



CONSULTANT BRIEF

Call for Expression of Interest
Consultant for Strategic Plan
Development 2021-2024
March 2021

Contact for Enquiries.

Thaera O'Brien,

Chair, Strategy Sub-committee

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1. INTRODUCTION

Loddon Campaspe Multicultural Services (LCMS) is a not-for-profit community organisation which was established in 1999 to promote multiculturalism and empower people from migrant and refugee backgrounds to participate fully in the Australian society.

LCMS is a membership-based organisation with over 100 members, including both individuals and cultural organisations, and it is governed by a volunteer board.

LCMS is seeking a consultant to help develop the organisation's new strategic plan, given that the current strategic plan covers the period 2018 to 2021.

2. BACKGROUND

Loddon Campaspe Multicultural Services (LCMS) is one of eight Ethnic Community Councils (ECC) across Victoria under the auspices of the Ethnic Communities Council of Victoria (ECCV) and the Federation of Ethnic Community Councils of Australia (FECCA). LCMS supports and promotes the Victoria's Charter of Human Rights and Responsibilities Act 2006.

It is a welcoming not-for-profit organisation that empowers people and communities from migrant and refugee backgrounds to participate fully in Australian society. We are run by and for multicultural communities.

Our work sits within two areas of support for multicultural communities and people:

- community programs and
- arts and events

Our Community Programs include:

- employment programs
- Education programs
- Asylum seeker and TPV-holder programs
- Capacity building for multicultural organisations and communities and
- Community development activities

Our Arts and Events Programs include:

- The Zinda Festival
- Art-based projects
- Community cultural events
- Activities to support social cohesion and cross-cultural competency



LCMS works across the Loddon Campaspe area, which includes the Local Government Areas of Loddon Shire, Campaspe Shire, City of Greater Bendigo, Central Goldfields Shire, Mount Alexander Shire and Macedon Ranges Shire

Our mission is to support multicultural communities, celebrating diversity.

Our vision is a vibrant, thriving and multicultural central Victoria.

3. CURRENT SITUATION

Our current strategic plan (attached), which reflects the background outlined above, covers the period 2018 to 2021.

The effects of the COVID-19 pandemic on the community LCMS serves, LCMS operations, and its governance provided a range of challenges throughout 2020 and early 2021. The organisation has had a comprehensive renewal of Board membership, recruited a new CEO and has had senior staff turnover. This provides both a challenge and an opportunity in setting a Vision, Mission Statement and Strategic Direction for the next three years.

An emerging initiative in 2020 was the establishment of an embryonic Community Reference Group to provide a community sounding Board for the setting of frameworks, key directions and community engagement.

LCMS has a number of key stakeholders that include a range of migrant and refugee background communities, our operational staff, federal and state funding departments, municipalities, local members of parliament, educational institutions, employment providers, housing providers, other settlement services providers, ECCV, FECCA, volunteer organisations and misc organisations.

LCMS is looking to ensure input from across stakeholders in setting its future frameworks and directions.

4. SCOPE OF SERVICE

LCMS is seeking consultancy services that support the development *of a strategic plan for 2021-2024* within the parameters outlined above.

The Board has in mind that successful consultant(s) will work with the strategy sub-committee, CEO, and Board to deliver the following deliverables and desired outcomes:

4.1 REVIEW

- a. **Activity:** Review the organisations' key documents relating to history, activities, projects and past vision of LCMS. An environmental analysis of the current local, national and international developments, including key trends in multicultural support, issues, communities and NPOs.

Aim: To identify opportunities, risk and the overall status of the organisation.



4.2 RESEARCH

b1. **Activity:** Consultation with LCMS staff, Board members, multicultural communities, stakeholders that include the range of migrant and refugee background communities, federal, state funding departments, municipalities, local members of parliament, educational institutions, employment providers, housing providers, other settlement services providers, ECCV, FECCA, volunteer organisations and other misc organisation. (*The total percentage of stakeholder consultation vis-à-vis funding to be discussed further during proposal development*)

b2. **Activity:** To conduct a planning day with staff, Board and possibly key stakeholders.

Aim: To identify current status, future challenges and the overall organisation status.

4.3 DEVELOPMENT

Activity: Provide feedback on previous strategic plan and development of the new strategic plan and to identify mission, vision, values, objectives and overall strategy (in close consultation with the Board, CEO following stakeholder consultation) and provide recommendations and actionable tasks to the Board on the organisational needs and feedback during the formulation of the plan.

