



**AMES**  
ANNUAL REPORT 2011



2011

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# Introduction

Approximately 40,000 people accessed AMES programs in 2011.

## Introduction

### About AMES

AMES has worked for over 60 years with refugees and newly arrived migrants to ensure they are well supported in their settlement in Victoria.

### AMES Vision

“Full participation for all in a cohesive and diverse society.”

### Services and programs

AMES provides a comprehensive range of settlement services for migrants and refugees. These include on-arrival settlement support, English language and literacy training, vocational training and employment services. These services are primarily delivered through:

- Humanitarian Settlement Services (HSS)
- Adult Migrant English Program (AMEP)
- Language, Literacy and Numeracy Program (LLNP)
- Victorian Training Guarantee (VTG)
- Job Services Australia (JSA).

### Locations

AMES provides services from 16 major locations in metropolitan Melbourne. These are in Box Hill, Broadmeadows, Coburg, Glenroy, Noble Park, Springvale, Dandenong, Oakleigh, Flagstaff (Melbourne CBD), Footscray, St Albans, Werribee, Preston, Ringwood, Sunbury and Sunshine. AMES also has an on-arrival accommodation facility in Maidstone.

AMES is supported by a network of specialist service providers across metropolitan and regional Victoria.

### Specialist training facilities

AMES has a hospitality and aged care training facility at Noble Park, and a trade training centre in Coburg, which focussed on furniture making and automotive skills in 2011.

### Social Enterprises

AMES operates three catering social enterprises under the Catering@AMES brand: Sorghum Sisters operating from Carlton Primary School, Global Cafe at Noble Park and fiftysix threads cafe in Kensington. AMES also operates a cleaning enterprise, Magic Green Clean. These social enterprises provide employment, including traineeships, practical training and workplace experience opportunities.

### Multicultural Hub

The Multicultural Hub is owned by the City of Melbourne and managed by AMES. Located in Melbourne's CBD, the Hub provides a place where people from Melbourne's many different cultures can meet and learn in a supportive environment. Activities for individuals and community groups are offered throughout the year.

# Chair's Letter



**AMES had many reasons to celebrate in 2011.**

Our 60th anniversary of helping refugees and migrants settle successfully into a new homeland coincided with confirmation of our success in a series of tenders in association with a coterie of exceptional partners who are identified and acknowledged throughout this report.

We were delighted to receive confirmation of the continuation of our Humanitarian Settlement Services (HSS) contract with the Department of Immigration and Citizenship (DIAC) and to successfully roll over our Job Services Australia (JSA) contract via the Department of Education, Employment and Workplace Relations (DEEWR).

AMES was also contracted in the seven regions we tendered for in the Adult Migrant English Program (AMEP), and we also enjoyed success with the Language, Literacy and Numeracy Program (LLNP) tender and the Distance and e-Learning Services contract which extended AMES experience and influence Australia-wide.

These successes were overseen by several new Board members who brought a wealth of industry and sector experience to the table and re-invigorated the Board for the challenges of implementing new contracts and systems in an uncertain global and local economic environment.

They are David Howes, General Manager, Curriculum Division, Victorian Curriculum and Assessment Authority; Dr Kathy Laster, Associate Professor (Faculty of Law) at Monash University; Megan Boston, Chartered Accountant; and John Gibson, Barrister and President of the Refugee Council of Australia.

2011 celebrations were also tinged with sadness as we farewelled CEO Ian McHutchison OAM. Ian's contribution since 2007 ensured that AMES was extraordinarily well positioned as a leader within our sector and respected for our counsel and advice across all levels of government and industry.

Ian was dedicated to the proposition of full participation for all in a cohesive and diverse society. He leaves behind an experienced and talented executive team led by new CEO Catherine Scarth that is working well with the Board to continue a legacy of professionalism, efficiency and innovation which serves the best interests of our clients.

My sincere thanks to Ian, Catherine, my Board colleagues, AMES staff and volunteers for continuing to provide the best advantage to refugees and new migrants in their settlement journeys.

A handwritten signature in black ink, appearing to read 'Graham Sherry'. The signature is written in a cursive style and is positioned above a horizontal dotted line.

Graham Sherry OAM  
**Chair**

# CEO's Letter



2011 exemplified the continued passion and dedication that AMES staff and volunteers demonstrate to ensure successful settlement outcomes for over 40,000 clients this year.

Our tender successes did not come without challenges, and AMES Board, Executive and staff members have been equal to the task.

We have had to respond to more complex compliance arrangements and tighter funding regimes. At the same time, many of our clients have arrived with more difficult and complex support needs and we have had an unprecedented increase in the number of arrivals through the Humanitarian Settlement Services (HSS) program.

However, these challenges have been mitigated by the support of a wide range of old and new partners that have shared the effort and the satisfaction of supporting so many refugees and new migrants to learn English, undertake training, get work and build new lives in their adopted homeland.

The support of departmental and government personnel at state and federal level has also been instrumental in ensuring that program delivery is made as effective as possible, and I extend AMES appreciation for their collaborative and flexible approach.

In 2011 we continued to develop our research capacity to influence policy and programs, and hosted several national and international delegations keen to learn about our innovative approaches.

Building an evidence base is crucial to our service delivery and will be at the forefront in 2012.

This work will bring rewards and challenges in abundance in 2012 as we continue to bed down new models and respond to the emerging needs of our clients.

Our efforts in 2011, and the tireless work of our staff, Board and Executive, have laid the foundations for us to achieve great results for our clients, and will ensure that we remain a significant leader in settlement, education, training and employment services to refugees and newly arrived migrants in Victoria.

I would also like to acknowledge the legacy of my predecessor, Ian McHutchison OAM who has handed me the reins to such a unique and valuable organisation.

I am appreciative of the guidance and advice of the Board and my colleagues. With their ongoing encouragement and working alongside our staff and dedicated, growing band of volunteers, we will continue to realise the vision of full participation for all in a cohesive and diverse society.

A handwritten signature in black ink, which appears to read 'C. Scarth'. The signature is written in a cursive style and is positioned above a horizontal dotted line.

Catherine Scarth  
Chief Executive Officer

# Strategic Plan 2011–2013

AMES works with refugees and migrants to achieve short to medium term settlement outcomes outlined in the AMES Settlement Framework.

## AMES Strategic Plan 2011 - 2013

2011 saw the implementation of the first year of the *AMES Strategic Plan 2011 - 2013*. This Plan outlines the major strategic objectives of the organisation.

- Work to address short, medium and long term settlement outcomes with migrants and refugees through the delivery of comprehensive Culturally and Linguistically Diverse (CALD) specialist settlement programs
- Work with a strategic network of partners to deliver sustainable settlement outcomes for migrants and refugees
- Provide credible evidence to inform Government and others on policies and practices which impact on the settlement outcomes of refugees and migrants
- Strengthen capacity to deliver specialist settlement programs by recruiting, retaining and supporting staff to deliver high quality services and utilise the skills of a diverse volunteer group
- Operate financially sustainable services which maximise use of resources and build a sound investment base to generate funds for re-investment in programs.

## AMES Settlement Framework

Overarching all our programs and services is the AMES Settlement Framework. This Framework outlines four key social and economic determinants of settlement: Health and Wellbeing, Education, Employment, and Safety and Security. The Settlement Framework also details short to medium term settlement outcomes. AMES works with migrants and refugees to achieve these outcomes.

To assist individuals to settle successfully in Victoria AMES takes action in the following seven areas:

1. Initial settlement
2. Language tuition programs
3. Transition to work programs
4. Employment programs
5. Community capacity building
6. Research and evaluation
7. Advocacy and policy reform

Information about AMES progress in relation to its strategic objectives, and about programs, activities and outcomes in each of the seven key settlement areas is outlined in this Annual Report.

# 1. Initial Settlement

AMES HSS Consortium settled 5,216 humanitarian arrivals to Victoria during 2011, an increase of 57% over 2010.

## Direct Settlement

AMES is the first point of contact for all refugees coming into Victoria. AMES assists refugees on their arrival principally through the Humanitarian Settlement Services (HSS) program. AMES approach is to build on the strengths and capabilities of individuals; and to provide people with the skills and knowledge to live independently in Australia.

