



Strategic Plan 2025-2028



**Multicultural Families
Organisations Inc**

Acknowledgement

We at MFO respectfully acknowledge the Traditional Custodians of the land on which we live and work, the Kombumerri people of the Yugambah Language Region. We pay our deep respects to Elders past and present, and we honour their enduring connection to land, waters, culture, and community. As an organisation supporting multicultural communities and families on the Gold Coast, we recognise that true belonging and healing begins with respect for Country and its First Peoples. In our work supporting families, empowering youth, women and men, advocating for wellbeing, and creating pathways for positive change, we walk on land rich with stories, resilience, and care that spans generations. We are committed to walking together in the spirit of truth, respect, and shared strength.



Foreword

This year 2025 marks the first time in 20 years that we have prepared a strategic plan without input from our Chief Executive Officer (CEO) Cornelia Babbage, who sadly lost her battle with cancer in 2024.

However, her views and commitment towards a safe and united community remained foremost in the minds of staff and management committee in the development of this plan.

This plan builds on the strengths and legacy that Cornelia has left behind, a well-known, trusted and respected multicultural organisation with compassion and empathy at the heart of its operations and a team of committed and experienced staff who have drive, motivation and determination and are our greatest asset.

It also addresses the challenges that MFO and other Not for profit organisations face including uncertainty of government funding, rising costs including wage rates, a diminishing market for public donations, while demand for support and unmet needs continue to escalate and domestic violence rates in Queensland are among the highest in the nation. One of the other challenges that we have faced is being the quiet achiever. Focused constantly on being agile and flexible and responding to ongoing and emerging community needs, we have not effectively promoted the significant changes we have made in the lives of individuals.

Building on our strengths and addressing these challenges, the strategic goals for MFO over the next three years are:

To ensure effective governance and retain a skilled and supported workforce with opportunities for growth and development.

To deliver sustainable growth and increase our financial sustainability

To address local gaps and needs through the delivery of effective and evidence-based solutions.

To expand visibility and market the strengths of MFO to the wider community.

We look forward to achieving our strategic goals and carrying on the legacy and commitment of Cornelia Babbage (OAM) towards a community where all individuals regardless of background have support, opportunities and resources to thrive and contribute meaningfully.

Mission

To influence Positive Change by empowering individuals and our diverse communities.



Vision

A society where all individuals regardless of background, have support, opportunities and resources to thrive and contribute meaningfully.

2028

Our Values

At MFO how we go about delivering our services is just as important as the outcomes we achieve.

Our Values include:



Commitment

We are committed to assisting individuals to make positive changes in their lives



Collaboration

We value the contribution of all stakeholders and community partners and promote a culture of teamwork.



Equality

We uphold the notion that all people should be equal in regard to status, rights or opportunities.



Responsive & Innovative

We respond to local needs and are creative and innovative in achieving the best outcomes for the community.



Empath & Integrity

We listen to participants and the community, respect confidentiality and regard honesty as a priority



Striving For Excellence

We implement evidence based best practice and strive for continuous improvement.

