

**UMSGC**

united multicultural services

GOLD COAST

UMSGC PROJECT DEVELOPING  
FRAMEWORK FOR PRACTICE:

**AMS**

alliance of multicultural  
services

AGREED MANAGEMENT MODEL  
AND OPERATIONAL  
FRAMEWORK  
REPORT  
DECEMBER 2009

**Equity Brokers Pty Ltd**

ABN 31 133 224 476 | ACN 069 785 922

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Tunncliffe, A.D. (2009). *UMSGC Project Developing Framework for Practice: Alliance of Multicultural Services Agreed Management Model and Operational Framework Report*. Unpublished Internal Document.



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**LIST OF ACRONYMS**

ASI	ACCES Services Inc.
AMS	Alliance of Multicultural Services
CALD	Culturally and Linguistically Diverse
EB	Equity Brokers Pty Ltd
MCCGC	Multicultural Communities Council Gold Coast Inc.
MFO	Multicultural Families Organisation Inc.
SWOT	Strengths, Weaknesses, Opportunities and Threats
TMC	The Migrant Centre Organisation Inc.
UMSGC	United Multicultural Services Gold Coast

## 1. INTRODUCTION

This agreed management model and operational framework report was developed by Equity Brokers Pty Ltd, the consultants for *The Development of a Framework and Model for a Strategic Alliance of Community Services in the Gold Coast Region* also known as *UMSGC Project - Developing Framework for Practice*, a project funded by Gambling Community Benefit Fund Queensland Government. It fulfils two requirements of the grant, namely to produce a *Document that outlines the operational arrangement for the agreed governance model* and to *Develop business plan and strategic plan to guide future arrangements*. It was guided by the wants and needs revealed in the *UMSGC Project Developing Framework for Practice: Mapping Report on UMSGC Members* by Tunncliffe and Tunncliffe (2009a), an unpublished and confidential internal report; the *UMSGC Project Developing Framework for Practice: A Discussion paper Presenting Governance Options* by Tunncliffe and Tunncliffe (2009b), an unpublished discussion paper; and by dialogue with interested parties.

The aim of this project was to develop and trial a collaborative management model that sought to offer a cost effective and comprehensive strategy for providing seamless service delivery to Culturally and Linguistically Diverse (CALD) clients in the Gold Coast Region. The members of the United Multicultural Services Gold Coast (UMSGC) are the following organisations: ACCES Services Inc (ASI); Multicultural Communities Council Gold Coast Inc (MCCGC); Multicultural Families Organisation Inc (MFO); and The Migrant Centre Organisation Inc (TMC).

At the meeting of the 21<sup>st</sup> October 2009, the UMSGC Steering Committee passed nine motions, of these, Motions 1, 2, 3, 5, 6, 7, and 8 guide the formulation of the operating framework.

### **Motion 1**

Unanimously agreed that the UMSGC not proceed to establish a company limited by guarantee as an overarching legal entity.

### **Motion 2**

Unanimously agreed that no legal entity be established at this stage.

### **Motion 3**

Unanimously agreed that all parties continue to work together.

### **Motion 4**

Unanimously agreed that the budget line items be adjusted accordingly to facilitate additional accounting and legal costs – namely: *IT system development and software and Translations of service brochures*, as it is not anticipated these line items will be

necessary and this matter referred by MCCGC to the Gambling Community Benefit Fund for approval.

**Motion 5**

Unanimously agreed that "*Guiding Principles*" be established that set out the values, procedures and protocols to guide UMSGC members working relationships.

**Motion 6**

Unanimously agreed that proposed protocols be drafted to guide UMSGC members' relationships with external partners/bodies.

**Motion 7**

Unanimously agreed that msl (michael sing lawyers) be engaged to provide appropriate templates that can be used by all members of the UMSGC.

**Motion 8**

Unanimously agreed that these templates be made available by UMSGC members to interested parties/potential partners as the need arises.

**Motion 9**

Unanimously agreed that negotiations to obtain these templates be undertaken by Norm Steere and Anne Tunnicliff and the ensuing suggestions from msl (michael sing lawyers) and Paul Teefy Accountants be circulated by email to UMSGC members for agreement to proceed: Response required within seven (7) days of receipt of email.

At the meeting of the 2<sup>nd</sup> December 2009, the UMSGC Steering Committee agreed to an Alliance being formed which was underpinned by an operating framework and the newly created name *Alliance of Multicultural Services* (AMS) be registered as a business name for as long as possible. Subsequently, a three year registration by the Queensland Government, Department of Justice and Attorney General, Office of Fair Trading Office was applied for and was granted. Therefore, the consultants have set the length of the operational framework from January 2010 to December 2012.

The intent of this document is to set out the agreed management model and operational framework for the newly created *Alliance of Multicultural Services* (AMS). It reviews the strengths, weaknesses, threats and opportunities; presents a series of statements relating to the AMS vision, mission, values and objectives; and sets out proposed strategies and goals.

This report has been divided into 14 sections and these are as follows:

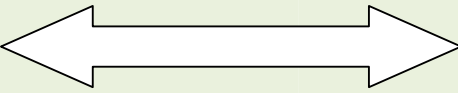
1. Introduction;
2. Rationale for framework;
3. Framework documentation;
4. Composition of envisaged formwork expressed by UMSGC members;
5. Rationale for the design of AMS logo;
6. Membership;
7. SWOT Analysis;
8. Alliance of Multicultural Services- Vision;
9. Alliance of Multicultural Services – Mission;
10. Objectives;
11. Key strategies;
12. Major Goals;
13. Where to from here; and
14. Conclusion.

If further clarification is sought in relation to the source of any of the comments or statements please contact the consultants.

**2. RATIONALE FOR FRAMEWORK**

The formation of the AMS incorporates the thinking of the *Continuum of Collaborative Practice* outlined in the *Discussion Paper Presenting Governance Options* except for the points relating to co-location, amalgamations and mergers (highlighted in blue below).

