strategic Planning and review the strategic plan against the targets within the plan annually	Year 2, 3	GC Members, Executive Director,
			2.1.2 Evaluate against our vision, purpose and positioning towards the end of the term of this strategic plan	Year 2	GC Members, Executive Director, External Consultant
			2.1.3 Review organisational structure, job descriptions, delegations, and reporting requirements at least once during the term of this strategic plan	Year 2	Program Managers, Executive Director
			2.1.4 Implement a streamlined process to periodically review policies and procedures	Year 1, 2, 3 (Ongoing)	GC Members, Executive Director, Program Managers, Policy Officer (?)
			2.2.1 Implement and evaluate service funding agreements against target outputs/outcomes of each funded program	Year 1, 2, 3 (Ongoing)	GC Members, Executive Director, Program Managers
			2.2.2 Plan and coordinate Work, Health and Safety (WHS) initiatives at bimonthly meetings and promptly resolve WHS issues as needed (WHS committee)	Year 1, 2, 3 (Ongoing)	GC Members, Executive Director, WH&S Committee
			2.2.3 Prepare/Guide for a surveillance audit once every 18 months and a full audit once every three (3) years including instigating a self-audit	Year 2	GC Members, Executive Director, Program Managers

PURPOSE	PRIORITY AREA ONE	STRATEGIES	ACTIONS	TIME FRAME	RESPONSIBILITY
			2.3.1 Approach at least one reputable donor and/or sponsor aiming for $20K or more annually	Year 1, 2, 3	GC Members
			2.3.2 Identify and refer at least two alternative funding streams aiming for $50K or more annually (GC)	Year 1, 2, 3	GC Members
			2.3.3 Organise the annual fundraising event aiming for $15K or more annual profit	Year 1, 2, 3	GC Member, Executive Director, Program Managers
			2.3.4 Develop/update a Business Contingency and Recovery plan in preparation for loss of funding and other reliable resources, and natural disasters	Year 1	(GC, Executive Director, Program Managers
			2.4.1 Undergo a set of training to build up knowledge and skills required from new and existing Governance Committee	Year 1, 2, 3	GC Members
			2.4.2 Engage in professional development opportunities annually, and build a continuous learning culture (GC)	Year 1, 2, 3	GC Members
			2.4.3 Incorporate the required set of training into the Expressions of Interest (EOI) recruitment process of new governance committee members	Year 1	GC Members
			3.1.1 Include the required frameworks, values, and attributes into the employee recruitment and induction process	Year 1	Executive Director, Program Managers
			3.1.2 Induct, train and support employees as per their annual work plan, annual learning and development (L&D) plan and the quarterly staff development and networking (SDN) days	Year 1, 2, 3	Program Managers, Training Officer

PURPOSE	PRIORITY AREA ONE	STRATEGIES	ACTIONS	TIME FRAME	RESPONSIBILITY
			3.2.1 Provide appropriate training, induction, and guidance to new employees	Year 1, 2, 3	Program Managers
			3.2.2 Provide at least four (4) Staff Development and Networking (SDN) days, in-house and/or external training annually for employees to acquire and/or expand relevant knowledge and skill areas (for example, to effectively advocate in different areas such as NDIS, housing, Centrelink, and immigration)	Year 1, 2, 3	Training Officer, Program Managers
			3.2.3 Managers and staff to co-develop and review the most appropriate employee Learning & Development Plan once per year. Employees to demonstrate self-initiative in building and refreshing one's knowledge and skills.	Year 1, 2, 3	All Staff members
			3.3.1 Continue with an ongoing volunteering program annually which mutually benefits the organisation and the participants	Year 1, 2, 3 (Ongoing)	GC Members, Program Managers
			3.3.2 Provide appropriate training, induction and guidance to new volunteers and students on work placement	Year 1, 2, 3 (Ongoing)	Program Managers, Training Officer
			3.3.3 Include volunteers and students on placement at SDN days to acquire and/or expand relevant knowledge and skill areas	Year 1, 2, 3 (Ongoing)	Program Managers
			3.3.4 Volunteers and students on work placement are to supplement gaps within the workforce in the safest way possible	Year 1, 2, 3 (Ongoing)	Program Managers