### 1. Humanitarian Settlement Services (HSS)

HSS provides a suite of services for Refugees and Special Humanitarian Entrants during the initial settlement period (generally within the first 6 to 12 months after arrival in Australia). The services are delivered through a coordinated Case Management model and include accommodation services; linking new arrivals with health, education, community and government programs; provision of local and cultural orientation information; and connection to cultural and religious communities and recreational activities. Multi-lingual community guides and housing workers as well as volunteers play significant roles in delivery of these services.

HSS is funded by the Commonwealth Government through the Department of Immigration and Citizenship (DIAC).

The previous Integrated Humanitarian Settlement Services contract (2005 – 2011) was completed during the first quarter of 2011. The new HSS contract commenced on 4<sup>th</sup> of April 2011.

AMES HSS Consortium settled 5,216 humanitarian arrivals to Victoria during 2011, an increase of 57% over 2010.

#### Humanitarian arrivals to Victoria: Metropolitan and Regional settlement 2009 - 2011

|                | 2009         | 2010         | 2011         |
|----------------|--------------|--------------|--------------|
| Melbourne      | 3786         | 3014         | 4595         |
| Rural Victoria | 533          | 300          | 621          |
| <b>TOTAL</b>   | <b>4,319</b> | <b>3,314</b> | <b>5,216</b> |

Humanitarian arrivals settled across metropolitan Melbourne, with the majority settling in the Cities of:

- Greater Dandenong and Casey in the south east
- Hume in the north
- Brimbank and Wyndham in the west.

In regional Victoria the larger settlement locations in terms of numbers were Greater Geelong and Shepparton with small numbers of people settling in several locations including Mildura, Swan Hill and Bendigo.

During 2011 humanitarian arrivals to Victoria came from many countries. The greatest numbers of:

- refugees came from Myanmar and Iraq
- special humanitarian program entrants came from Afghanistan and Iraq
- \* those on protection visas (granted on shore) came from Afghanistan, Iran and Iraq.

#### Humanitarian arrivals to Victoria by visa category 2009 - 2011

| Visa category                           | 2009         | 2010         | 2011         |
|---|--------------|--------------|--------------|
| Refugee (off-shore)                     | 1895         | 1393         | 1618         |
| Protection Visa Subclass 866 (on-shore) | 735          | 1092         | 2452         |
| Special Humanitarian Program (SHP)      | 1689         | 829          | 1146         |
| <b>TOTAL</b>                            | <b>4,319</b> | <b>3,314</b> | <b>5,216</b> |

AMES worked with a network of partners to provide the range of required settlement services and the coverage across Victoria. A number of organisations in regional Victoria were also sub-contracted to deliver services. AMES partners in HSS are Spectrum Migrant Resource Centre, New Hope Foundation, Redback Settlement Services, Springvale Community Aid and Advice Bureau and Brotherhood of St Laurence in metropolitan Melbourne; Diversitat in Geelong; and Uniting Care Cutting Edge and Goulburn Ovens TAFE in Shepparton.

## **2. Complex Case Support**

AMES also provides Complex Case Support (CCS) which assists people whose complexity and intensity of needs extend beyond the scope of other Settlement Services such as the HSS program. AMES delivers some CCS services such as accommodation, social support and life skills training, and utilises comprehensive local referral networks to services specialising in mental health issues, multiple or debilitating medical conditions, drug and alcohol abuse, homelessness, family violence and severe torture and trauma issues. CSS is also funded through DIAC. CSS services were provided to 20 clients during 2011.

## **3. Community Detention**

The Community Detention program supports people who have been released from immigration detention centres while waiting for determination of their application for refugee status. The Community Detention program is funded by the Commonwealth Government through DIAC. The Department has engaged the Red Cross to provide accommodation and case management support to adults and families in community detention, to allow them to live as independently as possible. AMES is one of a number organisations sub-contracted by the Red Cross to provide these services.

AMES began delivering the Community Detention program in April 2011. During 2011 AMES worked with 89 people, consisting of 24 family groups and 11 individuals. AMES also provided English classes for clients in Community Detention.



## 2. Language Tuition

AMES provided the AMEP to approximately 15,000 migrants and refugees in 2011.

### Language Tuition

English language proficiency is one of key determinants of successful settlement. AMES provides settlement-focused English language tuition for eligible migrants and humanitarian entrants through the Adult Migrant English Program (AMEP).

#### 1. Adult Migrant English Program

The AMEP is the English program provided by the Commonwealth Government for refugees and migrants who arrive in Australia with low levels of English. Participants are entitled to up to 510 hours of tuition to develop preliminary English skills. Eligible humanitarian entrants are entitled to additional hours through the AMEP's Special Preparatory Program. In addition to English language tuition the AMEP includes an initial settlement course, a counselling service, childcare and a volunteer home tutor scheme. AMES also provides specialist youth programs, funded in part through the AMEP.

Participants access AMEP tuition in classrooms and through distance and e-learning programs. In 2011 AMES catered for a diverse range of people with varied aspirations, cultural and educational backgrounds, learning needs and individual circumstances in the AMEP.

2011 saw the commencement of new AMEP contracts in seven regions in Victoria on July 1<sup>st</sup>. As part of the implementation of the new AMEP arrangements AMES expanded its counselling service significantly to include staff from education, social work, settlement and employment disciplines, with 18 different languages spoken across the team. Specialist youth counsellors also joined the counselling service in 2011.

#### Settlement Courses

In recognition of the crucial role the AMEP plays in helping new arrivals to settle in Australia and to reinforce important settlement information, AMES delivers Settlement Courses to all AMEP clients. The Settlement Courses delivered on entry to AMEP provide new arrivals with information about Australian society, culture, laws, services and practices. The course for clients exiting the AMEP reinforces this information, and clarifies information on pathways to further education, employment, ESL and community services. In addition to information, the settlement courses link to language learning outcomes. AMEP Settlement courses also build on information provided to refugee clients in the HSS service. In 2011, AMES provided 278 Settlement Courses to 1,162 AMEP clients.

#### Distance Learning

The contract for delivery of a new national AMEP Distance Learning service was awarded to the AMEP Flexible Learning Network, of which AMES is the lead agency. Two major components for which AMES is responsible are the creation of a range of Distance Learning materials accessible in print and online, and the delivery of tuition to all Distance Learning clients in Victoria and Tasmania. Since commencement of the new contract on July 1<sup>st</sup> 2011 AMES provided the AMEP via Distance Learning to 2,089 students.

#### Volunteer Tutor Program

The Volunteer Tutor Program matches eligible AMEP clients with a volunteer who helps them to learn English, make links to the community and better understand the Australian way of life. Whilst volunteers come from a broad range of backgrounds, AMES noted a trend towards AMES higher level students offering to be tutors in 2011. These volunteers in particular have bilingual skills and a shared experience of learning English as new arrivals to support beginner level clients. Volunteers have been generous in giving of their time and skills to support the settlement of migrants and refugees. AMES provided the volunteer tutor service to 2,355 AMEP clients across metropolitan Melbourne in 2011.

#### Childcare

AMEP students have access to childcare for pre-school children whilst parents are in English classes. AMES managed 3,351 placements with 477 registered childcare centres in 2011, including occasional care and family day care.

#### AMEP clients by visa category 2009 – 2011\*

| Migration Category | 2009          | 2010          | 2011          |
|--------------------|---------------|---------------|---------------|
| Not Stated         | 95            | 68            | 42            |
| Skilled            | 3257          | 3367          | 3238          |
| Family             | 7625          | 6252          | 4517          |
| Temporary          | 437           | 1647          | 2928          |
| Humanitarian       | 4168          | 4265          | 4004          |
| <b>TOTAL</b>       | <b>15,582</b> | <b>15,599</b> | <b>14,729</b> |

#### AMEP Clients by Certificate level 2009 – 2011\*

| Level        | 2009          | 2010          | 2011          |
|--------------|---------------|---------------|---------------|
| Not Stated   | 116           | 120           | 111           |
| 0            | 1821          | 2386          | 2433          |
| 1            | 8058          | 7715          | 7333          |
| 2            | 3124          | 3006          | 2790          |
| 3            | 2463          | 2372          | 2062          |
| <b>TOTAL</b> | <b>15,582</b> | <b>15,599</b> | <b>14,729</b> |

Note: Data includes classroom and Volunteer Tutor Program (VTP) clients for full year and Distance Learning (DL) clients 1/1/11- 30/6/11.