**Table 1 - A Continuum of Collaborative Practice - most common relationships**

	Stage I <b>Cooperating</b>	Stage 2 <b>Coordinating</b>	Stage 3 <b>Collaborating</b>	Stage 4 <b>Integrating</b>
	<b>Informal structures, processes &amp; relationships. A more fragmented service system. Loose links</b>			<b>Formal structures, processes &amp; relationships. A more integrated service system. Tight links.</b>
<b>Description</b>	A form of friendly coexistence.	Some formal relations but each agency maintains its own set of goals, structures and accountability.	Partnership formation that is characterised by mutual benefit, interdependence and a formal commitment to working together for specific purposes.	The coming together of structure, goals and responsibility of being accountable to each other.
<b>Form</b>	Information sharing Interagency networks Ad hoc meetings	Coordinated planning Coordinated service provision Referral network Advisory committees	Collaborative alliances Co-location Joint ventures Community-business partnerships Consortia Joint tenders	Amalgamations Mergers

**Legend:**

Source: The Community Door, n.d.a, pp. 2-3

It is also the intent of the AMS to progress through the three stages of *Business and Community Collaboration* documented in the *Discussion Paper Presenting Governance Option*.

**Table 2 - Three Stages of Business and Community Collaboration**

	Philanthropic	Transactional	Integrative
<b>STRUCTURE</b>	Organisations have a traditional donor-recipient relationships	Organisations move to partnership stage Start to exchange resources through specific activities	Partners mobilise and pull resources to create a new set of services, activities and resources unique to the collaboration
<b>BENEFITS</b>	Limited by the receipt of funds by NGO and enhanced by the reputation of the funders	Enhanced through greater leverage of brand for both NGO and funder	Development of new and innovative solutions. Enables partners to work together to improve services – particularly delivery of government and business services at local level

Adapted from: Austin (2002) (as reproduced in Centre for Corporate Public Affairs, 2008, p. 19)

In addition, UMSGC member organisations have been informed by the *Discussion Paper Presenting Governance Option* material on partnerships. Specifically, what actually defines a partnership; how partnerships can be sustained; and by what means. The following excerpt illustrates this.

**A Plan for Negotiating and Sustaining a Collaborative Agreement**

In this table the term partnership is a generic one, Nicholls (as cited in Halseth and Ryser, 2007, p. 246) defines partnerships as a relationship “where two or more parties, having compatible goals, form an agreement to work together in a mutually beneficial manner, often doing things together that might not be possible alone.”

The table below illustrates a typical plan for negotiating and sustaining a collaborative agreement involving several phases and elements.

**Table 3 - Negotiating and Sustaining a Collaborative Agreement Plan**

<b>Phase 1: Determining the need and selecting partners internal discussion and negotiation</b>		
<b>Partnership milestone</b>	<b>Items for negotiation</b>	<b>Stakeholder action</b>
<b>Defining the need for partnership</b>	<ul style="list-style-type: none"> <li>• establish vision</li> <li>• establish alignment with organisation's purpose and client benefit</li> <li>• assess and agree that benefits outweigh costs</li> </ul>	management committee, staff and clients consulted and in principle, internal agreement to proceed reached
<b>Identifying and selecting partners</b>	<ul style="list-style-type: none"> <li>• establish clear goals and shared purpose</li> <li>• identify partners' capacities as complementary and provide varied, comprehensive, value-added skills and knowledge</li> <li>• confirm core business inter-dependence exists</li> <li>• confirm complementary service culture and approach</li> <li>• affirm basis of good relations</li> </ul>	delegated steering committee conducts assessment management committee agrees on partners
<b>Phase 2: Establishing governance, compliance and risk management</b>		
<b>Partnership milestone</b>	<b>Items for negotiation</b>	<b>Stakeholder action</b>
<b>Negotiation of interagency agreement</b>	establishment of: <ul style="list-style-type: none"> <li>• financial, legal, resource sharing, structural, operational, risk management, compliance and governance agreements</li> <li>• roles, responsibilities and expectations defined and agreed</li> <li>• administrative, communication and decision making processes</li> <li>• skills development plan</li> </ul>	steering committee negotiates detailed collaborative plans and agreements managers and management committee agree on likelihood of success and commit ongoing support

<b>Phase 3: Implementation and change management</b>		
<b>Partnership milestone</b>	<b>Items for negotiation or review</b>	<b>Stakeholder action</b>
<b>Planning and implementing collaborative activity</b>	<ul style="list-style-type: none"> <li>planning and decision-making systems to meet participation and accountability expectations</li> <li>any changes required to cross-agency roles</li> <li>confirm partnership adding value and partner investment of time, personnel, facilities and knowledge is satisfactory</li> <li>ensure the adoption of standardised service delivery processes</li> <li>affirm and reward collaborative action and milestones</li> </ul>	steering committee leads implementation processes managers monitor and agree to changes to cross-agency roles, implementing standardised service delivery processes and commit support and resources.
<b>Minimising the barriers to partnership</b>	<ul style="list-style-type: none"> <li>differences in priorities, goals, tasks and roles expressed and resolved</li> <li>continuity by core group sustained</li> </ul>	steering committee leads and supports core group

<b>Phase 4: Evaluation</b>		
<b>Partnership milestone</b>	<b>Items for negotiation or review</b>	<b>Stakeholder action</b>
<b>Reflecting on and sustaining the partnership</b>	<ul style="list-style-type: none"> <li>outcomes are demonstrated and meet partner expectations</li> <li>recognising and celebrating individual contribution and collective achievement</li> <li>review and renew partnership/s</li> <li>establish resources and commitment to continue</li> </ul>	all stakeholders involved in review, evaluation and celebration steering committee negotiates new terms of agreement management committees sign new agreement and resource commitment

Source: The Community Door, 2007, pp. 4-6 adapting from VicHealth (The Partnership Analysis Tool. Victorian Health Promotion Foundation, Melbourne, Undated, pp. 6-7)

In examination of the underlying essence of Table 3 it could be said that: Phase I has been achieved; Phase 2 will be achieved by the end of the project; Phase 3 has commenced and tangible projects and activities are being planned to occur in the first year of the AMS; and Phase 4 evaluation has been scheduled to occur January 2011, January 2012 and December 2012 (see Diagram 6: AMS Review Schedule).

