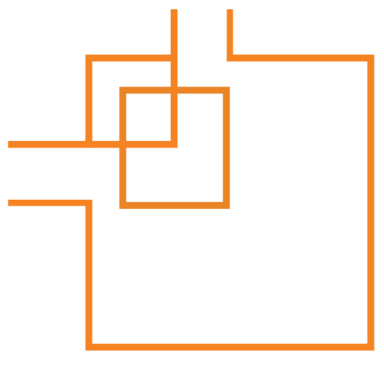


# Strategic Plan

2026-2030





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We acknowledge the Traditional Owners of the land on which we live and work.  
This land always was and always will be Aboriginal land.

We support the Palestinian people in the attainment of these human rights and in exercising their right to self-determination and national independence, free from persecution, genocide, and occupation.  
Palestinian sovereignty was never ceded.

We uphold the human rights of all people to live a life of dignity and peace.

Arab Council Australia (ACA) is a secular, independent, community-based organisation working to bring about positive change and social justice. Founded in 1979 as the Arabic Welfare Interagency, it became the Australian Arabic Welfare Council in 1988, and adopted its current name in 2004.

ACA represents the interests of people from twenty-two countries of the Arab region living in Australia. Our membership reflects this diversity and includes people from both Arabic-speaking and non-Arabic-speaking backgrounds. ACA strives to improve the lives of all community members, especially those who are marginalised and vulnerable.

Since 1979, and with support from the community, government and business, ACA has delivered a broad range of services in welfare, social support, capacity building and cultural activities to Arabic-speaking and broader communities. We have remained steadfast in our commitment to inclusion, working across diverse communities and sectors to improve the lives and well-being of all, especially those who are marginalised and vulnerable.

ACA has initiated and contributed to numerous projects that have built strong and sustainable collaborations. We promote solutions through consultation, research, education and partnerships, and we have built deep trust and engagement around our shared purpose. ACA is proud to be a strong and leading voice that builds community capacity and advocates on issues relevant to the lives and well-being of people from Arabic-speaking backgrounds living in Australia.



# MESSAGE FROM THE EXECUTIVE

Our world continues to present profound challenges. From a rapidly changing climate, escalating global conflicts and widening social divisions, to the first pandemic in over a century, these pressures have contributed to widespread displacement, hardship and economic uncertainty both here and across the globe.

For people from Arabic-speaking backgrounds living in Australia, experiences of racism and socio-economic disadvantage remain significant barriers to full participation in social, economic and civic life. It is because of this reality that we remain committed to our work in bringing about positive social change.

With more than forty years of continuous service to community, Arab Council Australia draws strength and inspiration from the individuals and organisations we work with and alongside. We are motivated by the tireless efforts of those advocating for justice and human rights. We are grounded by the resilience and determination of the people we meet each day, who trust us with their stories and struggles. Their hopes fuel our efforts for a better future for themselves and their families.

We are pleased to present Arab Council Australia's Strategic Plan for 2026 to 2030.

This plan reflects our continued commitment to justice, inclusion, equity, unity and development. It outlines the direction we will take as we strengthen our organisation and expand our impact across the communities we serve.

As we implement our strategic priorities over the next five years:

- We will remain a trusted hub of support for families, young people, children, seniors and those who are marginalised or in vulnerable circumstances.
- We will continue to work collaboratively with our members, community and partners.
- We will pursue innovation and opportunities that support a more just, equitable and fair future.

This plan positions Arab Council Australia as a leading voice and advocate for communities from Arabic-speaking backgrounds living in Australia, reaffirming our enduring purpose. We will continue to advance dignity, representation and opportunity for all.





In the face of ongoing challenges and change, Arab Council Australia remains committed to the communities we serve. Since our last strategic plan, we have grappled with a pandemic, rising cost-of-living pressures and traumatic conflicts that continue to cause displacement and hardship. In Australia, people from Arabic-speaking backgrounds still confront racism, discrimination and socio-economic barriers that impede participation in society. Yet the tenacity of people determined to build a better future for their families fuels our optimism as we chart the next chapter for ACA.