### AMEP clients by Years of Schooling 2009 - 2011\*

| Years of Schooling | 2009          | 2010          | 2011          |
|--------------------|---------------|---------------|---------------|
| Not Stated         | 14            | 11            | 7             |
| No Schooling       | 1052          | 1075          | 1040          |
| 1 - 7              | 2220          | 2197          | 2178          |
| 8 - 10             | 3054          | 3095          | 2885          |
| 11 - 12            | 8627          | 8658          | 8111          |
| 13 - 15            | 615           | 563           | 508           |
| 16 Plus            | 0             | 0             | 0             |
| <b>TOTAL</b>       | <b>15,582</b> | <b>15,599</b> | <b>14,729</b> |

### AMEP clients by Age 2009 - 2011\*

| Age          | 2009          | 2010          | 2011          |
|--------------|---------------|---------------|---------------|
| 00 - <18     | 0             | 0             | 8             |
| 18 - <25     | 1530          | 1940          | 2221          |
| 25 - <35     | 5489          | 5323          | 4826          |
| 35 - <45     | 4485          | 4276          | 3857          |
| 45 - <55     | 2568          | 2470          | 2215          |
| 55 - <65     | 926           | 1027          | 1091          |
| 65 Plus      | 584           | 563           | 511           |
| <b>TOTAL</b> | <b>15,582</b> | <b>15,599</b> | <b>14,729</b> |

Note: Data includes classroom and Volunteer Tutor Program (VTP) clients for full year and Distance Learning (DL) clients 1/1/11- 30/6/11.

AMES has well-established partnerships that enable provision of the AMEP to refugees and migrants across Victoria. These include partnerships with Swinburne University of Technology, Holmesglen Institute of TAFE and Victoria University of Technology in Melbourne, and Goulburn - Ovens TAFE in regional Victoria. New partners in 2011 included Chisholm Institute of TAFE in Melbourne and Diversitat, Bendigo Regional Institute of TAFE and Sunraysia Institute of TAFE in regional Victoria.

Twenty-two sub-contracted organisations also provided the AMEP to new arrivals in less formal community settings in Melbourne and in regional Victoria in 2011.

AMES delivery partners in AMEP Distance Learning include Navitas English and Charles Darwin University. Deakin Prime and the Australian Broadcasting Corporation provide online and media services.

## 2. Youth Program

AMES provided specialist full-time youth programs for 16-25 year olds which combine AMEP English language tuition with life skills, civic engagement, capacity building and information and referral activities. In 2011 689 young people attended youth programs in Dandenong, Noble Park, Footscray, St Albans and Box Hill.

In 2011, AMES Youth programs utilised the final year's funding of a three-year Victorian Government Youth Participation and Access Program grant administered through the Office for Youth. AMES will

commence a new three-year funding agreement with the Victorian Department of Human Services' Office for Youth to deliver services under the Engage! program in the Cities of Greater Dandenong, Maribyrnong and Brimbank in 2012.

The Transition to TAFE course was introduced in 2011. Students spent a day a week of their course in trade taster programs at TAFE. The program builds knowledge and provides first hand experience of TAFE to assist young people make more informed choices about further training pathways when leaving AMES. Twenty young people from AMES Box Hill participated in a 40-hour program at Holmesglen TAFE's Waverley campus and 19 students from AMES Footscray attended a similar program organised with Victoria University.

In 2011 AMES Youth program participants also:

- attended Strathbogie Youth Camp
- developed and performed A Heart in Two Places with La Mama Theatre
- participated in Big West's visual arts and music festival
- participated in Ucan2, a specialist program supporting young people from refugee backgrounds with work preparation, psycho-social learning and experiential learning. UCan 2 was conducted with Foundation House and the Centre for Multicultural Youth in AMES Noble Park, Dandenong and Footscray.

Many organisations contributed to activities and successful outcomes for participants in AMES Youth Programs in 2011. These included Australian Football League (AFL), Auscamp, Australian School of Performing Arts, City of Greater Dandenong, Centre for Multicultural Youth, Cricket Victoria, Environment Victoria, Holmesglen Institute of TAFE, La Mama, Mentone Girls' Grammar School, Tennis Victoria, Victoria University, Victorian Foundation for Survivors of Torture (Foundation House) and Western Bulldogs Spirit West.

## 3. Foundation Skills programs

Students who start with very low levels of English or no English and little or no literacy, may need longer than their AMEP entitlement to achieve basic English communication skills. AMES delivered Foundation Skills level programs in ESL for these students in 2011. Funded through the Victorian Training Guarantee (VTG), these programs provide the opportunity for students to complete Certificates in Spoken and Written English. AMES delivered 159,092 student contact hours in VTG funded Foundation Skills programs in 2011.

## 4. English Language Intensive Course for Overseas Students (ELICOS)

AMES has offered ELICOS programs since 1998 and worked with 7,000 international students since then. In 2011 AMES delivered ELICOS programs to 378 overseas students, principally from Korea, Thailand and Columbia. 61 General English programs and 51 English for Academic Purposes programs, including intensive IELTS preparation, were delivered throughout the year. AMES discontinued its ELICOS program at the end of 2011.

# 3. Transition to Work

422,989 VTG funded training hours were delivered by AMES in 2011.

## Transition to Work

AMES provides a number of programs to assist refugees and migrants learn about workplaces in Australia, develop relevant employability skills and prepare for employment in Australia. Vocational training is a key part of this preparation for many new and recently arrived migrants and refugees.

AMES Transition to Work programs include:

- Pre-accredited training courses
- Language, Literacy and Numeracy Program
- Employment Pathways programs
- Vocational Training programs
- Skilled Professional Migrants Program

### 1. Pre-accredited training courses

In 2011 AMES delivered pre-accredited training programs which support CALD learners to develop skills to prepare for accredited training or employment, or which build life skills to help learners better participate in the wider Australian community.

These pre-accredited courses focus on practical skills, supported by contextualised English language training. In many cases bilingual support was provided.

In 2011, 36 courses (27,816 student contact hours) were conducted including cooking, basic cleaning skills, basic and intermediate IT skills, English for parents, introduction to the Australian workplace, preparation for citizenship, introduction to Australian culture and road safety education.

AMES plans to include specific trade skills and OH&S, learning to drive programs, literacy for elderly long term residents, family literacy and financial literacy courses in 2012. Pre accredited training courses were funded by Adult Community and Further Education (ACFE).

### 2. Language, Literacy and Numeracy Program

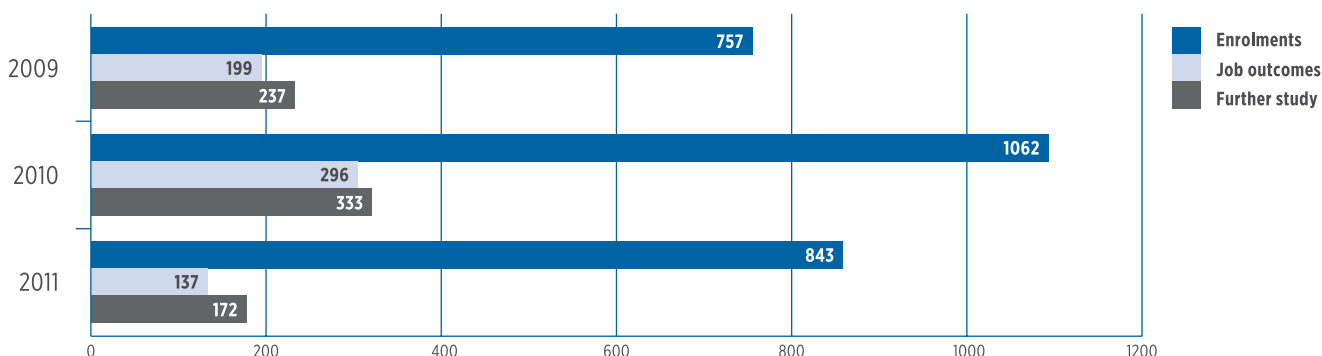
The Language, Literacy and Numeracy Program (LLNP) aims to improve jobseekers' language, literacy and/or numeracy skills to enable them to participate more effectively in training or employment. The LLNP is funded by the Commonwealth Government through the Department of Employment Education and Workplace Relations (DEEWR). AMES delivered LLNP at its Box Hill and Flagstaff sites in 2011, and at its Dandenong site as a sub-contractor of Chisholm TAFE.