### 3. FRAMEWORK DOCUMENTATION

After the UMSGC Steering Committee meeting of the 21<sup>st</sup> October 2009, the Project Manager and the Executive Manager from MCCGC briefed Michael Sing Lawyers (msl) on the wishes of the UMSGC in regards to the proposed future framework documentation and templates. The following extract from a letter sent by msl dated 30<sup>th</sup> October 2009 outlines the discussion undertaken.

#### TEMPLATES

The intentions of parties should be binding in nature. This does not have to be expressly stated, but implied insofar as to compel the parties to obey and respect the agreement. We note that you wish to make these templates binding to restrict parties from deviating from the agreed terms. This is due to the fact that in the past, certain actions by parties not bound, have diverged and secured more commercially advantageous positions for their individual organisations having no regard to the other parties in the agreement. We note that specific consequences must be clearly expressed upon the signing of the agreements to deter and prevent such behaviour.

It was established that our office is to draft four agreements\*, namely;

- 1) Letter of Intent;
- 2) Letter of Agreement (including a mutual non-disclosure agreement);
- 3) Statement of Intent for short term project or activity; and
- 4) Memorandum of Understanding.

These templates will be discussed in character and detailed below. *\*Please note that the Contract for Provision of Services provided by Mr Norm Steer of MCCGC will be utilised and adapted*

#### 1. Letter of Intent

The letter of intent's purpose is to briefly outline the scope and objective of the project including the intended duration. You have pointed out at page 62 of your Discussion Paper on Suggested Models of Governance; letters of intent are used to secure an initial relationship between two or more parties with a vision to achieve a common purpose.

An obvious obstacle that presents itself with a letter of intent is that the letter will change for each project to reflect the intentions and purpose of the project. We will be able to provide you with a basic letter structure which will allow you the ability to easily adapt and alter the letter to reflect your intentions.

## **2. Letter of Agreement**

Letters of Agreement are usually non-binding and are used in an employer and employee relationship. The letter is to clarify the objectives between the parties and the predicted duration of the project. This creates a problem as typical commercial arrangements will require some type of binding agreement to enforce terms.

Discussed in the meeting on Friday was the practicality of such agreements and the true commercial benefit to enter into one. We note that a mutual understanding was reached, and that the letter of agreement should actually pose as a commercial contract enabling enforceable contractual terms.

We are able to provide such contracts in template form to amend in a fashion which is suitable.

### *2.1 Confidentiality Agreement (Mutual non-disclosure agreement)*

The Confidentiality Agreement is to provide mechanisms to prohibit particular parties from disparaging other organisations. This includes the possibility of restricting certain persons from engaging with certain other persons. We note that your intentions are to make the Confidentiality Agreement strict with penalties relating to breaches.

## **3. Statement of Intent for short term project or activity**

We are able to draft an appropriate Joint Venture Agreement for your Statement of Intent for a short term project or activity. This agreement will be for projects with an expected duration of 3 to 6 months...It was noted that these types of projects may be expected to run for less than 6 months, but [in some cases] circumstances...extend this time to about 12 months. This can be reflected in the Joint Venture Agreement. The parties who engage in the Joint Venture Agreement must understand the binding nature of the agreement. Since these projects are short term, the agreement will need to establish that the parties

contracted to the agreement are bound and failure to fulfil their contractual obligations attracts penalties.

#### **4. Memorandum of Understand (“MOU”)**

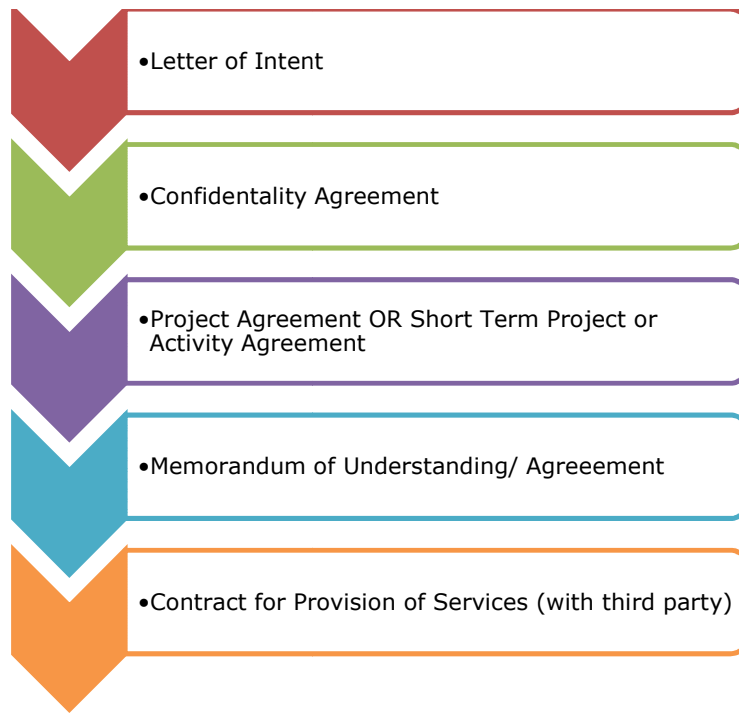
This MOU is to be binding as the view was formed that a non-binding MOU would not be practical. Making the MOU binding will create certainty and subsequently better business practice.

These templates were tabled at the meeting of the 2<sup>nd</sup> December 2009. At this meeting clarification was sought around the term *project* and msl were requested to insert the definition of a project in all documentation and include a definition of activity that reflects a community focus. msl were also instructed to consider the implication of inserting the phrase *project/activity; project or and activity; activities and work carried out* instead of just the term *project*.

Equity Brokers at this meeting asked all parties present to examine their organisational needs and requirements in relation to implementing this proposed operational framework and whether these needs and requirements could be assisted by additional legal advice or documentation.

After the meeting, MCCGC suggested that the *MCCGC Contract for Provision of Services* be updated to reflect the new templates and be expanded to include the engagement of contractors, as a result msl were briefed accordingly. The diagram below reflects the new proposed documentation pathway.

