



Multicultural Council of NT.

Our Vision Our Mission and Our Values

2010 – 2013

March 2010.

Our Vision

Working to connect communities

Our Mission

The Multicultural Council of the Northern Territory (MCNT) promotes empowerment for people from culturally and linguistically diverse backgrounds through advocacy and direct service delivery to ensure full participation in the Territory's social, cultural, economic, political and civic life.

Our Values

- Engagement
- Integrity and Credibility
- Creativity and innovation
- Building partnerships and communities
- Informed decision making
- Organisational responsiveness to community diversity and cultural heritage
- A value-based civic culture that promotes fairness and quality of life



Business Plan

1 July 2007 to 30 June 2010

STRATEGIC PLAN

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For the Period
1 July 2010 – 30 June 2013

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1. Executive Summary

The Multicultural Council of the Northern Territory (MCNT) is the peak body dedicated to advocacy and representing the interests, concerns and aspirations of people from Culturally and Linguistically Diverse Backgrounds (CLDB) in the Northern Territory. The aim of the MCNT is to promote multiculturalism as a policy for all Australians, to work for social justice.

The MCNT was established in 1977 as the Ethnic Communities Council of the Northern Territory. In 2000 the MCNT changed its name to Multicultural Council of the Northern Territory (MCNT) in order to better reflect the inclusive nature of the MCNT (inclusive of all cultures) and to forge greater linkages with the wider community.

The Committee of Management of MCNT has identified the following as being the primary roles and strategic directions for the MCNT for 2007-2010: -

- Strengthening the capacity of the MCNT to be a viable and sustainable peak body that represents the interests, concerns and aspirations of People from Culturally and Linguistically Diverse Backgrounds (CLDB).
- Advocacy and raising awareness within Government and the Community of the needs, interests, concerns and aspirations of CLDB people in the NT.
- The provision of social and cultural supports and services, which meet the specific needs and priorities of CLDB people in the NT and which responds to identified service gaps.

The MCNT is the only organisation in the NT that represents the diverse needs of CLDB people and of culturally diverse communities in the NT and which provides expertise and advice on the needs, interests, and aspirations of CLDB people in the NT. As such it is in the unique position to: -

- Provide expertise and advice on CLDB people to Government, business and to community groups and organisations as well as the general public
- Provide information, support and advice to CLDB people on services, rights, policies etc

The MCNT Business Plan for 2007-2010 identifies the potential for an expanded role for the MCNT in service provision. It identifies that currently there are a large number of service gaps for CLDB people. These include the provision of a one stop information and advice service for CLDB people as well as the provision of culturally and linguistically appropriate services which meet the needs of the range of CLDB groups in the NT. However any expansion into this area is dependent on ongoing funding for the positions of Administration Manager and Policy and Project Director.

In particular the MCNT Business Plan identifies the need to strengthen the resources and organisational base of the MCNT. The organisation has achieved a number of significant achievements over the past few years. However if the MCNT is to reach its full potential as a peak body (- that represents the interests and concerns of CLDB people, that provides information and support services to CLDB people, as well as expert advice to Government and community organisations), then ongoing funding is required for a full time Project Officer.

2. Aim and Objectives of the Multicultural Council of the Northern Territory (MCNT)

2.1 Aim

The Multicultural Council of the Northern Territory (MCNT) is the Peak Body dedicated to advocacy and representing the interests, concerns and aspirations of people of from Culturally and Linguistically Diverse Backgrounds.