During 2011 there was a greater emphasis on vocational content and skills development in AMES LLNP. Language skills were combined with industry skills sets from Aged Care, Children's Services, Hospitality, Retail, Office and Administration/Small business training packages. In some cases work experience was also provided.

AMES LLNP staff participated in the national consultation conducted by Innovation and Business Skills Australia in October 2011 for the development of the Foundation Skills Training Package.

The AMES LLN Consortium delivered language, literacy and numeracy training to 550 clients in Inner East Melbourne in 2011. Ninety-six percent of clients commencing training achieved learning outcomes as

## EPP, TEWR and SLPET enrolments and outcomes 2009-2011



\*2011 outcomes are reported for terms 1, 2 and 3 only. Employment and further study outcomes are tracked two months after course completion. Accordingly, term 4 outcomes will be available during the first quarter of 2012.

measured by the Australian Core Skills Framework (ACSF). At AMES Box Hill and Flagstaff sites, 95 clients achieved additional vocational competencies focussing on practical work skills and OH&S, and 19 completed the Certificate III in Children's Services. Twenty-nine clients participated in work experience.

AMES worked with Carlton Neighbourhood Learning Centre, Carringbush Adult Education and the Council of Adult Education (CAE) to provide LLNP from six sites across the Inner East Business Service Area. AMES also maintained very effective working relationships with Centrelink and Job Services Australia providers in inner eastern Melbourne as part of the LLNP.

### 3. Employment Pathway Programs

In 2011 Employment Pathway Programs (EPP) assisted AMES clients into employment by providing English language skills for work, and opportunities to become familiar with Australian workplaces, culture and practices. Industry areas included hospitality, retail and office administration with a strong focus on employability skills.

Traineeships in Employment and Workplace Readiness (TEWR) were also offered to people with higher levels of English and educational backgrounds who were preparing for the transition to professional employment. AMES participants included architects, IT professionals, accountants, dental assistants and designers.

Participants in both programs spent time in practical work experience placements in a range of workplaces across Melbourne.

2011 saw the delivery of the final term of these programs which AMES has conducted since October 2008. EPP and TEWR were funded as pilot programs by the Commonwealth Government through the Department of Immigration and Citizenship (DIAC) until June 30<sup>th</sup> 2011. From July 1<sup>st</sup> 2011 AMES commenced delivery of Settlement Language Pathways to Employment/Training program (SLPET); DIAC's successor program.

AMES also provided planning, data management and reporting services to AMEP consortium partners Bendigo Regional Institute of TAFE, Goulburn Ovens TAFE, Chisholm TAFE, Holmesglen TAFE and Diversitat in Geelong for delivery of 9 EPP courses to 119 students. These resulted in 13 employment outcomes and 73 further study outcomes. These courses were in six industry areas: asset maintenance,

construction trade, horticulture, office administration, hair and beauty and retail.

AMES maintained high levels of retention in all programs in 2011:

- 92.8% retention rate in EPP
- 91% in TEWR
- 87% in SLPET programs.

EPP, TEWR and SLPET programs have resulted in significant numbers of work and further training outcomes. Students from all programs have embarked on further study and training; for example in Certificate III in Children's Services, Aged Care, Retail and Financial Services, and Certificate IV in Advanced English.

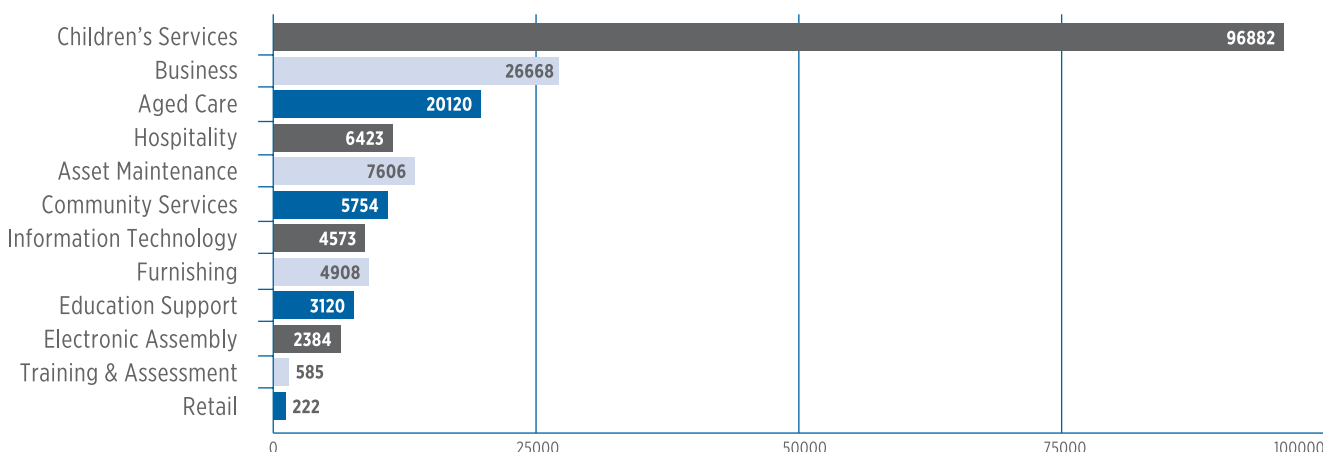
AMES worked with approximately 210 employers (258 business sites) in over 15 main industries in these programs in 2011. These included retail, hospitality, community services (including children's services and aged care), office administration, customer service, telecommunications, engineering, education, employment services, health, finance and taxation, food manufacturing, asset maintenance, real estate and legal services. Employers provided workplace experience and valuable feedback to AMES clients.

### 4. Vocational Training programs

AMES entry level vocational training is designed to transition refugees and migrants from initial settlement-focussed English programs to entry level and mainstream vocational training. As well as classroom-based approaches, AMES VET utilises the facilities of AMES catering and cleaning Social Enterprises, the hospitality training centre at Noble Park, the trade training centre at Coburg and partnerships with TAFE Institutes to provide practical hands-on learning.

In June 2011 a new Service Industry Training Centre was officially opened at AMES Noble Park. The facility comprises a commercial grade training kitchen, a purpose-built aged care training room and a simulated hotel room. These training facilities significantly increase AMES capacity to deliver vocational training in industry areas which offer employment opportunities to new arrivals. The facility was funded through the Commonwealth Government's Teaching and Learning Capital Fund for VET.

## AMES Vocational Training Profile 2011



Vocational training is funded by the State Government through the Victorian Training Guarantee (VTG). In 2011 AMES delivered:

- Certificate IV in Small Business Management and Business Administration
- Certificate III in Business Administration, Children’s Services and Aged Care
- Certificate II in Asset Maintenance, Business, Community Services, Hospitality, Hospitality (Kitchen Operations) and Furniture Making
- Certificate I in Information Technology.

The majority of AMES vocational training programs are in Children’s Services (54%), Business Administration (15%) and Aged Care (11%).

#### Vocational training module enrolments and outcomes 2011

| Level           | Module Enrolments | Module Outcomes |
|-----------------|-------------------|-----------------|
| Certificate IV  | 411               | 348             |
| Certificate III | 3559              | 3398            |
| Certificate II  | 1550              | 1146            |
| Certificate I   | 214               | 96              |

AMES also provided 34 traineeships at its Education sites and Social Enterprises, and provided training for 15 others employed by Brotherhood of St Laurence (Phoenix Fridges) and The Social Studio.

AMES worked closely with client communities to address training needs identified by the communities themselves.