**Diagram 1: Sequence of documentation**



#### 4. COMPOSITION OF ENVISAGED FRAMEWORK EXPRESSED BY UMSGC MEMBERS

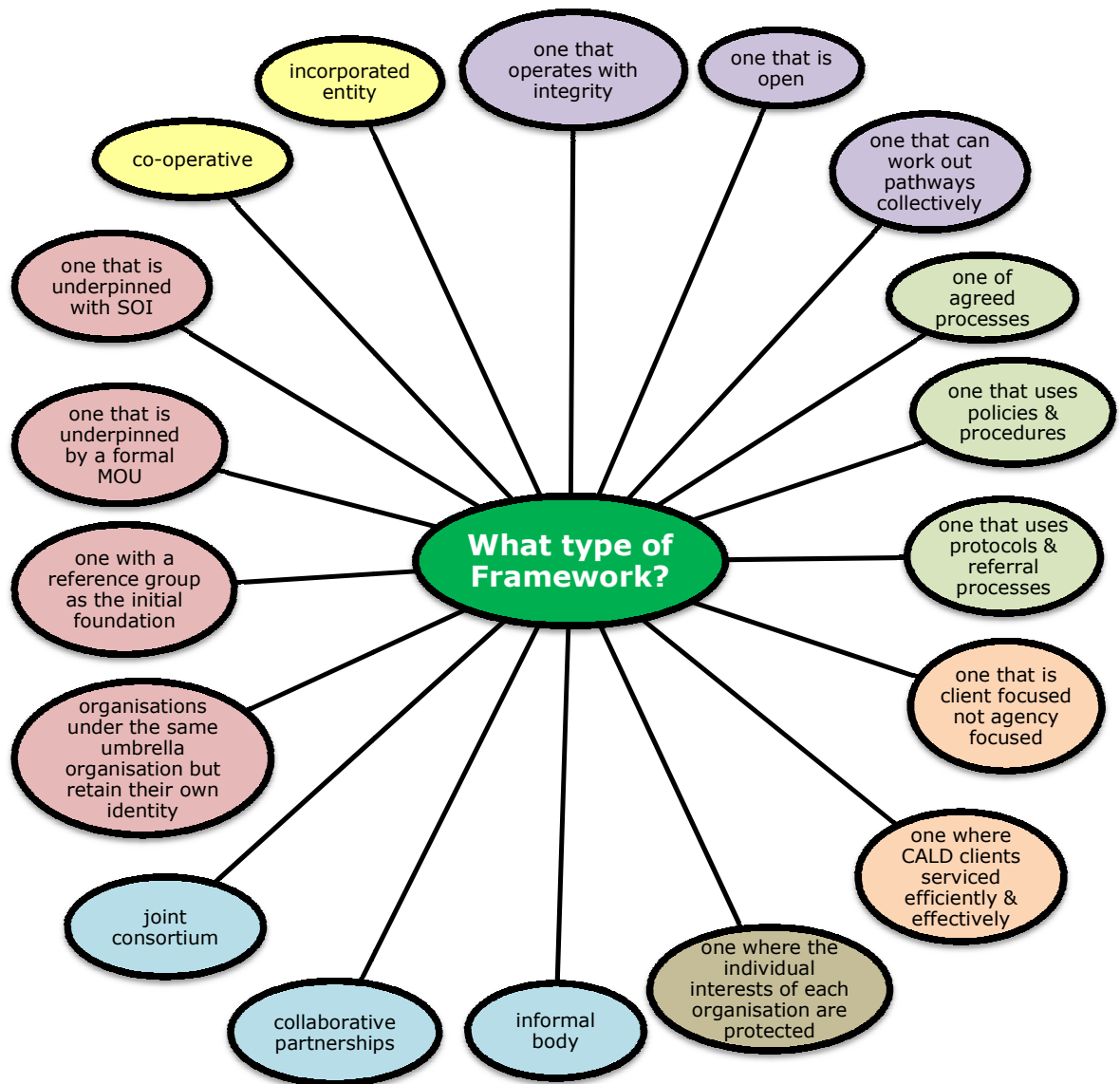
As Tunnicliff and Tunnicliff (2009a) discussed in Section 6 of the Mapping Report, the four organisations highlighted what they envisaged as a future framework and the elements that it should encompass, namely:

1. one that operates with integrity;
2. one that is open;
3. one that can work out pathways collectively;
4. one that uses policies and procedures;
5. one that uses protocols and referral processes;
6. one of agreed processes;
7. one that is client focused not agency focused;
8. one where CALD clients serviced efficiently and effectively;
9. one where the individual interests of each organisation are protected;
10. informal body;
11. collaborative partnerships;
12. joint consortium;
13. organisations under the same umbrella organisation but retain their own identity;
14. one with a reference group as the initial foundation;
15. one that is underpinned by a formal MOU;
16. one that is underpinned with SOI;
17. co-operative; and a
18. incorporated entity.

These 18 elements were then further grouped by the consultants into seven themes:

**Purple**: values, attitudes, and organisational culture; **Green**: guided documented processes and policies; **Orange**: service provision to clients; **Brown**: Protectionist; **Blue**: an informal arrangement which could be underpinned by documentation; **Red**: a formal arrangement underpinned by documentation; and **Yellow**: the creation of a formal entity (see Diagram 2)