2.2 Objectives

- To promote Multiculturalism and Access and Equity
- To ensure the right of ethnic communities to a fair go, a fair share of community resources and their full participation in all aspects of Australian society;
- To assist in the settlement of immigrants and refugees and inform new arrivals on aspects of life in Australia;
- To lobby for best practice service delivery models which meet our stakeholders' needs for access to culturally and linguistically appropriate services;
- To manage the Council's activities in an inclusive, responsible and transparent manner to the benefit of our constituency;
- To be a strong voice for the Northern Territory at the national level;
- To encourage and support the establishment of newly emerging communities and support multicultural and ethnic organisations to contribute to and share the social and cultural life of the wider community;
- To promote joint action and cooperation between multicultural and ethnic communities and partnerships with service providers on issues of common concern;
- To achieve a truly inclusive multicultural society where diversity is celebrated and where there is no discrimination and disadvantage based on race, gender, sexual orientation, disability, religion, culture and language.
- To focus on outcomes and meet performance agreements

3. Background

3.1 Role of the Multicultural Council of the NT (MCNT)

The MCNT is the peak body for Immigrants and Refugees from Culturally and Linguistically Diverse Backgrounds in the NT. As the peak organisation for CLDB people in the NT, it:-

- Advocates on behalf of CLDB Communities in the NT i.e. represents the needs, interests, concerns and aspirations of CLDB people in the NT
- Raises the profile and awareness of CLDB Communities in the NT
- Represents and provides support services to its members.
- Undertakes specific projects aimed at addressing the needs of CLDB people or at raising awareness of the needs and aspirations of CLDB people

- Provides services and cultural support groups and workshops in response to identified service gaps and in response to the identified needs of CLDB communities in the NT.

3.2 Current Resources

The MCNT has for a number of years operated largely as a volunteer organisation. Its Core Funding comes from the NT Office of Multicultural Affairs. This funding currently provides for an Administration Manager and a Policy and Project Director. The Office of Multicultural Affairs also provides in kind office space. Grant funding proposals are submitted to various government bodies to attract specific project funding, which has enabled it to employ project officers.

3.3 Stakeholder and Membership Base

The MCNT has a large and diverse membership base of approximately 110 members, which includes multicultural groups, non-government and community organisations as well as Government Departments and individuals.

The stakeholders of the MCNT include: -

- Ethnic and multicultural groups, who want: -
 - Support in gaining appropriate venues and meeting places,
 - Support and advice in the setting up and operation of ethnic and multicultural groups
 - Information and advice for their members on access to services and on their rights etc.
- Refugees, and immigrants as well as second generation CLDB people who want: -
 - Access to information on services / their rights etc,
 - To take part in advocacy issues
 - To network and to establish contact and social support with other people from CLDB backgrounds.
- Community Organisations, Businesses and Government Departments who are:
 - Seeking advice in relation to CLDB people and their particular needs
 - Seeking advice and expertise in relation to the provision of culturally responsive services and policies.

The MCNT sits on many advisory committees for Government as well as the Non Government Sector. MCNT is also used as a referral point for CLDB people by a number of Community Organisations and Government Departments.

4. Future Strategic Directions

The Committee of Management of MCNT has identified the following as being the primary roles and strategic directions for the MCNT for 2007-2010: -

- Strengthening the capacity of the MCNT to be a viable and sustainable peak body that represents the interests, concerns and aspirations of People from Culturally and Linguistically Diverse Backgrounds (CLDB).

- Advocacy and raising awareness within Government and the Community of the needs, interests, concerns and aspirations of CLDB people in the NT
- The provision of social and cultural supports and services, which meet the specific needs and priorities of CLDB people in the NT and which responds to identified service gaps.
- Administer a financially and administratively efficient office with proper leadership

5. Environmental Analysis

Cultural diversity is a major distinguishing feature of the NT population, with almost 29% of Darwin's population born overseas and the NT as a whole having a higher percentage of CLDB peoples than the national average of 25% (2002 statistics).

5.1 Strengths

The MCNT is the only organisation in the NT, which represents the diverse needs of CLDB people and of culturally and linguistically diverse communities in the NT, and which provides expertise and advice on the needs, interests and aspirations of CLDB people in the NT.