The Strategic Plan 2026–2030 was developed with community through staff and member surveys, stakeholder consultations and a strategy workshop. We heard a clear message that advocacy and representation are ACA's core strengths, and that we must continue to be a fearless voice for the community. We also heard that engaging and empowering youth, and supporting women's leadership, are top priorities for the future. Our members emphasised the need for greater unity across our diverse Arab identities so that sectarian or cultural differences never stand in the way of collective progress. Recurring themes included continuing needs in settlement support, language access, employment pathways and mental health services. At the same time, we must confront racism and discrimination with sustained advocacy and public education. We also know that to continue for the long haul, ACA needs to strengthen its foundations, achieve sustainable funding, improve data and impact measurement, and build a stronger digital and media presence to amplify our work.

This plan builds on the progress of previous strategic plans with a concerted focus on a proactive, mission-driven approach. It sets clear priorities to strengthen unity, advocacy and our influence as a peak body representing Arabic-speaking communities in Australia. It introduces a renewed values framework to guide everything we do, updated to seven values co-created with the community that reflect who we are today.

On behalf of the Board and staff at ACA, I would extend my heartfelt gratitude to everyone who contributed to the development of this strategic plan. Your insights and passion have shaped our direction. I would also like to acknowledge with gratitude the work of our consultant, Reem Borrows of *Dreem Coaching and Consulting*, for the tremendous efforts in completing this task.

Hassan Moussa  
Chief Executive Officer



# OUR CHARTER

## Our Purpose

To improve the lives of people in our community, especially those who are disadvantaged and in vulnerable situations, through advocacy, support and relief services, community development, and initiatives that strengthen participation and empowerment.

## Our Vision

We envision a future in which Arabic-speaking communities thrive through meaningful participation, sustainable partnerships and respectful collaboration with government, civil society and one another, contributing fully to a cohesive and fair society for all.

## Our Mission

To provide culturally and linguistically appropriate support that champions inclusion, diversity and social justice by improving the well-being of the whole community, in particular the marginalised and disadvantaged. To amplify the voices of our community on issues that affect them and to influence policies that reflect their needs and rights. To build partnerships that create meaningful and lasting change, nurture leadership, especially among youth and women, and strengthen the capacity of individuals and families. Ultimately, to bridge service gaps, reduce disadvantage and champion the rights and aspirations of Arabic-speaking background people living in Australia.

## FAIR

### FREEDOM, RIGHTS AND RESPONSIBILITIES

People are free to participate fully in the social, economic and political life of society. They have the right to freedom of speech, dignity, respect, privacy and confidentiality, to make their own life choices, and to participate in decisions that affect their lives.

Along with rights come responsibilities to respect the rights of others and society as a whole.

### ACCESS AND EQUITY

People have the right to live free from discrimination and to fair and equal access and opportunity to services, education and employment.

### INCLUSION

Inclusion is the foundation of a healthy society that respects, values and celebrates the diverse and unique attributes, characteristics and perspectives that make individuals who they are, regardless of race, culture, ability, gender, colour, sexual orientation, income, language and religion. We also believe that bringing diverse individuals together allows us collectively and more effectively to address the issues that face our communities.

### RESPECT and INTEGRITY

We believe in building mutual respect, personal relationships and understanding between communities and demonstrating the highest standards of integrity.

# ORGANISATIONAL VALUES

*Our values define who we are, how we work with each other and how we serve our community. Building on our longstanding FAIR principles, we embrace seven core values that capture the spirit and commitments of the organisation for 2026–2030. These values guide everything we do and strive to achieve.*

## Community

The community is both the reason and the result of everything ACA does. We serve, strengthen and stand with the people we represent.

## Justice

Justice is our moral compass. We act with courage to confront inequality, discrimination and marginalisation wherever they appear. A commitment to social justice and human rights drives us.