In response to an approach from the Chin and Karen communities in early 2011, an Introduction to Trades (Bricklaying) program was delivered in partnership with Chisholm TAFE Berwick and Victoria University at Werribee. Twenty-five recently arrived men participated, with 17 progressing into bricklaying pre-apprenticeships at Victoria University and Chisholm.

The Burmese community in Ringwood also identified employment opportunities for their community members in the cleaning industry.

AMES worked with 23 members of this community over several weekends, to deliver practical training with first language support in basic cleaning.

#### 5. Skilled Professional Migrants Program

The Skilled Professional Migrants Program is designed to assist recently arrived migrants to find employment commensurate with their qualifications and experience. The program combines short intensive workshops with vocational counselling, individual feedback, mentoring and guest speakers from the corporate sector.

The program provided assistance with preparation of resumes and job applications, telephone and interview skills, information about the Australian job market and workplace culture as well as networking opportunities.

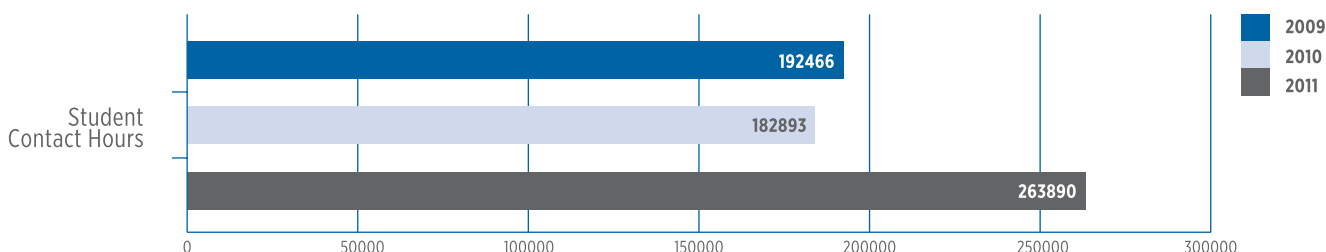
Participants in 2011 had diverse qualifications and employment backgrounds including finance, engineering, science and IT. The majority came from Iran, India and China. In total 104 participants took part in the seven courses offered in 2011. Over 70% of clients from semester one programs found suitable employment within six months of completing the program, over one-third of these within the first month.

During 2011, guest speakers from Chandler MacLeod, South-East Water, Pitcher Partners and Quadrant gave advice about the job search process or provided ‘rehearsal’ interviews for participants to practise and receive feedback. ANZ volunteers assisted with in-class telephone skills practice and Australian workplace training. Fifty-seven SPMP students were matched with mentors in 2011 including corporate volunteers from Sinclair Knight Merz Engineering and BHP.

#### Working – The Australian Way

This AMES initiative links skilled and professional migrants with major companies. It involves intensive workshops conducted over two days with presentations on employment in the corporate sector, such as recruitment processes, what employers are looking for and Australian workplace culture. As well as hearing directly from corporate companies, AMES participants benefitted from the opportunity to meet with representatives of Telstra, IBM, Australia Post, Chandler Macleod, NAB, Transfield and Australian Unity in 2011. AMES conducted workshops in June and October 2011 with a total of 42 new arrivals taking part.

#### AMES Vocational Training Delivery – Student Contact Hours 2011





# 4. Employment

On average AMES places over 500 jobseekers per month into employment.

## Employment

AMES continued to provide employment participation and skills training services to jobseekers under Job Services Australia arrangements in 2011. Job Services Australia is the Australian Government's national employment service administered by the Department of Education, Employment and Workplace Relations (DEEWR). It aims to increase employment participation, particularly for disadvantaged job seekers, and to assist employers find work-ready staff.

AMES provides both CALD and youth specialist employment services.

AMES staff assist jobseekers identify their skills and abilities and where necessary, provide training to ensure jobseekers have the appropriate skill-set to work in their preferred field. AMES provides several training options including classroom delivery and small group coaching. Training is also arranged through industry-specific accredited training providers for particular technical skills.

With a large database of employers, AMES was able to provide jobseekers with a variety of jobs that suited their skills and aspirations. AMES forged relationships with well over 100 employers and provided jobs as diverse as chefs and housekeepers to customer service officers and service technicians.

AMES also provided services to jobseekers through the New Enterprise Incentive Scheme (NEIS).

The NEIS Unit supported over 50 jobseekers in 2011 to obtain skills, prepare business plans and establish small businesses in the south eastern and western suburbs of Melbourne. Participants continue to receive mentoring and support after their businesses commenced

through AMES partner Victoria University and through the TAFE NEIS Consortium.

In November 2011, DEEWR extended AMES current Jobs Australia contract until 30 June 2015.

AMES continued to forge strong relationships with key companies to provide clients with employment. These employers are critical in providing experience and opportunities for migrants and refugees to achieve their aspirations, integrate within the community and become part of Australian society. Companies including Supreme Caravans, Nova Caravans, Luv-a-Duck and Hazeldenes continually employed AMES clients during the year. In developing these partnerships AMES seeks to understand the employers' needs as well as the clients' in order to match the right clients with the right jobs.

In 2011 AMES worked closely with consortium partners, SkillsPlus and Springvale Community Aid and Advice Bureau and with both DEEWR and Centrelink, to provide the best possible service to jobseekers.

AMES worked with over 15,100 job seekers in 2011. Of these, over 6,100 were placed in a job. More than 75% of these people remained in the job for more than three months.

AMES Social Enterprises also provided full and part-time employment opportunities for recently arrived migrants and refugees. AMES Social Enterprises employed 39 people during 2011.

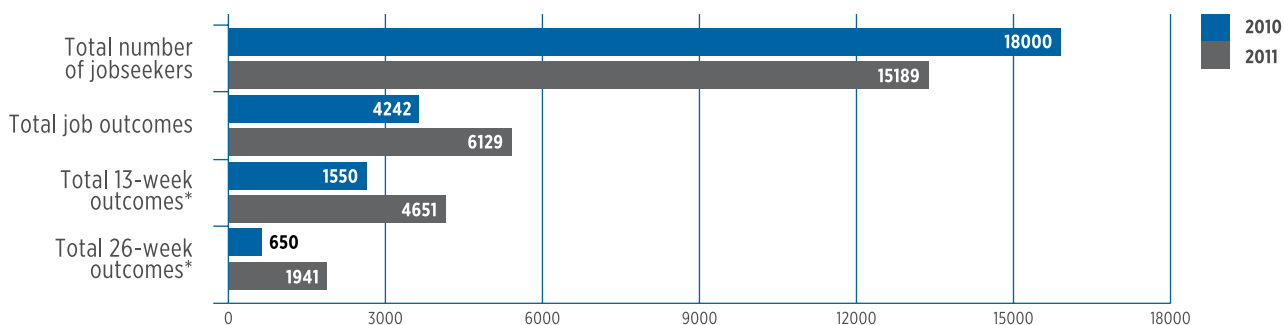
These include:

- nine people in catering enterprises
- twenty-seven people in Magic Green Clean
- three people in administrative support roles.

Magic Green Clean took over cleaning at ten AMES sites in south-eastern and central Melbourne during the year, providing employment for 15 people. Similarly the opening of the newest enterprise, fiftysix threads cafe at Kensington in late 2011, provided employment for three people.

Twenty-three traineeships in asset maintenance, hospitality and business administration were also undertaken in AMES Social Enterprises during 2011.

## Jobseekers and outcomes 2010-2011



\*Note: 13-week outcome = stayed in job for 13 weeks | 26-week outcome = stayed in job for 26 weeks



# 5. Community Capacity Building

Capacity building activities are developed in consultation with the refugee and migrant communities.

## Learner Driver Programs

AMES coordinated three Learner Driver projects in 2011 supporting newly arrived refugees from Burma, Somalia, Iraq, Sri Lanka, Bhutan, Ethiopia and Sudan. Thirty-five learner drivers participated and benefitted from the efforts of 54 volunteers who offered nearly 800 individual practice sessions. Twenty-five learners obtained their Victorian driving licence in 2011. Since 2009, over 100 new arrivals have obtained their driver's licence through participation in this project. The project has now been handed over to communities at the local level to continue running in 2012.

