

IndianCare Strategic Plan 2025-2028



Our Approach

We seek to address the welfare and wellbeing needs of the Indian community living in Victoria.

Cultural displacement, unfamiliar settings and limited networks can leave members of our community vulnerable to hardship and loneliness. At IndianCare we support and connect our community with service providers who can address these needs in a socio-culturally sensitive way.

We are an inclusive community service – everyone of Indian background is welcomed.

Our Pillars



Our work to support our community is built on the following four pillars:

Culture via cultural sensitivity, agility, and inclusion.

Connection via compassion and purposeful open support.

Collaboration via partnerships, networks, and empowering others.

Communication via two-way, collaborative, and impactful exchange.

We respond to community need. We listen, engage, and involve our community in everything we do. We are an innovative and dynamic voice of the Indian community in Victoria.

Our Vision

A Victoria where the Indian community is valued and well supported.

Our Purpose

To engage in culturally sensitive primary prevention and early intervention activities to improve the welfare and health of Victoria's Indian community to relieve suffering and structural inequality.

Our Values

Our values inform our thoughts, words and actions. We value:

- ***Cultural sensitivity*** – by understanding our community's issues in a culturally informed way.
- ***Compassion*** – by listening, caring, and supporting those in need.
- ***Respect*** – by being accountable, professional and acting with regard for the wishes and rights of others.
- ***Truth*** – by acting with integrity, honouring our beliefs, embracing reality, and educating others.
- ***Peace*** – by creating organisational partnerships, societal friendships, connection and harmony.
- ***Confidence*** – by believing in our community and our abilities and using strengths-based approaches.
- ***Courage*** – by embracing empowerment and self-determination and not being afraid to address hard issues.

Our Mission

We strive to:

- Proactively understand the issues affecting our community.
- Support people in our community facing hardship, in a culturally sensitive manner.
- Two-way collaboration with other organisations, to support people of Indian backgrounds.
- At times, engage with and support the wider South Asian communities, if necessary.
- Advocate for our community to all levels of government.

Our Programs

We provide:

- A safe place for our community to be heard, and to be connected with services and supports.
- Helpline information and referral services.
- Family violence, mental health, and alcohol & drug primary prevention, early intervention and referral
- Emergency relief, direct assistance and material support (if resources are available to do so).
- Support Indian (and, if possible, wider South Asian) international students.
- Community education, research, and systemic advocacy

Who We Are

- We are a not-for-profit organisation run by an association of enthusiastic professionals and volunteers.
- Our success is built on the hard work of our staff, volunteers, and Board members.
- Our credentialled Board includes collective expertise in leadership and management, community development, advocacy, interactive multimedia, information technology, finance, risk management, project management, human relations, organisational development and entrepreneurship.
- Our staff team and volunteers bring a wealth of expertise to work with our community and a commitment to deliver welcoming, culturally sensitive and responsive support.
- Our community collaborators and partner organisations support us to provide a comprehensive range of services. We are part of your community.

Our Strategic Priorities

Four Key Goals will drive our actions during 2025 – 28. These are:

- **Deepen collaborations and partnerships.**
- **Diversify and bolster our financial sustainability.**
- **Make information and referral service more impactful.**
- **Strengthen the organisation through effective governance, people and culture.**

The following pages provide details of the Strategic Plan.

IndianCare Strategic Plan 2025 – 2028

Our Strategic Priorities

Our Strategic Action Plan 2025-2028 includes actions to:

- 1. Deepen collaborations and partnerships.**
- 2. Diversify and bolster our financial sustainability.**
- 3. Make information and referral service more impactful.**
- 4. Strengthen the organisation through governance, people and culture.**



Strategic Priority One		Deepen Collaborations/Partnerships			
	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
1.1	Proactively understand the community needs	<ul style="list-style-type: none">Undertake surveys.Set up stalls at various events and reach out to people at these events to understand the issues.Obtain current data (e.g. from ABS, government websites).Read current research reports.Engage with community leaders, including faith leaders.	<ul style="list-style-type: none">Number of surveys undertakenNumber of responses to the surveysNumber of stalls set up at events.Number of people engaged with at events.Gather and use current dataNumber of research reports accessed and read.Number of interactions with community leaders.	Ongoing	Board and staff.