## Integrity

We act ethically, transparently and accountably, honouring the trust placed in us by the community and our partners. We say what we mean and do what we say.

## Inclusion

We create spaces where everyone belongs. Diversity strengthens us, and unity sustains us. We embrace people of all cultures, faiths, genders, abilities and backgrounds.

## Collaboration

We achieve greater impact together. ACA builds bridges across communities, sectors and ideas to create shared progress. Partnerships and collective action are essential to tackle systemic issues.

## Leadership

We lead with vision, courage and humility. Leadership means supporting others to rise and to shape positive change. We strive to be a role model organisation and to nurture leadership within the community.

## Innovation

We challenge convention and embrace creativity to build better ways of serving our community. In a rapidly changing world, we are committed to learning, adapting and innovating to meet emerging needs.



# STRATEGIC PRIORITIES

## 2026-2030

*Our strategic priorities reflect our commitment to social justice, equity and inclusion for people from Arabic-speaking backgrounds living in Australia. The priorities are informed by consultation with community and build on previous goals while responding to emerging challenges and opportunities.*

*Each priority focuses on an area that is critical to our purpose. Together they provide a roadmap for our work across service delivery, advocacy, partnership, knowledge and innovation. The priorities recognise the resilience, diversity and strength of our communities and the need to ensure that all individuals, particularly those most marginalised, can live with dignity, security and opportunity.*

### Priority 1: Community Wellbeing and Relief

This priority focuses on improving the quality of life for individuals and families in vulnerable circumstances, including those experiencing poverty, domestic and family violence, mental ill-health or social isolation. ACA will continue to deliver responsive, person-centred services that offer relief and stability, ensuring culturally responsive care and pathways to independence.

- Deliver support and emergency relief for people in crisis.
- Provide targeted services for groups facing marginalisation and vulnerability, including refugees, women, seniors and young people.
- Expand wellbeing and prevention programs, including mental health, parenting and social engagement.
- Support pathways for recovery, independence and long-term wellbeing.

### Priority 2: Social Inclusion and Justice

People from Arabic-speaking backgrounds continue to face barriers to full participation in social, economic and civic life due to structural inequalities, racism and discrimination. ACA is committed to promoting fairness and equality by addressing exclusion and advocating for equitable access. This includes targeted initiatives for marginalised groups and programs that build connection and understanding across communities.

- Tackle racism, discrimination and social exclusion through education and awareness of people's rights.
- Advocate for equity, justice and equal opportunity across all sectors of the community.
- Promote equitable access to services, employment, education and civic engagement.
- Address intersectional barriers faced by youth, women, LGBTIQ+ individuals and people with disability.
- Support initiatives that empower people and promote belonging, representation and equal opportunity.



### Priority 3: Representation and Advocacy

ACA has a long history of standing up for the rights and interests of the marginalised, including people from Arabic-speaking backgrounds. As challenges persist locally and globally, our role as a credible voice is critical. We will strengthen our advocacy to influence policy, shape public discourse and ensure community voices are heard, particularly those of young people and underrepresented groups.

- Represent the interests of Arabic-speaking background communities at national and local levels.
- Amplify the voices of women, youth and marginalised groups.
- Lead public dialogue on key issues affecting our community.
- Engage with government, media and institutions to influence policy and perception.

### Priority 4: Sector and Community Capability

Community strength depends on people, organisations and leaders who can respond to change, collaborate and lead with purpose. ACA will build capacity across the sector by strengthening leadership, governance and professional skills. We will work in partnership to support growth in community organisations and to develop the next generation of advocates and professionals.

- Build skills in governance, policy, advocacy and service delivery.
- Support the professional development of staff, volunteers and emerging leaders.
- Strengthen collaboration between organisations and across sectors.
- Develop learning opportunities that build knowledge and confidence.