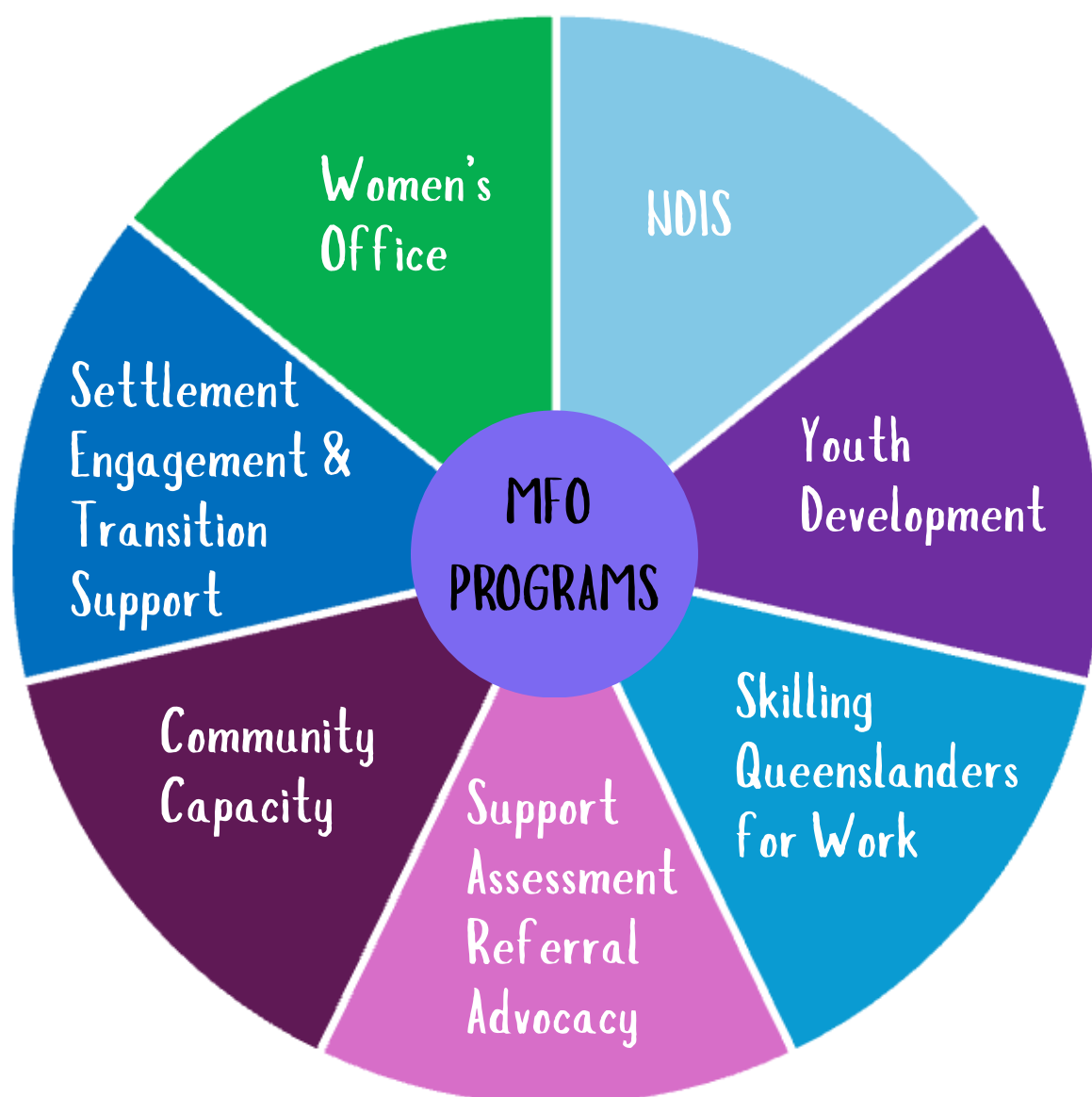
What we do?

Introduction

Multicultural Families Organisation (MFO) is a not-for-profit organisation that has supported culturally and linguistically diverse (CALD) families and communities on the Gold Coast for the past 29 years.

Originally established in 1996 as a Women's Organisation to address issues of isolation, access and assimilation experienced by migrant women, the organisation changed its name to MFO and expanded its focus to assist all migrants across the Gold Coast.

MFO aims to promote a more accepting, harmonious and cohesive society where everyone regardless of their cultural background, gender or faith feels safe, respected and welcomed.



Our Strengths

MFO is a well-established organisation with 29 years of experience. The key strengths which MFO seeks to build upon in the development of this plan Includes:

- Well known as major settlement organisation on the Gold Coast
- Compassion and empathy are a driving part of our ethos
- Good business location – central and accessible
- Staff have drive, motivation and determination, they are our biggest asset.
- Loyal staff and volunteers
- Diverse workforce, many with lived experience
- Staff have a wide range of skills
- MFO is creative adaptable and flexible
- MFO delivers a wide range of services
- Trusted by Community and Government Departments
- Strong partnerships with other stakeholders
- Efficient and economically frugal
- Good governance structure – directors have on the ground experience
- Experienced leadership team
- Operates one of the first CALD DFV services in Queensland
- Opportunities exist to apply for funding to meet community needs