**Diagram 2: Mapping envisaged framework of the new entity expressed via dialogue, interviews and emails**



**Legend:**

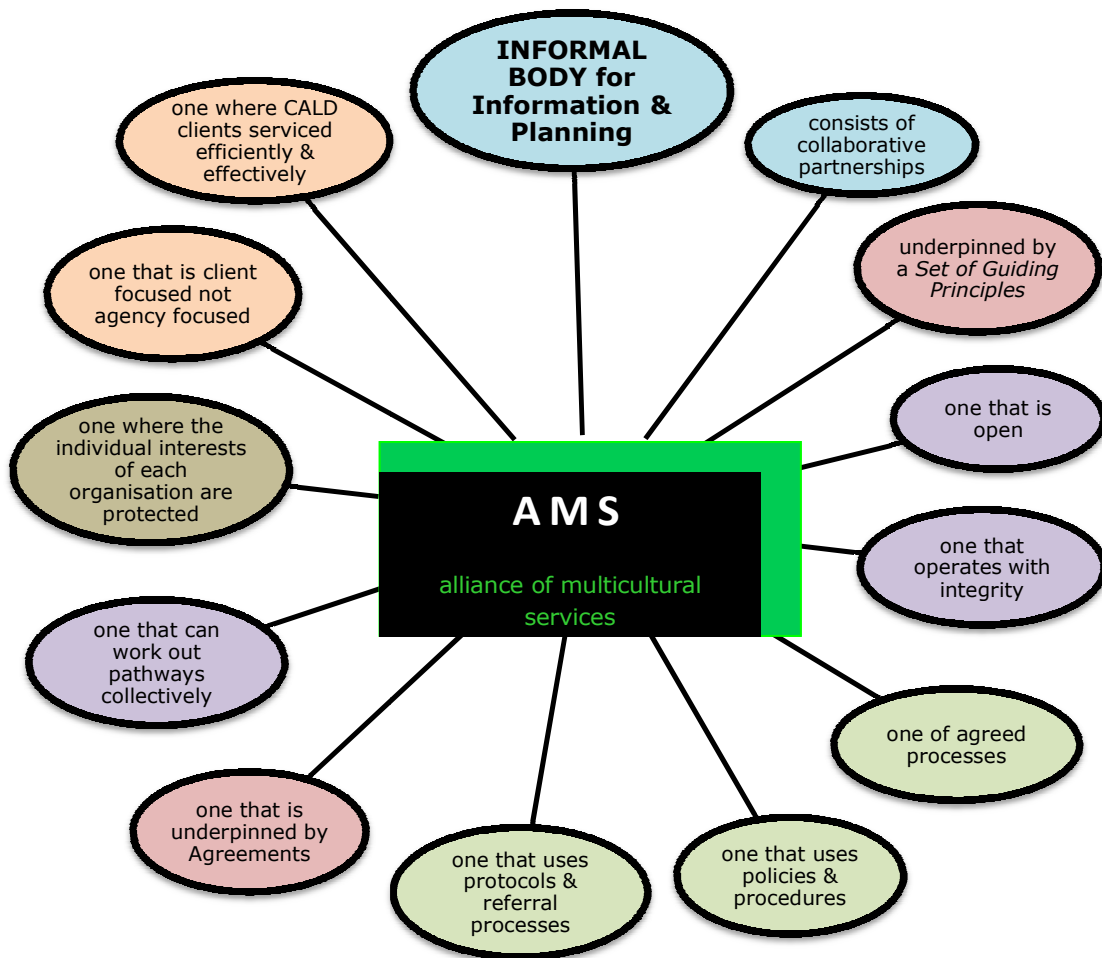
**Purple:** values, attitudes, and organisational culture and policies  
**Orange:** service provision to clients  
**Blue:** informal arrangement  
**Yellow:** formal entity

**Green:** documented processes  
**Brown:** Protectionist  
**Red:** formal arrangement

Source: Tunncliff and Tunncliff, 2009a, p. 29, Diagram 5

However, after the UMSGC Steering Committee meetings of the 21<sup>st</sup> October 2009, and the 2<sup>nd</sup> December 2009, the consultants amended the formulation of the operating framework. To be effective the AMS member organisations believe that the following mind-set should form the basis of the new informal entity.

**Diagram 3: Alliance of Multicultural Services framework**



**Legend:**

**Purple:** values, attitudes, and organisational culture and policies  
**Orange:** service provision to clients  
**Blue:** informal arrangement

**Green:** documented processes  
**Brown:** Protectionist  
**Red:** formal arrangement

## 5. RATIONALE FOR THE DESIGN OF AMS LOGO



The consultants adapted the logo for AMS from the one already approved by the UMSGC member organisations for the UMSGC Project. The reasons why this logo was chosen is as follows

This logo is based on the striking combination of black, white and green. It is designed so it can be printed in colour or in black and white and still be easily read. The green used in this logo represents sustainability, economic growth, environmental compassion and peaceful diversity. The black and white represents diversity of all people

In addition, when choosing a logo, it is important to consider its use. If it is being used on marketing material (especially with other logos), it is important to choose a logo that can be reduced in size and still remain easily distinguished. This logo achieves that. Moreover, when printing, as this logo contains only three colours, this reduces printing costs.

After careful examination of the current logos from the organisations that make up the **Alliance of Multicultural Services (AMS)**, this logo would fit in with them without overpowering or having a bias to any particular organisation.

In addition, the QLD government's Smart State goals & state procurement policy, has criteria for many funding applications relating to the sustainability and 'greenness' of the business, this logo would help develop that image.

Source: Equity Brokers Pty Ltd (2009)

## 6. MEMBERSHIP

MEMBERSHIP of the Alliance of Multicultural Services shall be limited to:

ACCES Services Inc. (ASI)

Multicultural Communities Council Gold Coast Inc. (MCCGC)

Multicultural Families Organisation Inc. (MFO)

The Migrant Centre Organisation Inc. (TMC)

This membership shall be represented by:

One nominated delegate from operational management level

AND

One nominated delegate from Elected Management Committee / Board

Delegates are required to present regular reports and / or updates on the activities and outcomes generated by discussion to their Elected Management, thereby ensuring channels of communication are kept open.

### Observers

Observers from the Elected Management of the member organisation may be present on the condition that they understand that the confidentiality agreement signed by their Elected Management applies to them and that they do not participate in the meeting, only observe.

## 7. SWOT ANALYSIS

This AMS SWOT Analysis arose from the data collected individually from the four organisations which was then amalgamated to provide a general picture for AMS to consider. Therefore, not all of the strengths, weaknesses, threats and opportunities will apply to every member organisation.