The MCNT has a large membership base and a committed and active group of volunteers. For an organisation with limited resources it has a remarkable record of achievement. Some of its achievements include: -

- Response to the crisis in East Timor, Tsunami effected countries etc.
- High media profile.
- High profile with other community organisations and groups. The MCNT sits on a diverse range of committees, and provides advice to a number of community organisations and Government Departments.
- Ongoing commitment to delivering CLDB specific programs and projects over a number of years.
- A number of well attended workshops and cultural support groups and classes.
- The level of communication with and information provided to members and CLDB groups through various mediums such as its newsletter and website and established IT networks etc.

5.2 Niche / Particular Strengths

As the only organisation, which represents the range of CLDB groups in the NT the niche/ particular strengths of the MCNT includes: -

- The provision of expertise and advice on CLDB people to Government, business and to community groups and organisations as well as the general public.
- The provision of support and advice to CLDB people
- The MCNT is the only organisation, which acts as an umbrella organisation in relation to multiculturalism in the NT.

The MCNT has the potential to act as a one-stop shop for CLDB people, for refugees, and immigrant people as well as for organisations and people seeking advice and support in relation to CLDB people. Currently there are a number of service gaps for CLDB people and there are few services, which are culturally and linguistically responsive to the needs of CLDB people. The MCNT as such has the potential to fill the gaps in relation to the provision of information i.e. one stop shop and in relation to service provision. Some of these gaps include free migrant information and advice service.

5.3 Constraints

The MCNT is limited in its ability to meet these future directions and opportunities by a lack of resources both funding and human resources). It is seen that the organisation will not be able to meet many of its stated goals and to fill the niche and gaps that exist in the NT in relation to providing support, expertise and advice for CLDB people, without a substantial increase in resources. As such the Primary Objective for the organisation in the short term is to gain increased funding and human resources, which are sustainable over the long term i.e. funding and resources, which are built in to recurrent core funding. It is seen that investing funds in additional resources will enable the organisation to successfully seek and obtain other resources and to build the capacity of the organisation - including strengthening its support and membership base and its relationships with Government and other organisations.

6. Key Result Areas (KRAs) for 2010-2013

6.1 KRA. 1

To strengthen and further diversify the resources and organisational base of the MCNT, to enable the MCNT to become a viable Peak Body for CLDB people and CLDB communities in the NT.

In particular to obtain adequate peak body funding which includes sufficient funding to attract and retain competent staff.

6.2 KRA. 2.

To strengthen the capacity of the MCNT to be representative of, and to be responsive to the needs and issues of CLDB people across the NT.

Through: -

- The development of greater linkages with regional centres
- Increased membership from groups, organisations and individuals in geographical areas outside of Darwin
- Attraction of resources to both carry out projects in and to visit other regional centres and communities in the NT.

6.3 KRA 3

To increase the responsiveness and relevance of the MCNT to the range of CLDB communities and groups in the NT.

Groups identified for particular attention during 2010-2013 are: -

- Newly arrived and emerging communities

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- Young people and second generation migrants
- The strengthening of strategic alliances with the larger and more established CLDB Communities/ Organisations in the NT.
- And a continued focus on women, older people, migrants, refugees and asylum seekers

6.4 KRA 4

To gain further recognition by Government and other organisations that the MCNT is the peak body for CLDB communities in the NT. As such that the MCNT is recognised and appropriately resourced - to be a key contact point for advice, community consultation and expertise in relation to CLDB people and multiculturalism in the NT.

6.5 KRA 5

To increase access to culturally and linguistically appropriate services for CLDB people in the NT through: -

- Effective advocacy for the development and provision of culturally and linguistically appropriate services
- Strengthening the service provision role of the MCNT (in situations where no other appropriate and culturally responsive service provider exists).

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Strategic Plan for MCNT for the Period 1 July 2007 – 30 June 2010

7. ORGANISATION

Objective: To develop a viable and sustainable peak body that represents the interests and concerns of people from Culturally and Linguistically Diverse Backgrounds (CLDB) in the NT.

