



## Vision

“Our vision is for a society where migration is valued and the professionalism of MIA migration advisers is recognized by all stakeholders”

## Forward

The Board and senior staff of the Migration Institute of Australia have developed this Strategic Plan after reviewing member inputs, including the 2009 MIA Members Survey, member suggestions and state section feedback. This plan emerged after intensive workshoping of the strengths, weaknesses, opportunities and risks facing the Institute. We also assessed how we do business and considered various economic, political and environmental impacts. We discussed the challenges ahead and how we can respond, including using the latest in technology and innovation.

This is a dynamic plan that will be monitored and reviewed regularly. It places the Institute in a clear position to manage its affairs without any dependency on the statutory responsibilities of the Migration Agents Registration Authority.

## Strategy 1.0 Profile and Position

**Action Plan 1.1** – Develop formal branding program to reflect strategic and vision priorities

**Scope:** Identify the key stakeholders who would add value to MIA's vision, develop brand process, required profile and key messages, test brand out with key stakeholders, develop roll out plan and staged success indicators.

**Start Date:** March 2010  
**Complete Date:** March 2011

**Success Measure:** Recognition by external stakeholders.

**Action Plan 1.2** – Develop higher profile with key international and government Stakeholders

**Scope:** Research key stakeholders, develop key messages and profile to map against their interests.

**Start Date:** July 2009  
**Complete Date:** June 2010

**Success Measure:** Ability to match expectation by independent assessment.

## Strategy 2.0

### Membership Development

**Action Plan 2.1** – Identify possible member categories, and develop qualifying criteria

**Scope:** Research and map member categories to demographics, investigate expanding member categories, assess educational requirements and qualifying criteria, membership progression pathways and identify relevant benefits.

**Start Date:** April 2009  
**Complete Date:** Sep 2009

**Success Measure:** 75% of members surveyed agree to changes.

**Action Plan 2.2** – Develop member engagement processes

**Scope:** Identify additional areas where members can add value, research and develop member engagement programs.

**Start Date:** July 2010  
**Complete Date:** Feb 2011

**Success Measure:** 70% of members engaged rate process as improved.

**Action Plan 2.3** – Identify, test and implement ongoing strategic communication methods to members

**Scope:** Identify member groups who have differing communication needs, investigate most relevant communication methods, identify key strategic information required, test satisfaction of each group of members.

**Start Date:** March 2009  
**Complete Date:** Sept 2010

**Success Measure:** 80% of members surveyed rate as relevant.

**Action Plan 2.4** – Develop structured professional standards policy and process

**Scope:** Draft code of conduct based on industry professional code of conduct, liaise with other professional bodies, draft code of disciplinary structure, develop processes for identifying breaches, provide options for hearing, disciplinary and appeal review processes.

**Start Date:** Feb 2009  
**Complete Date:** Feb 2010

**Success Measure:** 70% of members approve policies and new procedures.

## Strategy 3.0

### Commercial Opportunities

**Action Plan 3.1** – Evaluate existing and proposed programs and identify commercial extensions relevant to MIA vision

**Scope:** Develop process for regular 6-monthly reviews of new business possibilities and develop ROI analysis. Develop business plans for all commercial opportunities.

**Start Date:** June 2009  
**Complete Date:** Feb 2010

**Success Measure:** 80% of budgeted surplus.

**Action Plan 3.2** – Develop International markets for MIA services and products

**Scope:** Map existing products/services to potential international markets, develop marketing and distribution plan for these markets and then test.

**Start Date:** June 2009  
**Complete Date:** Mar 2010

**Success Measure:** Achieve 80% of international markets budgeted surplus.

**Action Plan 3.3** – Review the Board and staff structure to align with the strategic plan

**Scope:** Develop options to reflect key strategic priorities, present to Board for approval, with any changes to board structure to be presented to members and taken to General Meeting.

**Start Date:** May 2009  
**Complete Date:** July 2009

**Success Measure:** Approved changes to constitution.

**Action Plan 3.4** – Ensure efficient separation of MARA from MIA

**Scope:** Develop and implement a separation plan which preserves values and assets of both groups.

**Start Date:** Feb 2009  
**Complete Date:** June 2009

**Success Measure:** No loss of efficiency of either group.

## Strategy 4.0

### Education

**Action Plan 4.1** – Identify new educational opportunities arising from changes in membership, business environment and status

**Scope:** Develop education and training plans and programs to leverage off opportunities and to support membership.

**Start Date:** July 2009  
**Complete Date:** June 2010

**Success Measure:** Acceptance by marketplace of new programs.

**Action Plan 4.2** – Leverage off the skills acquired from MARA involvement

**Scope:** Identify the skills and knowledge that MIA has from MARA (eg systems and procedures and IP).

**Start Date:** March 2009  
**Complete Date:** June 2009

**Success Measure:** Transfer of ideas, personnel and systems to MIA.

**Action Plan 4.3** – Further develop processes for exchange of information and ideas

**Scope:** Investigate opportunities in using e-learning and new delivery modes, exchange mechanisms for information and ideas.

**Start Date:** Aug 2009  
**Complete Date:** Aug 2010

**Success Measure:** Adoption and utilisation by members and stakeholders of new delivery modes.

**Action Plan 4.4** – Foster professionalism through continuing education and practice

**Scope:** To create new educational outcomes which foster skills development.

**Start Date:** Oct 2009  
**Complete Date:** Jan 2012

**Success Measure:** Reduction in complaints against Agents.

## Strategy 5.0

### Effective Representations

**Action Plan 5.1** – Develop profile as constructive and professional commentator on Australia's Migration Program and Policies

**Scope:** Develop in-house capacity to monitor DIAC initiatives and policy for constructive feedback.

**Start Date:** July 2009  
**Complete Date:** July 2011

**Success Measure:** Measurable policy outcomes.

**Action Plan 5.2** – Heighten engagement with government: Develop protocols for driving the policy agenda

**Scope:** Continuously identify emerging issues, what policy is required, draft policy guidelines, interact with government and develop reporting protocols to Board.

**Start Date:** Oct 2009  
**Complete Date:** Feb 2011

**Success Measure:** Assess strategic impact of policies proposed and developed.

**Action Plan 5.3** – Maintain and develop strategic relationships with key policy/advocacy stakeholders

**Scope:** Identify key groups and individuals, establish communications and opportunities for relationships.

**Start Date:** Oct 2010  
**Complete Date:** Oct 2011

**Success Measure:** Effective and beneficial relationships with at least 5 new groups or organisations.