### Priority 5: Knowledge and Insight

Evidence and community insight are essential to lasting social change. ACA will develop research, data and community knowledge to inform service delivery, advocacy and policy reform. By drawing from lived experience and engaging with diverse voices, we will contribute to a clearer understanding of community needs and strengths.

- Build data and evidence systems to monitor and improve outcomes.
- Capture and communicate community perspectives and lived experience.
- Contribute expertise to sector and government planning and decisions.



## Priority 6: Innovation and Impact

To remain effective, ACA must respond creatively to changing needs and expectations. This includes embracing new ideas, testing approaches and co-designing initiatives with the community. We will pursue opportunities to improve impact and reach, guided by insight and values.

- Develop new projects and initiatives that address emerging needs.
- Co-design services and solutions with community.
- Apply learning to improve quality and effectiveness.
- Explore new delivery models and technology to reach more people.

## Priority 7: Organisational Sustainability

Delivering on ACA's purpose requires a strong, adaptable and well-resourced organisation. We will invest in our people, governance, systems and infrastructure to secure our future. This includes diversifying income, strengthening accountability and improving digital capacity. We will also engage members and partners who can extend our reach and contribute to shared goals.

- Strengthen financial sustainability through diverse income streams.
- Improve governance, planning and accountability frameworks.
- Invest in staff development and wellbeing.
- Enhance digital systems, communications and infrastructure.
- Grow our membership and build strategic partnerships.



Arab Council Australia's Strategic Plan 2026–2030 is a community-driven roadmap for the next five years. It focuses on what matters most: supporting those in need, uniting our voices, nurturing new leaders and strengthening our organisation to serve future generations.

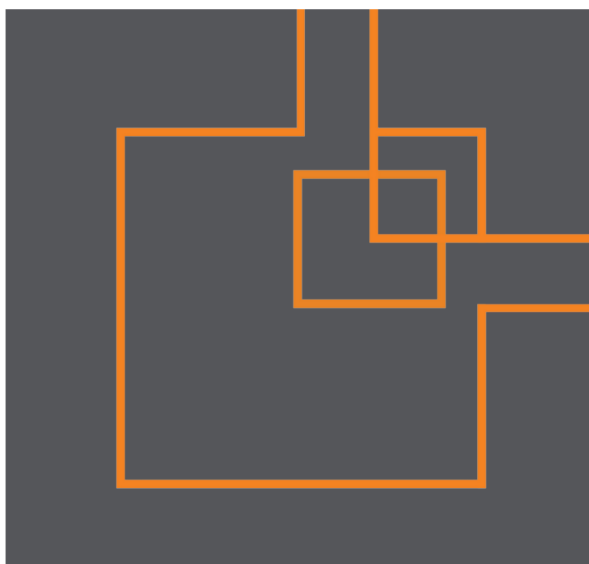
In implementing this plan, we will remain transparent and inclusive, providing updates on progress and inviting feedback from our community. Each strategic priority is interlinked, and together they steer us toward our vision of a just future in which people from Arabic-speaking backgrounds living in Australia participate fully and thrive.

By pursuing these priorities, we honour our legacy while stepping confidently into the future. We will continue to work hand in hand with members, partners and allies, guided by our values of community, justice, integrity, inclusion, collaboration, leadership and innovation.

ACA stands committed to building a fair and just future in which diversity is respected and celebrated, and in which the rights and contributions of people from Arabic-speaking backgrounds are recognised at every level.

Together with community, we will work to make this vision a reality.





Suite 2, Level 2 44-46 Mandarin Street  
Fairfield East NSW 2165 Australia  
PO BOX 1103 Bankstown NSW 1885 Australia  
T +61 2 9709 4333  
E [info@arabcouncil.org.au](mailto:info@arabcouncil.org.au)  
W [www.arabcouncil.org.au](http://www.arabcouncil.org.au)  
Connect with us via [linktr.ee/arabcouncilaus](https://linktr.ee/arabcouncilaus)



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