Goal	Strategies	Timelines	Performance Indicators
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Goal	Strategies	Timelines	Performance Indicators
<p>7.1 Gain Adequate Resources</p> <p>Gain adequate resources (human, facilities, vehicle equipment and funding) to develop a viable peak organisation, which is sustainable in the longer term.</p>	<p>Funding and Resources (including HR)</p> <ul style="list-style-type: none"> o Continuously negotiate with OMA and other funding agencies 	<p>2011/12/13</p>	<ul style="list-style-type: none"> • Level of Core funding Increased
<p>7.2 Peak Body Funding</p> <p>Seek an adequate level of funding to undertake the role of Peak Body for CLDB people and organisations in the NT.</p>	<ul style="list-style-type: none"> • Develop necessary submissions 	<p>By July 2011</p>	<ul style="list-style-type: none"> • Adequate level of ongoing funding/ resources in place to employ adequate staff.
<p>7.3 Human Resources</p> <p>Seek ongoing funding to put in place an adequate level of human resources able to sustain a viable peak body. At a minimum: -</p> <ul style="list-style-type: none"> • A Full time Community liaison officer and an Admin assistant • Market related salaries to attract and retain staff 	<ul style="list-style-type: none"> • Review and redevelop the funding application/s (including advocacy strategy) for Peak Body Funding and Project Officer. 	<p>By July 2011</p>	<ul style="list-style-type: none"> • The number of funding projects/ programs obtained and sources of funding gained.

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Goal	Strategies	Timelines	Performance Indicators
<p>7.4 Membership and Representation</p> <p>Expand the membership base across the NT, and ensure the MCNT is broadly representative of all ethnic and cultural groups/ people in the NT.</p> <ul style="list-style-type: none"> • In 2010 - 2011 target groups currently not well represented • In 2010-2013 target the larger Ethnic Groups based outside of Darwin • In 2010 -2013 develop target groups identified 	<ul style="list-style-type: none"> • Develop a specific strategy for targeting those groups currently not well represented eg: _ <ul style="list-style-type: none"> ○ Young people and second generation CLDB people ○ New and emerging communities ○ Other regional centres outside of Darwin • Seek funds and establish, resources permitting, specific programs that meet the needs of young people and of small and emerging ethnic groups. • Seek adequate funding for travel and consultation across the NT. • Continue to establish, within resources available, structures for ongoing communication and consultation with ethnic and multicultural groups in regional centres. • Develop a Communication Plan and an Engagement Plan 	<p>July 2007 and ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>July 2007</p>	<ul style="list-style-type: none"> • Membership/ Representation Strategy in place. • Increased participation by young people, second generation CLDB people, new and emerging communities and by CLDB communities outside of Darwin. • Structures for ongoing communication and consultation in place in regional centres.

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Goal	Strategies	Timelines	Performance Indicators
	<ul style="list-style-type: none"> Establish strong partnerships relationships with the large ethnic organisations to address common issues of concern. 	<p>July 2007 and Ongoing as Opportunities Arise</p>	<ul style="list-style-type: none"> Number of successful partnerships achieved with larger ethnic groups
<p>7.5 Enhance the Profile of MCNT with the Government, Business, NGOs and the Community</p> <p>Increase the profile and effectiveness of the MCNT in impacting on Government (Federal, Territory and Local), policies and programs.</p> <p>Continue to maintain and establish effective strategic alliances and partnerships with relevant Organisations.</p>	<ul style="list-style-type: none"> Develop a targeted campaign to increase the profile of MCNT with Government and to increase the number of successful advocacies made. (To be taken up as a high priority under. Objective 2. Policy and Advocacy). Develop a Marketing Strategy for the MCNT (including engagement and communication strategy). Continue to identify Networks and Organisations with which MCNT should develop strategic alliances and investigate potential links/partnerships. 	<p>Ongoing</p> <p>July 2007</p> <p>Ongoing</p>	<ul style="list-style-type: none"> Campaign to Increase Profile with Government in place Number of successful; advocacies made Marketing Plan in place Number of strategic alliances and partnerships established
<p>7.6 Strengthen Governance and Administration Capacity</p> <p>Continue to strengthen the governance and administration capacity of MCNT by putting in place appropriate systems, policies procedures and structure.</p>	<ul style="list-style-type: none"> Review the Human Resource Plan for staff, volunteers and committee members which: - <ul style="list-style-type: none"> Includes a skills audit and training plan Reviews HR policies and procedures. Review the policies and procedures for the organisation, make necessary adjustments and put in place identified priority policies and procedures. 	<p>July 2007</p>	<ul style="list-style-type: none"> Human Resource Plan updated Key Policies and Procedures documented and up to date.