## Retreats

2011 marked the 10<sup>th</sup> anniversary of the AMES Multicultural Women's Retreat. The retreat was held at Camp Manyung, Mt Eliza from 11<sup>th</sup>-13<sup>th</sup> November. Seventy-nine women participated. Representing 26 countries, most of the women had been in Australia from 4 to 12 months.

The third Multicultural Men's Retreat also took place at Camp Manyung from 7<sup>th</sup> to 9<sup>th</sup> October. Sixty-one AMES clients and 15 AMES staff and volunteers attended the retreat, representing 17 different countries.

Both men and women undertook a skills based program "Introduction to settlement and living in Australia" as part of the retreat.

AMES acknowledges the support of partners and sponsors: South East Water, Netball Victoria, Victoria Police, inTouch Inc., Multicultural Centre Against Family Violence and Aesop.

## Structured opportunities in settlement work

AMES employs a number of staff in Settlement services who come from newly arrived communities. These staff speak client languages and in many cases, share the refugee experience. They generally begin work on a casual basis as Community Guides and for many this is the first job in Australia. AMES has a number of structured opportunities for Community Guides to move from these 'first step' opportunities into more secure and skilled work.

In 2011:

- 9 Community Guides became Case Manager Support Workers bringing to 24 the total since the positions were created.
- 8 became Housing Support Workers,
- 24 Community Guides received additional training and moved into Settlement Information Officer positions
- 3 gained work at AMES Maidstone accommodation facility and 2 with AMES Employment
- 16 graduated with Certificate III in Community Services in April following skills assessment with the Skills Store at Kangan TAFE at the end of 2010
- 4 gained employment outside AMES in IT areas and in Centrelink

## Citizenship courses

AMES conducted seven Citizenship courses on behalf of DIAC during 2011. Classes were conducted at AMES Dandenong and Footscray sites. Ninety-seven people participated. All were successful in the initial or second assessment. Most participants had low levels of English and little or no literacy.

## Multicultural Hub

The Multicultural Hub experienced a significant growth in usage in 2011, with more than 300 events attracting 75,000 people from a diverse range of backgrounds. The Hub partnered with a number of organisations to deliver programs in 2011. These include IBM to run pronunciation groups, Australia Arts Alive to provide music programs for parents and children and the City Local Learning and Employment Network (LLEN) and Kensington Community High School to deliver the Migration Mural project.

The Hub hosted a 5 week exhibition "Just Like Us" which showcased community support for refugee settlement in Australia over the past 10 years. The Hub also provided a central meeting facility for a large number of refugee and migrant community groups from across Melbourne.

## Sector Capacity Building

### Responding to CALD Learners project

This ACFE-funded project aims to build the capacity of Learn Local organisations working with CALD to support pathways to employment, further study and productive community engagement. In 2011 AMES facilitated eight action research projects in the participating organisations: Diamond Valley Learning Centre, Portland WorkSkills Inc., Preston Reservoir ACE (PRACE), Robinvale Network House in partnership with Sunraysia Mallee Ethnic Communities Council, Diversitat Geelong, Coonara Community House in partnership with Mulgrave Neighbourhood House, On Track (Eaglehawk) and North Melbourne Language and Learning. The project report *Cultural diversity in action: A whole-of-organisation approach to CALD learners*, will be launched in 2012 and will provide a framework and action research reports to illustrate aspects of good practice.

### Home Tutor Scheme Enhancement Program

The Home Tutor Scheme Enhancement Program (HTSEP) offers a range of services to community groups involved with longer term migrants and refugees. These services include advice on volunteer management, training for volunteers and access to a range of resources. AMES provided this program to 41 groups and trained 361 community volunteer tutors in metropolitan and regional locations in 2011. HTSEP is funded by DIAC.

### CALD Volunteer Engagement Project

In late 2010, AMES received an Organisational Change Support Grant of \$175,000 from the Victorian Department of Planning and Community Development (DPCD) to promote volunteering to, and engage culturally and linguistically diverse communities in volunteering in Victoria.

During 2011 AMES conducted a series of information sessions including regionally based seminars in Geelong and Bendigo. Approximately 140 AMES students and 120 organisations attended these seminars. AMES also developed information booklets outlining the strategies for engagement of volunteers and promoted the Victorian Government's Volunteer Portal. As well as mainstream organisations, AMES supported ethno-specific community organisations to develop their volunteer management practices. 'Basic Volunteer Management: A toolkit for developing your volunteer program' was developed to support these CALD organisations in establishing their volunteer policies, procedures and practices.

Three \$25,000 Volunteer Organisational Change Grants were made to Spectrum Migrant Resource Centre, Fringe Festival and The Drum Youth Projects to implement locally based projects to engage CALD volunteers.



# 6. Research and Evaluation

Research evidence informs AMES policy and practice and ensures AMES makes well informed decisions about services. Client voices are a critical part of this evidence base.

## Research and Evaluation

AMES research capacity was further strengthened during 2011. The following research and evaluation projects were completed.

*Regional Settlement: An analysis of four settlement locations in Victoria* was published in May. This report provides information on the resettlement experiences of refugees from Togo and Sudan in Ballarat, Karen from Burma in Bendigo and Afghans and Iraqis in Mildura and Swan Hill. Focus groups and individual interviews were held with community members to gather their perspectives on settlement and the host community's assets.

*Words to Work*, a report of AMES longitudinal study of AMEP learners was published in July. The report is based on a major longitudinal research project undertaken by AMES from 2008-2011. The study collected data from approximately 200 AMEP students during this period and was designed to provide evidence to improve service delivery approaches.

*Participation and Employment: A survey of newly arrived refugees and migrants in Melbourne* was published in October. Over 1500 migrants and refugees who had been in Australia for less than two years were surveyed to gather data on how this group of newly arrived people are contributing to the Australian economy and Australian society. Survey participants were all people who arrived in Australia with no or low levels of English.

*Social Enterprise: Making it work - A case for social procurement*, a partnership project between AMES and Urban Communities will be published in early 2012. This study evaluated the Kensington Cleaning social enterprise on the Kensington Redevelopment, a public-private housing development. The report includes a case for social procurement and learnings applicable to the establishment of other social enterprises.

Internal research and evaluation projects focussed on Chinese speaking learners from the People's Republic of China in the AMEP and the exit destinations of young people in AMES programs. Evaluations of the Maidstone accommodation facility and Catering@AMES social enterprises were also undertaken.

## Community Consultations

Twenty-six community consultations were conducted to hear from refugees and migrants and gain input from new arrivals about services and issues of concern. Refugee and migrant voices were particularly important to AMES in preparation of policy responses to government, such as the Inquiry into Multiculturalism in Australia.

The Community consultations also provided the opportunity for AMES to inform communities of changes to the HSS and AMEP contracts and discuss services available through Job Services Australia.

Consultations were conducted in Melbourne and in regional Victoria and have had strong uptake by our HSS client communities. Over 525 people from CALD communities attended, representing a very broad range of communities, including many of the newer refugee communities settling in Victoria. Participants came from the Afghani, Assyrian/Chaldean, Bhutanese, Burundian, Chin, Iranian, Iraqi, Karen, Kareni, Kachin, Nepalese, Somali and Sudanese communities.

During 2011 there was a strong focus on vocational training and informing communities of training opportunities that can lead to employment, pre-apprenticeships and apprenticeships. In response to client interest, customised VET courses were set up with TAFE partners and ongoing feedback collected through discussions with clients enrolled in the course.

Another focus was the 2011 Census. AMES worked closely with the Australian Bureau of Statistics Census Program to take information out to communities, make sure they understood the purpose of the Census and encourage them to participate and be counted by the ABS.

Local consultations addressed issues raised by the communities including:

- Road rules and driving
- Legal issues in relation to family matters
- Housing and tenancy
- The AMEP
- HSS and Settlement Grants Program (SGP) services
- Access to community venues
- Employment/resettlement options in rural locations.

# 7. Advocacy and Policy Reform

AMES provides a critical bridge between government and CALD communities about policies which impact on their settlement.