**Table 4 - AMS SWOT Analysis**

	Strengths	Weaknesses
Internal Environment	<ul style="list-style-type: none"> <li>• Existing networks/contacts</li> <li>• Existing knowledge base</li> <li>• Existing skills</li> <li>• Qualified cultural trainers</li> <li>• Ability to empower people</li> <li>• Ability to avert potential crisis situations</li> <li>• Potential for improved planning and collaboration</li> <li>• Greater potential resources when applying for funding</li> <li>• Maximisation of the resources</li> <li>• Ability to use resources to build</li> <li>• Ability to support each other</li> <li>• Agencies can mentor each other and improve skills</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of knowledge about non-AMS service providers especially mainstream ones</li> <li>• Some difficulties being experienced in reaching the target audience</li> <li>• Composition of target group constantly changing</li> <li>• Insufficient funding received to meet needs</li> <li>• Need to be mindful of cultural differences</li> <li>• Narrow geographical focus re location of premises and concentration in Southport CBD area</li> <li>• Mixed views amongst members of the big picture and associated potential for the future</li> <li>• Lack of overall key engagement strategies to identify the key priorities of the Gold Coast region</li> <li>• Susceptible to changes in organisational culture including strategic planning direction, policies and procedures</li> </ul>
	Opportunities	Threats
External Environment	<ul style="list-style-type: none"> <li>• To identify needs of community now and in the future</li> <li>• Growing population of the Gold Coast region</li> <li>• To gain support and recognition within the CALD community</li> <li>• To gain support from CALD service providers, both within and external to the Gold Coast region</li> <li>• Ability to create strategic partnerships with non-AMS members</li> <li>• Ability to undertake strategic planning, development and capacity building</li> <li>• Ability to undertake advocacy</li> <li>• Ability to add to social research</li> <li>• Ability to develop synergy</li> <li>• Ability to undertake business and social enterprise initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Increased competition from large mainstream organisations moving into the multicultural sector</li> <li>• Lack of understanding of CALD service provision requirements demonstrated by mainstream service providers and funding bodies</li> <li>• Greater physical presence of mainstream providers</li> <li>• New mainstream providers expanding into Gold Coast region</li> <li>• Memorandum of Understanding's with mainstream service providers not being honoured</li> <li>• Potential for changes in government policies and direction</li> <li>• Lack of funding for services</li> <li>• Lack of coordination and co-operation with government bodies</li> </ul>

## **8. ALLIANCE OF MULTICULTURAL SERVICES - VISION**

The vision of AMS in 3 year's time is:

### **VISION STATEMENT**

**To have a structured and cohesive alliance supporting its members in coordination, planning and service delivery to the Culturally and Linguistically Diverse Community of the Gold Coast Region**

## **9. ALLIANCE OF MULTICULTURAL SERVICES - MISSION**

The central purpose and role of AMS is defined as:

### **MISSION STATEMENT**

**Working together in a constructive and harmonious manner**

## 10. GUIDING PRINCIPLES AND PRACTICES

The Alliance of Multicultural Services (AMS) is committed to the adoption of ethical conduct. In so doing so it binds its member organisations to the following *Guiding Principles and Practices*.

### AMS Members shall

1. Abide by the AMS values and principles.
2. Act honestly and in good faith at all times in the interest of AMS and its members and other key stakeholders, ensuring they are treated fairly according to their rights.
3. Not do anything that in any way denigrates AMS or harms its public image.
4. Be loyal and supportive to the AMS, abiding by decisions once reached.
5. Interact with other members in a positive, respectful, and constructive manner.
6. Avoid conflicts of interests in as far as this is possible.
7. Be diligent; attend meetings whenever possible and if unable to attend, to send apologies.
  - 7.1. Devote sufficient time to preparation for meetings to allow for full and appropriate participation in the decision-making processes.
8. Be required to sign a Confidentiality Agreement.
  - 8.1. Observe the confidentiality of non-public information acquired by them in their role as members and not disclose to any other person such information.
  - 8.2. Not discuss confidential issues with people outside of AMS or with staff or members of their organisations without the consent of the AMS members.
  - 8.3. Act to protect all mission critical AMS documents, which are Commercial in Confidence, and recognisable by the copyright symbol and the AMS name in the document header.
9. Not act on AMS matters without the consent of its members.
10. Contribute to the development of the projects/ activities / and work carried out either by providing services, support and/or resources.

### The AMS shall

11. Ensure that the independent views of members are given due consideration and weight.
12. Regularly review its own performance as the basis for its own development and quality monitoring.
13. Carry out its meetings in such a manner as to ensure fair and full participation of all members.

14. Ensure that pertinent information that comes to hand, including Minutes of Meetings and such like material is disseminated electronically to all member organisations.

Conflict of Interest

All existing or potential conflicts of interest for member organisation shall be declared by the organisation concerned and officially noted in the Minutes.

Confidentiality

At times information of a confidential nature may be tabled at AMS meetings to assist discussions. Members will be required to respect the sensitive nature of such information and to treat it as confidential.

**Confidential Information** means all information regarding the current or future business interests, methodology, clients or affairs of AMS, or its member organisations or any person or entity with which it may deal or be concerned with, including:

- matters of a technical nature;
- research and development information;
- planning or marketing procedures, techniques or information;
- accounting procedures or financial information;
- information or matters subject to legal professional privilege; and
- names and or addresses of clients of the contracting parties.

together with:

- the possible or likely function, purpose or application of the same whether in the current activities of the contracting parties or fields to which the activities of the Participants may reasonably extend from time to time;
- any part of the same; and
- any recommendation, test or report of the Participants or any of its consultants, employees, or agents in connection with the same.

and whether:

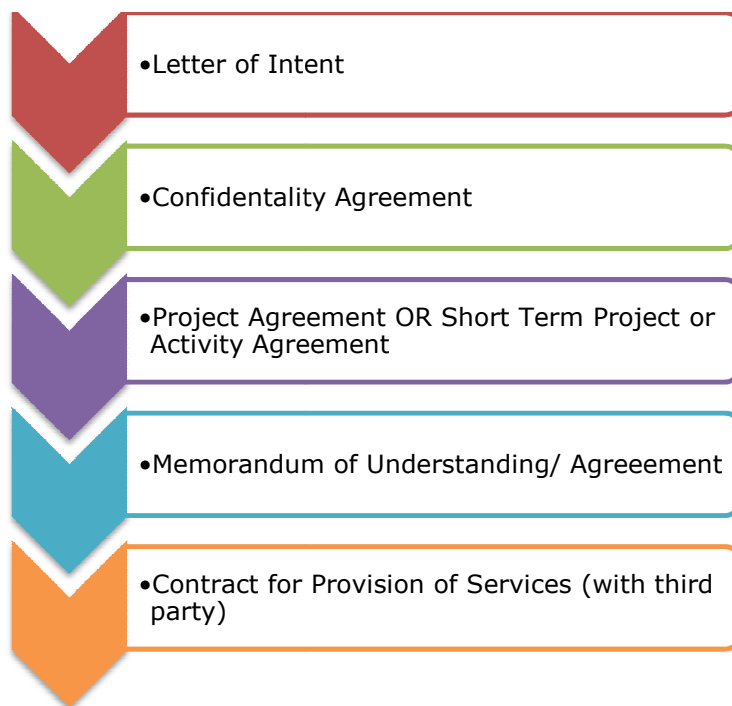
- oral, written, recorded or stored by electronic, magnetic, electromagnetic or other form, process, or otherwise, or in a machine readable form;
- translated from the original form, recompiled, made into a compilation, partially copied, modified, updated or otherwise altered; and
- originated or obtained by, or coming into the possession, custody, control or knowledge of the contracting parties.

## 11. OBJECTIVES

The objectives of the AMS are summarised as:

- to improve planning and collaboration among member organisations;
- to ensure member services complement each other and avoid duplication;
- to assist member organisations in the Gold Coast region to be more competitive in funding opportunities; and
- to improve services for Gold Coast clients in the CALD community.

### Diagram 5: Sequence of documentation underpinning objectives



## 12. KEY STRATEGIES

The following critical strategies will be pursued by the AMS:

- identify the needs of the CALD community;
- identify potential sources of funding;
- identify and upskill knowledge base of all participating members;
- develop a greater awareness of changes in government policies and direction;
- strengthen ties with government agencies;
- develop awareness of the need for strategic alliances; and
- examine partnerships with other organisations.

**13. MAJOR GOALS**

The key targets to be achieved by the AMS over the next **1-3** years are outlined in the following Action Plan.

**Table 5 – AMS Action Plan**

	<b>ACTION</b>	<b>ACTIVITY</b>	<b>PARTIES</b>	<b>WHEN</b>
1	Establish Alliance Framework	Composition of group  Determine any Terms Of Reference if required  Set out a timetable for scheduled meetings / interactions  Organise any documentation required	ALL	Jan - May 2010
2	Conduct meetings to update members of the alliance	Meet 3 times a year outside Strategic Planning Sessions  Agenda and outcomes to be communicated electronically to all parties concerned	ALL	Feb 2010 July 2010 Sept 2010  Feb 2011 July 2011 Sept 2011  Feb 2012 July 2012 Sept 2012
3	Strategic Planning with the organisations as whole	Strategic planning twice a year to coincide with calendar and financial year (May and November) focusing on funding available to develop business strategies  Agenda and outcomes to be communicated electronically to all parties concerned	ALL	May 2010 Nov 2010  May 2011 Nov 2011  May 2012 Nov 2012
4	Conduct forums as an activity	Plan additional forums focusing on a particular item or agenda	ALL	Additional forums to be planned

	<b>ACTION</b>	<b>ACTIVITY</b>	<b>PARTIES</b>	<b>WHEN</b>
				as required
5	Identify key priorities for the Gold Coast	Organise meeting to identify and prioritise key issues for community and government	ALL	Sept 2010
6	Identify and prioritise selected issues and concerns voiced by the CALD Community	Make note of issues voiced and raise these issues at relevant meetings	ALL	Ongoing
7	Inform, promote and highlight the alliance model and AMS to the three levels of government and other interested parties	Raise awareness of and promote AMS to appropriate parties  Organise deputation to explain the alliance model to appropriate parties  Organise deputations to update appropriate parties on AMS endeavours	ALL	Ongoing
8	Identify potential sources of funding	Seek funding opportunities on an ongoing basis  Be aware of closing dates  Notify AMS members if pertinent	ALL	Ongoing
9	Governance Training	Project funded training to be delivered to all elected management and staff as requested and required	ALL EB	Jan - Dec 2010
10	Explore other geographic contact points to base services to be user friendly and competitive	Geographical mapping of possible sites Meeting to discuss synergy	ALL	Possibility for a future mapping project
11	Explore future business that encompass business and social enterprise initiatives	Meeting to discuss synergy	ALL	TBD