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Goal	Strategies	Timelines	Performance Indicators
	<ul style="list-style-type: none"> Review the Constitution to ensure it meets current statutory requirements and is relevant to the current aims, objectives and practices of the MCNT. 	July 2007	<ul style="list-style-type: none"> Constitution is updated and meets all statutory requirements.

8. POLICY AND ADVOCACY Objective: Through policy development/ analysis, research and advocacy, continue to promote multiculturalism and the full participation in all aspects of society for people of immigrant and refugee backgrounds.

Goal	Strategies	Timelines	Performance Indicators
<p>8.1 Anti Racism and Raising Awareness of Multiculturalism towards access and equity</p> <p>To promote multiculturalism and work towards eliminating all forms of discrimination and disadvantage based on race, gender, disability, sexual orientation religion/culture and language.</p>	<p>Advocate for and work with the NT Government, LGANT and Local Governments in the NT to: -</p> <ul style="list-style-type: none"> Develop and implement multicultural policies establish and implement anti racism codes of practice develop and implement a code of ethics for elected representatives develop and implement indicators and ongoing reporting mechanisms for measuring Government performance in relation to racism and to meeting the needs of CLDB and Indigenous Territorians. <p>Continue to hold Cultural workshops.</p>		<ul style="list-style-type: none"> Government (in particular Territory and Local) have in place strategies, policies and protocols which address racism and which foster multiculturalism. Number of cultural workshops held

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Goal	Strategies	Timelines	Performance Indicators
<p>8.2 Key Policy Areas</p> <p>To review on an annual basis key policy portfolio areas for policy analysis, advocacy and project work.</p> <p>In 2010 and 2011 the key advocacy and policy areas will be: -</p> <ul style="list-style-type: none"> • Women, • Youth, • Seniors, • Immigration and refugees, • Racism • Newly emerging communities • Employment • Marketing 	<ul style="list-style-type: none"> • In 2008 and 2009 target both Federal and NT Elections as opportunities for advocacy around key CLDB and refugee issues. • Annually seek feedback from members and key stakeholders for key policy and advocacy areas that MCNT should target for the coming year. • Given current limited resources tap into FECCA and into other organisations with similar objectives and concerns at the national and State/ Territory level for policies and campaign strategies and, where appropriate, develop strategic alliances /coalitions. • Continue to undertake a policy watch approach amongst committee members around identified areas of policy concern. • Promote equal opportunity for placement and promotion of CLDB workers. 	<p>2008-2009</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Extent to which Election strategies were effective in addressing the issues of CLDB communities eg party policies and commitments in place. • Activities and projects undertaken in each of the key policy portfolio areas • The extent to which policy areas reflect priority issues for CLDB people as identified through membership and stakeholder forums and surveys.