## Advocacy and Policy Reform

During 2011 AMES Board Chair, CEO and Executive members met with key Commonwealth and State government Ministers and Departmental Secretaries of portfolios relevant to AMES work. Key messages focussed on AMES role as a central provider of services to CALD communities in Victoria and our willingness and capacity to work closely with the government in their endeavours to connect federal, state and local government services. A number of MPs visited AMES sites and presented at AMES staff conference in January.

AMES made seven submissions in response to government enquiries and issues papers:

|                                       |  |              |
|---------------------------------------|--|--------------|
| DEEWR                                 | 2012 Taskforce Consultation on CALD Specialist JSA provision | January 2011 |
| Joint Standing Committee on Migration | Inquiry into Multiculturalism in Australia                   | April 2011   |
| DEEWR                                 | National Foundation Skills Strategy for Adults               | April 2011   |
| Essential Services Commission         | Vocational Training Fees & Funding Review                    | June 2011    |
| DIAC                                  | Review of HSS Performance Measures and Contract Management   | July 2011    |
| DEEWR                                 | Enquiry into JSA referrals and LLNP                          | August 2011  |
| Joint Select Parliamentary Committee  | Australia's Immigration Detention Network                    | August 2011  |

AMES also contributed to:

- Volunteering Victoria's response to *Volunteering and the Equal Opportunity Act 2010: Issues Paper*, June 2011
- Refugee Council of Australia's submission on Australia's 2012-13 Refugee and Humanitarian Program, October 2011
- Australian Health and Hospitals Association (AHHA) policy paper *Employing Refugees in Health* for presentation to the Federal Ministers of DIAC, DEEWR and Department of Health.

AMES also presented at a number of international conferences including the UNHCR, Sweden (the Network for Peace in the Horn of Africa), Japan (the Sasakawa Peace Foundation Project) and New Zealand to share our experience in settlement services.

# Corporate Support

37% of AMES staff were born overseas. AMES staff speak more than 75 languages.

## Corporate Support

AMES services and programs are supported by the following Corporate Support areas.

### Risk Management and Corporate Governance

The Risk and Corporate Governance Division has general responsibility for corporate governance in AMES. The Division facilitates and coordinates risk management and quality assurance activities across AMES and manages the organisation's internal audit function. Risk and Corporate Governance provides governance advice and support to the AMES Board; the Finance, Audit and Risk Management Committee; and the Appointments, Remuneration and Governance Committee.

During 2011 the Division worked closely with program delivery and support divisions to continue to develop AMES 2011 Risk Management Plan at divisional, regional and site level. The resulting risk management plans informed the development of the AMES Risk Management Plan 2012.

Throughout the year the Quality Unit provided extensive support to the program delivery divisions to assist with meeting the VET Quality Framework compliance requirements. The Quality Unit also managed AMES external triennial audit which confirmed the organisation's ongoing compliance with its ISO 9001:2008 certification obligations.

From a Board governance perspective, a Board Exit interview process was developed and implemented. This process has facilitated the sharing of valuable knowledge for future engagement and captured potential opportunities to further improve Board governance processes.

The Division's priorities in the year ahead include management of an external review of the Board; the Finance, Audit and Risk Management Committee; and the Appointments, Remuneration and Governance Committee; and enhanced monitoring and reporting of risk mitigation strategies throughout AMES. The development of an organisation Assurance Map and an increased emphasis on Board member professional development are also planned for 2012.

### Finance and Corporate Services

The Finance and Corporate Services Division provides support services to the organisation in the areas of finance and accounting, facilities, administration and information technology.

### Finance

The Finance Unit works closely with all AMES divisions and delivery units to provide financial expertise and to prepare and manage annual budgets. The Finance unit also prepares annual financial statements and monthly reports for the AMES Board and FARM Committee.

During 2011 processes and efficiencies were improved and a new budgeting system with increased functionality was implemented.

### Facilities and Accommodation

The Facilities and Accommodation Unit manages and maintains AMES freehold and leasehold property assets. In 2011 the Unit focused on reviewing systems, improving service levels and conducting extensive site inspections to identify maintenance requirements.

The unit also reviewed all essential services and essential service providers. This comprehensive review has ensured AMES has a fully documented and scheduled Essential Services program. Alterations to existing locations to enhance working and learning environments have also been undertaken.

Other major projects completed in 2011 have been the major refurbishment of AMES Flagstaff and Box Hill sites. A Distance Learning Centre at AMES Springvale site was created and will be expanded in 2012.

The Facilities and Accommodation Unit merged with Administration Services in late 2011 to provide a more coordinated service to AMES Operational divisions.

### Administration

The Administration Unit is responsible for motor vehicle fleet management, records storage and management, purchasing, mobile phone management, print management, head office reception and contract registration and storage.

During 2011 AMES recommitted to the Victorian Government's ResourceSmart program for 2012-2013. AMES made significant contributions to the Government's sustainability objectives such as replacement of 14 larger vehicles in the fleet with 4 cylinder vehicles and the achievement of the 'Green Table' certification of Catering@AMES Social Enterprises.

### Information Systems and Technology

The Information and Technology Services Unit provides information systems support to the whole organisation, including helpdesk, server administration, applications, intranet services and new business solutions. The Unit supports approximately 1500 desktops across more than 20 locations.

In 2011, the Unit commenced migrating AMES users to Microsoft Windows 7 operating systems; installed, provided training and rolled out a new time and attendance system for Community Guides in Settlement Services and assisted in developing systems for Human Resources, in particular an incident reporting system. In addition the Unit provided support in re-installing computers and related equipment at sites where major refurbishments and relocations occurred, including the establishment of the new Distance Learning Centre at Springvale.

The Unit also tested virtual PCs in the AMES environment, implemented wireless access for all new netbooks at Education sites and increased bandwidth to AMES sites as part of a significant new network upgrade.

## Human Resources

The Human Resources Division supports AMES to attract, develop and retain a highly qualified and diverse workforce. The Division's services include employee relations, payroll, HR operations (leave applications, time fraction changes, secondments, higher duties), recruitment, employee benefits, learning and development and occupational health and safety.

During 2011 the existing Enterprise Agreement for Administrative and Managerial staff was re-drafted to comply with the Australian Fair Work Act 2009 (FWA) and National Employment Standards (NES). The Agreement complies with State Government Wages Policy for public sector employees (non-funded agencies) and with the existing State Government Industrial Relations Policy Manual for public sector employees (non-funded agencies). AMES also successfully negotiated a number of new or modified clauses for the agreement.

Industrial relations training was delivered to AMES managers in June 2011. Bullying and harassment training was made available to all staff during November and December 2011 and conflict resolution training was made available at site level.

An e-Performance Planning, Review & Development (PPRD) system was implemented during 2011 and an e-Recruit system has been developed for roll-out in January 2012.

## Communication and Stakeholder Relations Unit

The Communication and Stakeholder Relations Unit provides marketing and communication support across AMES, managing internal and

external communications, advertising, publicity and media, major events and the AMES website.

During 2011 the focus was on delivery of new materials in support of the new AMEP, DL and HSS contracts alongside marketing programs to build client numbers for specific courses at key sites and promote AMES growing delivery of VET programs.

A new stakeholder relations strategy was developed to support AMES research and policy program and to build AMES corporate profile.

## Resourcing, Learning and Innovation

The Resourcing, Learning and Innovation (RLI) unit produces a wide range of online learning, multimedia and print resources which support AMES clients in settlement, education and employment programs. RLI has maintained its high profile in national resource development with external funding bodies, and has successfully tendered for projects with national and state governments, and peak agencies.

In 2011 RLI secured funding to develop:

- A VET resource kit in effective communication for CALD workers in customer service, through DEEWR's Workplace English Language and Literacy (WELL) projects funding
- A national education kit on common legal issues and the Australian law for new arrivals, in partnership with National Legal Aid Community Legal Education Working Group
- A trialling and capacity building project on the use of e-Communication (MS Lync) in the Adult Community Education sector, through ACFE Capacity and Innovation grant funding.