PURPOSE	PRIORITY AREA ONE	STRATEGIES	ACTIONS	TIME FRAME	RESPONSIBILITY
			3.4.1 Implement evidence-based strategies that enhance personal and team wellbeing, and promote good mental health within the workplace (such as EAP, annual leave)	Year 1, 2, 3 (Ongoing)	All Staff Members
			3.4.2 Build mental health related training into employee's annual L&D plan, or training that addresses vicarious trauma (such as Accidental Counselling; relates to 3.2.3)	Year 1, 2, 3 (Ongoing)	Program Managers, Training Officer
			3.4.3 Recognition of good performance through an annual staff awarding system	Year 1, 2, 3 (Ongoing)	GC Members, Executive Director
			3.4.4 Organise social gathering for staff and GC members on a quarterly basis	Year 1, 2, 3 (Ongoing)	Program Managers
			4.1.1 Develop a Work Plan detailing at least four (4) marketing strategies on how to market MDAA as an advocacy leader	Year 1, 2, 3 (Ongoing)	GC Members, Program Managers
			4.1.2 Review and update promotional strategies as needed at least once during the term of this strategic plan (Media for More or similar projects)	Year 2	Program Managers, Policy Officer
			4.1.3 Identify and choose partners and collaborators to help secure MDAA's financial and reputational future as an advocacy leader	Year 1, 2, 3 (Ongoing)	GC Members, Executive Director, Program Managers
			4.1.4 Nominate MDAA as an organisation or MDAA members for awards or to any advisory bodies to increase our profile and increase our networks in the community	Year 1, 2, 3 (Ongoing)	GC Members, Executive Director, Program Managers

PURPOSE	PRIORITY AREA ONE	STRATEGIES	ACTIONS	TIME FRAME	RESPONSIBILITY
			4.2.1 Prepare at least three (3) grant submissions per year	Year 1, 2, 3 (Ongoing)	GC Members, Executive Director, Program Managers
			4.2.2 Establish relationships and lobby State and Federal government as well as relevant Ministries for continued funding of MDAA programs	Year 1, 2, 3 (Ongoing)	GC Members, Executive Director, Program Managers
			4.2.3 Work collaboratively with relevant national peak bodies such as NEDA and DANA, participate in at least 75% of NEDA's regular meetings, and provide input into collective submissions advocating for the long-term, sustainable funding for the sector. Jointly address issues and gaps faced by the sector	Year 1, 2, 3 (Ongoing)	GC Members, Executive Director, Program Managers
			4.3.1 Work closely with universities in research projects to build the case for Aged Care Advocacy services	Year 1	GC Member, Executive Director, Program Managers
			4.3.2 Apply for any grant opportunity relating to aged care advocacy services	Year 1, 2, 3	Executive Director, Program Managers
			4.3.3 Identify and approach aged care advocacy and/or navigation funded organisation to work as sub-contractor	Year 1, 2, 3	Executive Director, Program Managers
			4.4.1 Review and improve MDAA resources, tagline and develop a consistent brand name as a prominent Not-Profit Organisation	Year 1	Executive Director, Program Managers
			4.4.2 Engage consultant to improve social media strategy for MDAA promotion	Year 1	Executive Director, Program Managers

Key Terms

Internal stakeholders include but are not limited to MDAA's consumers, governance committee, management, staff, volunteers, and students on work placement

External stakeholders include but are not limited to family members and friends of consumers, contractors, partner government, and non-government agencies, networks MDAA management and staff participates in, and sponsors, donors, and funding bodies

Universal design means the design of buildings, products, or environments to make them accessible to all people, regardless of age, disability, and other identities

Service activities refer to activities that make up the services delivered including but are not limited to intake and assessment; individual consumer interviews; group consultation, workshops, and forums; and MDAA events e.g. fundraising, Women's Network

Marketing strategies refer to clear and well-written objectives and outcomes that pertain to increasing numbers or percentages of consumers and/or funding incomes, and include MDAA's key brand messaging, information on consumer demographic, and specific strategies on how to reach the outcomes

Web or social media traffic refers to anyone who visits MDAA's website or social media to read the information

Acknowledgement

MDAA would like to thank their consumers, governance committee, management and staff, volunteers, students on work placement, partners and collaborators, acknowledging their passion and dedication. With continued support, MDAA hopes to continuously improve the quality of their disability advocacy services and produce amazing outcomes in the next three years.