



# Strategic Plan 2016 - 2021

## Vision

That refugees and migrants flourish in the community, in education and in employment.

## Mission

To provide services that empower people from non-English-speaking backgrounds to communicate, learn and achieve their goals whilst maintaining their linguistic and cultural identity.

## Values

MCLaSS promotes

- **Cultural and linguistic identities** through acknowledgement of who our students are
- **Effective settlement of migrants** through English language and understanding of local culture
- **Success in education, training and employment** through literacy and numeracy
- **Sustainable economic independence of migrants** through effective interactions in local workplaces and understanding of employer expectations

If we are successful in 5 years, we can say:

Success	Hub	Unique	People	Tools	Future
Our programmes help new Kiwis succeed	We are a hub and a home for refugees and migrants	We are small but awesome	Our people are different... in a good way	We have the right tools to do our job	We are prepared to continue for another 21 years
Our programmes have a proven impact, backed by evidence.  Our quality assurance processes are robust and seamlessly integrated into everyday work.	<p>Clients feel welcome at MCLaSS. We have an environment that is diverse, comfortable, and well suited to the work we do.</p> <p>Clients know us, rate us highly, and choose to use our services in growing numbers.</p> <p>Ethnic communities see us as a key support for maintaining their first language and culture.</p> <p>Our services are visibly integrated, and the whole is more than the sum of its parts.</p> <p>The diversity of our clients is reflected at every level of our organisation</p>	<p>When we say our name, people know who we are and what we do. We will explore a rebrand to ensure this is the case.</p> <p>We are seen as a national leader in refugee and migrant support, and funders and partners choose to work with us.</p> <p>We can show that we are listening to what our community needs and are developing services to meet those needs.</p> <p>MCLaSS has a clear point of difference, and clear pathways and responsibilities which other providers know and value.</p> <p>We have positive relationships with other organisations who value what we do.</p>	<p>MCLaSS continues to have a good vibe. Staff are client-focused, supportive, and push each other to be even better.</p> <p>Staff are supported to develop professionally, in a way that supports their current needs and prepares them for the future.</p> <p>MCLaSS is a good employer and acknowledges staff through support and remuneration that are competitive with our sector.</p> <p>Volunteers are integral to all our services and tell us they feel valued and supported.</p>	<p>It is easy for clients to access MCLaSS services, in person, by phone, or online.</p> <p>Technology is up to date and is a key part of all services.</p> <p>Our office systems make it easy for staff to do their job.</p> <p>Our programme resources are high quality, shared and regularly updated.</p> <p>Every new staff member receives a solid induction, and our systems mean that MCLaSS could continue tomorrow even if one of us was hit by a bus.</p>	<p>Our finances are in good shape, with programmes fully funded and no one source making up more than 40% of our total income.</p> <p>MCLaSS has explored a social enterprise, which provides employment opportunities for clients and a new source of funding for programmes.</p>