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Goal	Strategies	Timelines	Performance Indicators
<p>8.3 Increase Advocacy Profile</p>	<ul style="list-style-type: none"> • Develop Plan for increasing Advocacy Profile Including: - <ul style="list-style-type: none"> ○ Provide Media and advocacy training for designated spokesperson and staff ○ Invite media people to appropriate MCNT workshops, meetings and events ○ Seek representation on key advisory bodies or community committees and campaigns ○ Develop targeted campaign to increase the effectiveness of MCNT's impact on Government policies and decision making processes 	<p>July 2010 and Ongoing</p>	<ul style="list-style-type: none"> • Plan for Increasing advocacy profile in place and being implemented • Number of successful advocacies made/ level of impact on Government policies and decision making.

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9. SOCIAL AND CULTURAL SUPPORTS AND SERVICES

Objective: Continue to both advocate for and provide (where appropriate) direct social and cultural support services for people from culturally and linguistically diverse communities.

(Note ability to meet the full potential of this Objective is dependent upon additional human resources being available).

Goals	Strategies	Timelines	Performance Indicators
<p>9.1 Develop Service Provision Profile and Capacity</p> <p>To identify service gaps and opportunities and provide, where appropriate, services for people of culturally and linguistically diverse communities to meet identified service gaps/needs.</p>	<ul style="list-style-type: none"> • Establish a Sub Committee for Service Provision • Develop a Service Provision Plan. This to include: - <ul style="list-style-type: none"> ○ Research and mapping of services and service needs and gaps for CLDB people in the NT. ○ Identification of service priorities opportunities, and appropriate service provision areas for MCNT to enter into ○ Identification of capacity needs and strategies for obtaining these • Development of business and funding proposals and submissions. • Continue to seek funds and voluntary resources for the provision of social and cultural support services. 	<p>2007</p> <p>During 2010 – 2011 Financial Year</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Sub Committee established • Service Provision Plan in place • Number of social and cultural programs provided • The level of satisfaction expressed by members and program participants with the programs provided as gauged through formal and informal feedback mechanisms

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Goals	Strategies	Timelines	Performance Indicators
<p>9.2 Advocate and promote people from Multicultural background to be employed in Leadership position within the Government, Private Sector and in appropriate Boards.</p> <p>To bring about actions necessary to achieve one of the aim stated in the 2030 policy of NT Government</p>	<ul style="list-style-type: none"> Collect statistics and use it to promote the need for more people from the multicultural society to be in leadership position in the work force 	<p>2012</p>	<ul style="list-style-type: none"> Successfully lobbied to increase the number of people from Multicultural background in Leadership position
<p>9.3 Continue to Provide Supports and Services for Multicultural Groups</p>	<ul style="list-style-type: none"> Survey ethnic groups re the types of supports and services they would like MCNT to provide. Provide governance training, up to date information on halls for hire and other support services for ethnic groups in response to identified needs. Target small and emerging groups as priority groups for the provision of service supports. 	<p>Annually</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> Annual survey undertaken and needs documented re the support needs and priorities for ethnic community groups A range of supports and services are provided for ethnic community groups. Level of satisfaction re the supports and services provided by MCNT for ethnic community groups as reported through surveys and other formal and informal feedback mechanisms.

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Goals	Strategies	Timelines	Performance Indicators
	<ul style="list-style-type: none"> Work with other community organisations to develop a proposal and strategy for the development of a multipurpose multicultural community centre for Darwin where a number of groups can meet. 	July 2010	<ul style="list-style-type: none"> Proposal and strategy in place for the development of a multipurpose multicultural community centre Successfully obtained funds / resources for a multi purpose multicultural community centre for Darwin
<p>9.4 Advocacy for a Culturally Appropriate Range of Services/ Programs</p> <p>To advocate for a diverse range of culturally appropriate services and programs to meet the needs of people from culturally and linguistically diverse communities, and, where appropriate services which are ethno specific.</p>	<ul style="list-style-type: none"> Identify through research undertaken for the Service Provision Plan and other sources key service gaps/ needs. Identify avenues for raising concerns re key service gaps/ needs and develop appropriate advocacy strategies. 	<p>July 2010 and Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> Number of advocacies and successfully advocacies approaches made