Aim: To have a strategic plan in place by September 2021 and to provide 'concrete recommendations to the Board for a program of actions to address findings and set a strategic direction.

4.4 REPORTING

Activity: Provide the strategic sub-committee and CEO with bi-monthly updates.

Aim: To have a solid reporting mechanism so that priorities can be immediately actioned.

4.5 PRESENTATION

Activity: To present the endorsed strategic plan to the LCMS Board.

Aim: To have the strategic plan fully understood, embraced and endorsed by the involved stakeholders.



5. RESOURCES

- a. LCMS is **a small not for profit organisation** with a constrained budget. The Board seeks a balance between the cost of sound strategic planning and its focus on its direct services to clients and the community. It will therefore, be seeking a tightly structured process without compromising consultative and analytical integrity.
- b. The Board and CEO will provide access to themselves, introductions to stakeholders and support stakeholder consultation to the extent it does not undermine the integrity of the process.

c. Contract details

- i. Period of performance: 30 April to 30 September 2021
- ii. Payment Milestones: It is envisaged that payments will be made across deliverables at agreed milestones.

6. SELECTION CRITERIA

- a. Consultant's company profile and brief description of key personnel.
- b. A quotation of fees GST inclusive.
- c. An example of previous work completed by the consultant.
- d. Two referees.
- e. Substantial experience (at least 5 years) in strategic planning; governance and change management in a multicultural environment.
- f. Considerable experience working with people from a migrant and refugee background and issues related to multiculturalism.
- g. Good knowledge of the mandate of peak bodies for multiculturalism and recent issues and developments affecting multicultural communities in Victoria and Australia.
- h. Proven strong cross-cultural communication skills communication and facilitation skills, including in multi-cultural settings.
- i. Highly motivated and committed to the values multiculturalism and cultural diversity.

7. CONSULTANTS RESPONSE (HOW TO APPLY)

Consultants are required to submit their proposal before 5.00 pm on Friday 23 April 2021. Submissions are to be emailed to Thaera O'Brien, Chair Strategy Sub-committee at t.obrien@lcms.org.au and clearly marked **Expression of Interest: LCMS Strategic Plan Development**.

Response to this consultant brief must be in writing and includes:

- The Consultant company profile and brief description of key personnel.
- A summary of the consultant's recent and relevant projects.
- A presentation of the intended design/ methodology for conducting the project.
- A draft work plan covering each of the anticipated tasks/deliverables (Including indication of people involved and times proposed to complete each task).
- A fixed price quote including GST based on the draft work plan inclusive of all costs (travel, administration, material, etc).
- Resumes of all consultants who would be involved in the project.
- Names, phone numbers, and email addresses of individuals at two non-profit organisations who have been the consultant's clients during the last eighteen months, whom we can contact as references.
- A start date and confirmation that allocated staff are available for the duration of the contract.
- The full business name, address and phone contact of the company, company number and ABN registered number.

8. ASSESSMENT AND SELECTION CRITERIA

In assessing and selecting the successful consultant for this project, the following criteria will be considered:

RELEVANT EXPERIENCE	WEIGHTING
<i>Relevant experiences and referees</i>	30%
Referees	10%
Suitably qualified with at least 5 years' experience in multicultural services and strategic planning.	10%
Considerable experience working with people from a migrant and refugee background and issues related to multiculturalism.	10%
<i>Skills and Attributes</i>	40%
Strong research and analytical capability to synthesise reports, data by previous consultation/reports, and relevant industry	20%

research.	
High level strong cross-cultural communication skills, including the ability to deliver a high-quality proposal, presentation on the proposed draft work plan covering each of the anticipated tasks/deliverables (Including indication of people involved and times proposed to complete each task) and ability to communicate with a diverse range of stakeholders.	20%
Methodology	10%
The proposed project methodology should include environmental analysis and consultation with community stakeholders/partners.	10%
Value for Money	20%
Cost	10%
Capacity to deliver project outcomes within the required schedule.	10%
Total	100%

9. TIME FRAME

The application process will be governed according to the following timetable:

Task	Date
Closing Date for Submissions	23 April 2021
Interviewing/Presentation by shortlisted candidates	27 – 29 April
Informing unsuccessful/successful candidates	30 April 2021
Contract Signing	4 May 2021

10. ENQUIRIES

All enquiries related to this project should be directed via email to Thaera O'Brien, Chair, Strategy Sub-committee at t.obrien@lcms.org.au