Our Challenges

MFO faces a number of challenges over the next three years which it will seek to address within its future planning processes. These include:

- MFO like most NGOs faces uncertainty of government funding, rising costs including increasing wage rates (not always matched by Govt. funding) and a diminishing market for public donations.
- Majority of funding is grant income, however, this creates restrictions in terms of eligibility criteria and use.
- Reliance on grant funding also creates uncertainty of employment for staff
- Stair entry to the MFO office creates accessibility issues for people with disabilities and older clients
- Competition from other agencies
- Day to day challenges of responding to client needs make it difficult to promote and market the strengths and positive work undertaken by MFO
- Need staff speaking main languages of our client base
- MFO delivers effective programs, but many are only funded on a short-term basis
- Insecurity of tenure relating to the office lease
- Directors wear two hats managing programs and undertaking corporate roles and tasks
- Changing government policies in regard to immigration

Our Strategic Priorities 2025-2028



Effective Governance & skilled, supported staff

- Enhance staff professional development through targeted training, regular supervision, and effective team building initiatives
- Strengthen and expand the volunteer base through improved recruitment, engagement, and recognition strategies
- Transition organisational structure to a not-for-profit company limited by guarantee to support long-term growth and compliance
- Improve staff incentives, including wellbeing initiatives and professional growth opportunities, to support retention and morale
- Review and update staff remuneration rates to ensure competitiveness and fairness across all roles
- Implement a new governance structure to strengthen leadership, accountability, and organisational sustainability
- Develop comprehensive diversity and inclusion training and deliver it to all staff to foster an inclusive workplace culture
- Actively promote and encourage the use of the Employee Assistance Program (EAP) to support staff wellbeing

Our Strategic Priorities 2025-2028



Address Local Gaps and Needs

- Map existing programs and services to understand current offerings and areas of overlap or under-delivery
- Analyse demographic data and service-level statistics to inform planning and identify trends
- Conduct surveys with clients, partner agencies, and hold community leader forums to assess community needs
- Identify service gaps and unmet needs within the community and document findings in a comprehensive community plan
- Develop a briefing note to highlight identified needs and proactively engage relevant government departments and MPs
- Design and develop evidence-based program models that respond directly to the needs identified
- Apply for targeted funding to support the delivery of new programs that address unmet community needs

Our Strategic Priorities 2025-2028



Sustainable Growth

- Diversify funding sources by exploring grants, philanthropy, donations, and social enterprise opportunities
- Develop a community engagement plan alongside a strategic funding plan to support sustainable growth
- Build and strengthen partnerships with other organisations to enhance service delivery and expand resource networks
- Enhance promotion and visibility of income-generating programs to boost organisational revenue
- Maintain and strengthen relationships with government bodies to secure ongoing support and funding opportunities
- Increase fundraising efforts and attract corporate sponsorship through targeted campaigns and relationship building
- Develop and offer fee-paying services, such as cross-cultural training programs and guest speaking opportunities
- Establish an e-learning portal with emotional intelligence (EQ) content to generate revenue and build organisational expertise

Our Strategic Priorities 2025-2028



Expand visibility and market strengths of MFO

- Promote MFO by displaying branded signage on all work vehicles to increase visibility in the community
- Identify and actively promote MFO's unique point of difference to strengthen brand identity and positioning
- Engage a social marketing professional to support communications, campaign development, and community engagement
- Enhance MFO's social media presence through regular, targeted, and high-quality content across platforms
- Publish good news stories and client testimonials to showcase positive outcomes and community impact
- Expand the reach of MFO's newsletter to engage a broader audience including stakeholders, partners, and the wider community
- Prepare regular data reports highlighting service outcomes and distribute them to local MPs and government departments
- Promote staff skills, qualifications, and achievements to build organisational credibility and professional reputation
- Actively promote MFO-hosted events through multiple channels to maximise attendance and community involvement



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