	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
1.2	Focus on strategic collaborations	<ul style="list-style-type: none"> Identify and collaborate with key groups/organisations/individuals both within and outside the Indian community to develop collaborations and partnerships (e.g. Indian Consulate; family violence prevention and response services; mental health services; drug and alcohol services; local Councils; sports organisations; Environment Victoria; and many more). 	<ul style="list-style-type: none"> Number of collaborations/partnerships formed. Number of projects undertaken and the outcomes of the projects. 	Ongoing	Board and staff
		<ul style="list-style-type: none"> Organise annual roundtable with strategic collaborators and community leaders. 	<ul style="list-style-type: none"> A roundtable timetable is set. Regular participation of the strategic partners at our roundtable 	Annually	Board and staff
		<ul style="list-style-type: none"> Build research partnerships, if within our capacity. 	<ul style="list-style-type: none"> Number of research partnerships Outcomes of research partnerships. 	Ongoing	Board and staff
		<ul style="list-style-type: none"> Maintain good relationships with existing funding bodies and build new relationships with other funding bodies. 	<ul style="list-style-type: none"> Number of funding bodies we are engaged with in a spirit of partnership. 	Ongoing	Board and GM
		<ul style="list-style-type: none"> Continue to work with the senior groups and youth subcommittee (Yuva Seva). Develop collaborations to build inter-generational relationships in our community. 	<ul style="list-style-type: none"> Number of sessions with the seniors Number of sessions with the youth Successful inter-generational projects Feedback from both these cohorts 	Ongoing	Relevant project officers. Seniors' groups Youth groups

	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
		<ul style="list-style-type: none"> Develop an advisory panel of professional people who wish to provide pro bono advice to IndianCare. 	<ul style="list-style-type: none"> Establish advisory panel. Number of panel members Number of panel meetings (at least one per year) Terms of Reference established for advisory panel. 	2026 - 28	Board and GM
1.3	Build brand awareness of IndianCare to attract collaborations and partnerships.	<ul style="list-style-type: none"> Build social media and digital marketing team 	<ul style="list-style-type: none"> Staff hired and maintained 	Ongoing	GM
		<ul style="list-style-type: none"> Improved and consistent digital outreach and storytelling 	<ul style="list-style-type: none"> Measuring the increased engagement on our social media handles. Progress monitoring and report social media engagement to the Board every three months. 	Ongoing	GM Social Media team
		<ul style="list-style-type: none"> Strengthen relationship with Indian media and start engaging with mainstream media. 	<ul style="list-style-type: none"> Regular media releases. Number of media articles. Responses to media articles Number of media agencies with which we have engaged. Monitored and reported to the Board every three months. 	Ongoing	GM and Communications team.
1.4	Continue to deliver on our key projects, which often involve collaborations	<ul style="list-style-type: none"> Key projects include – Aao Khelo; Ujala; Men's Circle; Senior's English classes and others as they arise 	<ul style="list-style-type: none"> The KPIs of these projects 	Ongoing	GM and project officers

Strategic Priority Two		Diversify and bolster our financial sustainability.			
	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
2.1	Obtain regular grants	• Recruit a Grant and Fundraising Officer	• Grant officer recruited and maintained.	Ongoing	GM
		• Write regular grants	• Number of successful grants and their amounts.	Ongoing	GM and Grants Officer
2.2	Identification of CSR partners	• Build a list of appropriate CSR partners	• Database listing of CSR partners	2026	Grant Officer; Fundraising subcommittee.
		• Develop a funding pitch	• Funding pitch developed that is adaptable to various levels of funding and is clear, concise, persuasive.	2026	Grant Officer; Fundraising subcommittee.
2.3	Engagement with CSR partners	• Engage with CSR partners	• Number of CSR partners that have been engaged. • Amount of funding or in-kind assistance received.	Ongoing	Grant Officer; GM; Fundraising subcommittee.
2.4	Improve the online presence before approaching CSR and philanthropic organisations.	• Work with Social Media team to update social media presence.	• Improved website with latest events and community projects • Up to date posts on all social media.	Jan 2026 – Feb 2026 and ongoing.	Social Media team

	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
2.5	Identify Philanthropic funding bodies.	• Build a list of philanthropic organisations.	• List developed	By Feb 2026	Grant Officer
		• Engage with the philanthropic bodies	• Number of philanthropic bodies that have been engaged. • Amount of funding received.	Ongoing	Grant Officer; GM; Fundraising subcommittee
2.6	Organise fundraising activities.	• Aim to hold one fundraising activity per year.	• Number of fundraising activities organised. • Number of people attended or responded to fundraising activity. • Amount of funds raised.	2026 – 2028	Grant Officer; GM; Fundraising subcommittee
2.7	Explore opportunities to obtain specific funding to maintain the helpline.	• Realistically work out how much funding is required. • Undertake a campaign to obtain funds for the helpline.	• Funding target set • Funding target met. • Better operationalisation of helpline.	2026 -2028	Grant officer; GM; Fundraising subcommittee.