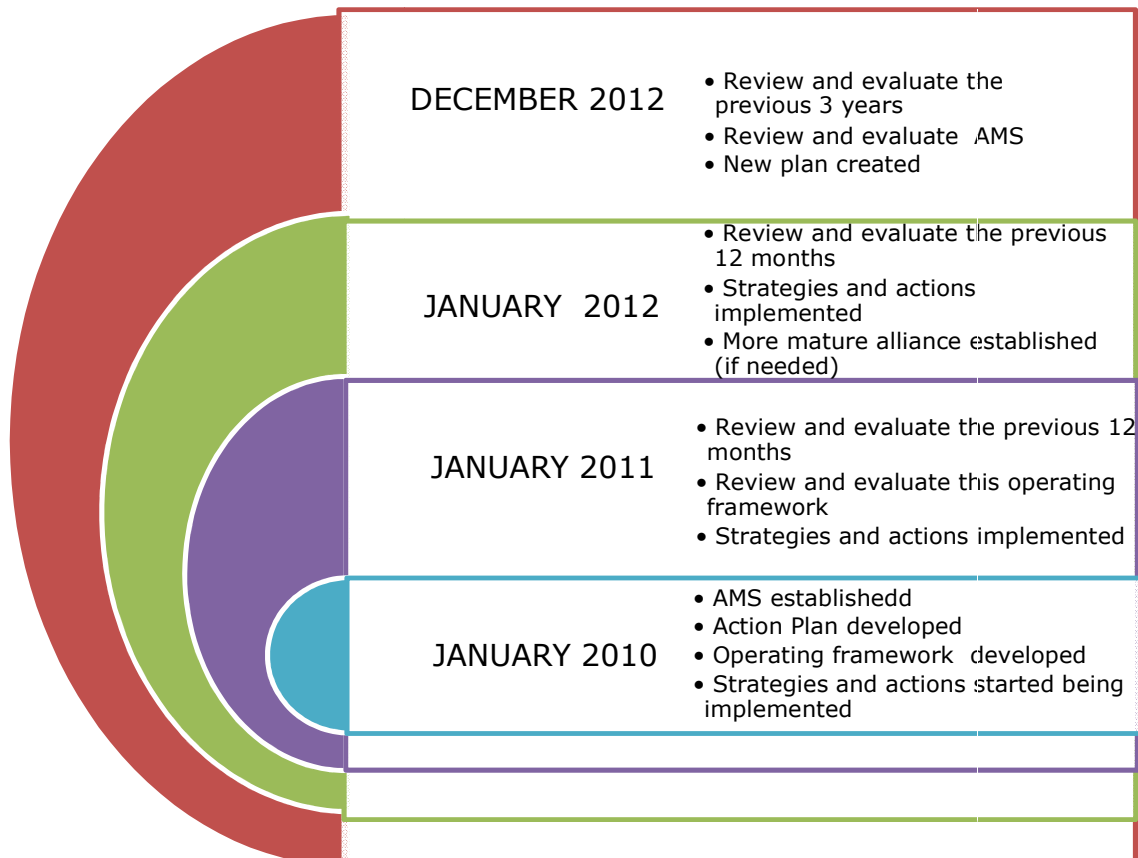
	<b>ACTION</b>	<b>ACTIVITY</b>	<b>PARTIES</b>	<b>WHEN</b>
12	Generic <i>Front Desk</i> referral policies and procedure for AMS referrals	Examine and develop	ALL EB	May - Nov 2010

Synergy: the working together of two or more people, organisations, or things, especially when the result is greater than the sum of their individual effects or capabilities

#### 14. WHERE TO FROM HERE?

The consultants believe that the operational framework should be revisited annually to ensure currency is maintained. The diagram below specifies when these reviews should occur and what they should encompass.

**Diagram 6: AMS review schedule**



## 15. CONCLUSION

As mentioned in the Introduction, the consultants were engaged to produce a *Document that outlines the operational arrangement for the agreed governance model* and to *Develop business plan and strategic plan to guide future arrangements*. These documents were guided by the wants and needs expressed in the *UMSGC Project Developing Framework for Practice: Mapping Report on UMSGC Members* by Tunnicliff and Tunnicliff (2009a), an unpublished and confidential internal report; the *UMSGC Project Developing Framework for Practice: A Discussion paper Presenting Governance Options* by Tunnicliff and Tunnicliff (2009b), an unpublished discussion paper; and by dialogue with interested parties.

In the *Discussion paper Presenting Governance Options* the consultants wrote

It must be stated that this paper has been written to advise the organisations of the UMSGC on potential models to be developed as the new entity. The final decision on the form of the new entity must be made by the organisations themselves. (p.53)

A decision was reached and a new entity in the shape of an informal body was formed, underpinned by an operating framework with a registered business name of ***Alliance of Multicultural Services***.

In relation to the project outcomes associated with a *Document that outlines the operational arrangement for the agreed governance model* namely:

- *Develop Memorandum of Understanding*- this was addressed by the sections that relate to Framework Documentation, Composition of Envisaged Framework Expressed by UMSGC Members, SWOT Analysis, and Objectives;
- *Governance Arrangements* - this was addressed by the sections that relate to Rationale for Framework, Framework Documentation, Composition of Envisaged Framework Expressed by UMSGC Members, Membership, SWOT Analysis, Vision Statement, Mission Statement, Guiding Principles and Practices, Objectives, Key Strategies, Major Goals, and Where to from here?;
- *Code of ethics/practice principles*- this was addressed by the sections that relate to Rationale for Framework, Framework Documentation, Composition of Envisaged Framework Expressed by UMSGC Members, Vision Statement, Mission Statement, and Guiding Principles and Practices;
- *Communication strategy* - this was addressed by the sections that relate to Rationale for Framework, Framework Documentation, Composition of Envisaged

Framework Expressed by UMSGC Members, SWOT Analysis, Guiding Principles and Practices, Objectives, and Major Goals;

- *Accommodation and resource arrangements* - in relation to resource arrangements this was addressed by the sections that relate to Rationale for Framework, Framework Documentation, SWOT Analysis, and Guiding Principles and Practices. However, accommodation arrangements, although discussed, were not addressed at this point in time due to differing organisational cultures and needs;
- *Intake/assessment and referral arrangements including Service Brokerage agreements* - this was addressed in the *UMSGC Project Developing Framework for Practice: Mapping Report on UMSGC Members* and by the sections that relate to Rationale for Framework, Framework Documentation, and Major Goals;
- *Protocols*- this was addressed by the sections that relate to Rationale for Framework, Framework Documentation, Composition of Envisaged Framework Expressed by UMSGC Members, Guiding Principles and Practices, Objectives, and Major Goals; and
- *Financial viability - framework* this was addressed in the *UMSGC Project Developing Framework for Practice: Mapping Report on UMSGC Members*.

In relation to the project outcomes associated with a *Develop business plan and strategic plan to guide future arrangements* namely:

- *Develop a business plan and strategic plan to guide future arrangements* - this was addressed by the *Alliance of Multicultural Services Operations Framework 2010 - 2012* document.

In conclusion, the consultants believe that they have achieved with the information supplied by, and assistance of, the four member organisations of the UMSGC Project, now known as, the *Alliance of Multicultural Services* the *Performance indicators/measures/targets* associated with Stage 3 and Stage 5 of the Gambling Community Benefit Fund Queensland Government *UMSGC Project - Developing Framework for Practice* project plan.

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