Strategic Priority Three	Make information and referral service more impactful.
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	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
3.1	Build training resources for handling Helpline and include a follow up process where feedback is collected.	<ul style="list-style-type: none"> Write a detailed manual, listing all protocols, including follow up process. 	<ul style="list-style-type: none"> Manual is developed and used. It is easy to understand. Feedback report. 	By Dec 2026 and ongoing	GM, Helpline Coordinator.
3.2	Standardise data collection	<ul style="list-style-type: none"> Explore CRM 	<ul style="list-style-type: none"> CRM adopted (if affordable and effective). 	2026	GM, Helpline Coordinator.
		<ul style="list-style-type: none"> Regular collection and reporting of the data. 	<ul style="list-style-type: none"> Data is collected and reported at every Board meeting 	On a regular basis.	GM, Helpline Coordinator.
3.3	Develop a pool of trained Helpline volunteers.	<ul style="list-style-type: none"> Recruit Helpline volunteers. Induct and train helpline volunteers. 	<ul style="list-style-type: none"> Number of helpline volunteers recruited and trained. Hours of work provided by the volunteers. 	Ongoing	Helpline Coordinator; GM.
3.4	Explore use of AI chatbots for after hours of Helpline to provide basic information.	<ul style="list-style-type: none"> Research whether other helplines around Australia are using AI chatbots. Trial the chatbots 	<ul style="list-style-type: none"> Spreadsheet of helplines across Australia that use chatbots. Evaluation of chatbot trial. 	2026 – 27	Helpline Coordinator; GM; IT team.

Strategic Priority Four	Strengthen the organisation through effective governance and systems. (including IT; people and culture).
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	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
4.1	Update IT system processes – helpline, Phone, CRM.	<ul style="list-style-type: none"> Work with IT consultants to update IT system. 	<ul style="list-style-type: none"> Systems are working smoothly. Board, staff, students and volunteers are comfortable with the IT usage. 	By 30 June 2026	Manjit, Ramu; GM and IT consultants.
		<ul style="list-style-type: none"> Action IDCare advice 	<ul style="list-style-type: none"> Majority of recommendations actioned 	By Dec 2026	GM, Manjit, Ramu.
4.2	Solicit regular feedback from staff.	<ul style="list-style-type: none"> Conduct staff pulse checks three times a year. Act on constructive feedback from staff. 	<ul style="list-style-type: none"> Results from staff pulse check survey. Staff satisfaction. 	Ongoing	GM, Board.
4.3	Set clear goals and performance measures for staff.	<ul style="list-style-type: none"> Consult each project officer and develop realistic goals. Set timelines for each goal. Regular check ins with staff. 	<ul style="list-style-type: none"> Goals are clearly written, understood and agreed by the staff. Timelines are clear and agreed by the staff. Goals are achieved or a course correction is made if unachievable. 	Ongoing	GM
4.4	Finalise and Implement new Policy and Procedures (including Code of Conduct)	<ul style="list-style-type: none"> Finalise P & P manual 	<ul style="list-style-type: none"> P & P manual finalised by Dec 2025. Induction kit developed . People sign code of conduct. Everyone is implementing new P&P 	Ongoing	GM & Jaya
		<ul style="list-style-type: none"> Everyone involved in ICI are familiar with the P & P manual 			
		<ul style="list-style-type: none"> New people are provided an induction to the manual. 			

	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
4.5	Board continues robust governance	<ul style="list-style-type: none"> Regular Board meetings are held and minutes of meetings are recorded. Board subcommittee meetings are held regularly; minutes are kept; verbal or written report to the Board after each meeting. Annual General Meeting is held and report provided to ACNC. Financial reports are presented regularly and are transparent to the members. Board members seek professional development training, If necessary, New Board members are inducted properly. 	<ul style="list-style-type: none"> Regular Minutes of Board and subcommittee meetings. Regular financial reports Annual report IndianCare report to ACNC Training/PD sessions attended by Board members. Number of induction sessions for new Board members. 	Ongoing	Board (especially Executive Board members).
4.6	Staff to benefit from attending professional development sessions, training, and conferences.	<ul style="list-style-type: none"> Allocate funding for staff PD. Staff identify and attend relevant training. Staff apply the learnings from their training 	<ul style="list-style-type: none"> Number of professional development sessions attended. Improvement in staff performance. 	Ongoing	General Manager; staff.
4.7	Have an effective presence of students and volunteers.	<ul style="list-style-type: none"> Recruit and induct volunteers and students in an effective manner. Provide clear direction and goals for students and volunteers. 	<ul style="list-style-type: none"> Number of students and volunteers recruited. Involvement of staff and students in successful projects and programs. Feedback by students and volunteers. 	Ongoing	Staff overseeing students and volunteers.

	Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
4.8	Consider more effective monitoring and evaluation strategies for all of IndianCare's work.	<ul style="list-style-type: none"> Explore further internal and external monitoring and evaluation opportunities. Implement these strategies if feasible 	<ul style="list-style-type: none"> Evaluation reports 	Ongoing	General Manager and Board members.