AMES online ESL learning platform VILC, was a finalist in the eLearning Industry Excellence Awards this year, for its vodcast-based mobile learning stream "Watch this! Life stories".

| Workforce data             |                | Numbers    |            |              | EFT          |              |              |
|----------------------------|----------------|------------|------------|--------------|--------------|--------------|--------------|
| Division                   | Category       | 2009       | 2010       | 2011         | 2009         | 2010         | 2011         |
| Employment                 | Administration | 117        | 121        | 138          | 110.4        | 113.4        | 129.3        |
| Education                  | Administration | 128        | 127        | 156          | 111.0        | 112.7        | 136.7        |
|                            | Teaching       | 143        | 160        | 159          | 119.9        | 132.7        | 130.1        |
| Community & Policy         | Administration | 23         | 28         | 42           | 20.0         | 24.1         | 32.8         |
|                            | Other          | 10         | 24         | 28           | 8.4          | 16.3         | 17.8         |
| Settlement                 | Administration | 74         | 71         | 76           | 62.6         | 60.6         | 63.4         |
| Corporate Support          | Administration | 60         | 60         | 57           | 54.7         | 55.7         | 54.4         |
| VET                        | Administration | -          | -          | 7            | -            | -            | 5.0          |
| Casual and Sessional Staff | Administration | 165        | 204        | 288          | 37.7         | 72.4         | 88.6         |
|                            | Teaching       | 130        | 165        | 157          | 57.0         | 33.5         | 36.9         |
|                            | Other          | 5          | 0          | 0            | 2.5          | 0            | 0            |
| <b>Total</b>               |                | <b>855</b> | <b>960</b> | <b>1,108</b> | <b>584.2</b> | <b>621.4</b> | <b>695.0</b> |

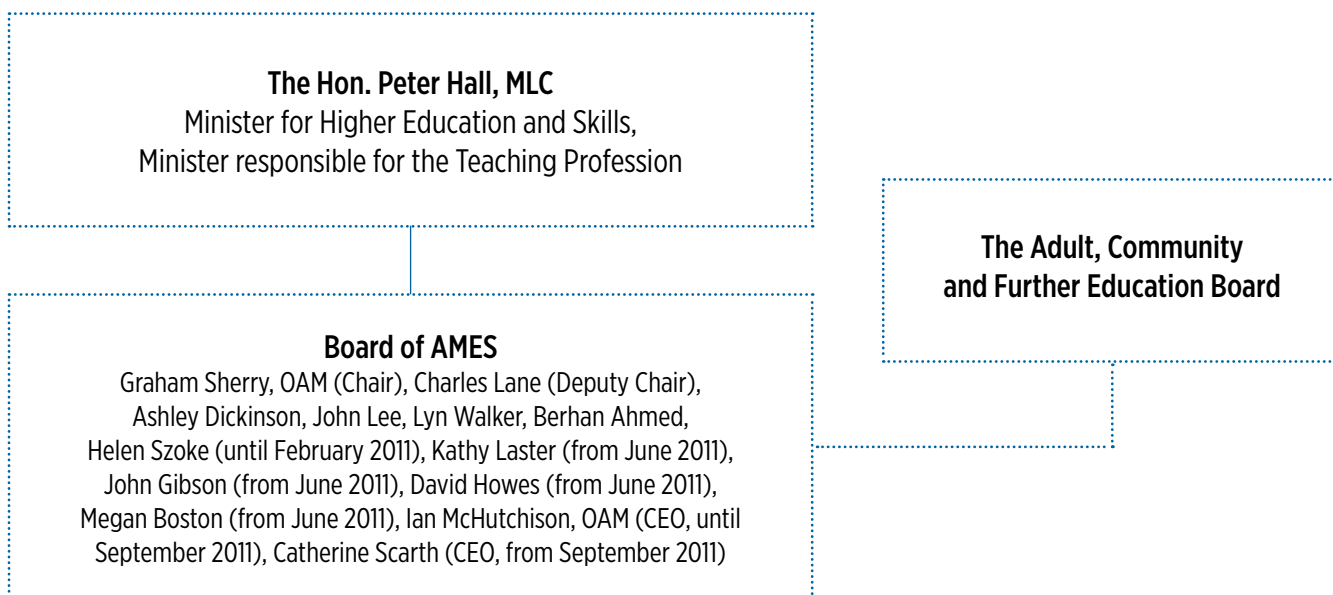
2009 and 2010 figures are shown for comparison

# Governance

The Board comprises seven members appointed by the Minister, three members co-opted by the Board, and the AMES CEO.

## Establishment

AMES is an autonomous Adult Education Institution, accountable to the Victorian Minister for Higher Education and Skills/Minister responsible for the Teaching Profession. AMES is governed by a Board established under the *Education and Training Reform Act 2006*. The Board comprises seven members appointed by the Minister, three members co-opted by the Board, and the AMES CEO.



The AMES Board conducted seven meetings in 2011 and held a one-day strategic planning retreat in September 2011. The number of possible meetings to attend varies because several Board members commenced and retired during the reporting term.

## Board Membership and Meetings

| Board Member                |         | Occupation and Attendance at Board Meetings                            |        |
|-----------------------------|---------|--|--------|
| Graham Sherry, OAM (Chair)  | # x     | Lawyer and partner with Baker & McKenzie                               | 6 of 7 |
| Charles Lane (Deputy Chair) | * # ^   | Executive Director, Support for Change Ltd                             | 7 of 7 |
| Helen Szoke                 | * # + x | Race Discrimination Commissioner                                       | 1 of 1 |
| Ashley Dickinson            | * +     | Commander – Operations Coordination, Victoria Police                   | 5 of 7 |
| Lyn Walker                  | ^ x     | Executive Manager, Participation and Equity, VicHealth                 | 5 of 7 |
| John Lee                    | * +     | Chartered Accountant and Consultant                                    | 7 of 7 |
| Berhan Ahmed                | ^ x     | Chair, African Think Tank  | 7 of 7 |
| Catherine Scarth            | #       | AMES CEO   | 2 of 2 |
| Ian McHutchison, OAM        | #       | AMES CEO   | 4 of 5 |
| John Gibson                 | ^ x     | President, Refugee Council of Australia                                | 3 of 5 |
| Kathy Laster                | # ^     | Academic, Monash University  | 4 of 5 |
| David Howes                 | x +     | GM, Curriculum Division, Victorian Curriculum and Assessment Authority | 5 of 5 |
| Megan Boston                | * +     | Chartered Accountant   | 4 of 5 |

Executive Officer: Dominic Drummond

\* Member of the Finance, Audit and Risk Management Committee

# Member of the Appointment, Remuneration and Governance Committee

^ Policy and Research Advisory Committee

x Stakeholder Management and Corporate Engagement Advisory Committee

+ Internal Capacity Planning Advisory Committee

## Code of Conduct

The Board has adopted the Directors' Code of Conduct and Guidance Notes issued by the Victorian Public Sector Standards Commissioner.

## Board Member Training

As part of training during 2011, Board members participated in site tours and various AMES/Community functions. All new board members attend a comprehensive Board Members Induction Program.

## Review of Board Performance

The AMES Board contracted an external provider to conduct a performance review of the Board, Finance, Audit and Risk Management Committee and Appointment, Remuneration and Governance Committee. The review of 2011 performance will be conducted in February 2012.

## Finance, Audit and Risk Management Committee

The Finance, Audit and Risk Management Committee monitors and reports to the Board on matters relating to financial performance, resource management, internal audits and risk management.

## Appointment, Remuneration and Governance Committee

The Appointment, Remuneration and Governance Committee is responsible for AMES compliance with government policy and Ministerial Guidelines and reports to the Board on issues relating to executive remuneration, the CEO's objectives and Board appointments.

## Advisory Committees

The Board has established the following Advisory Committees to assist AMES Executive implement operational planning objectives and develop proposals for endorsement by the Board:

- Policy and Research Advisory Committee
- Stakeholder Management and Corporate Engagement Advisory Committee
- Internal Capacity Planning Advisory Committee.

The Advisory Committees allow Board members to be engaged in the development of initiatives to address operational planning priorities and to contribute their skills and expertise at an early stage. This creates timely and better considered policy initiatives.



# Organisational Structure

## AMES BOARD

**Chief Executive Officer**  
– **Ian McHutchison, OAM**  
(until September 2011)  
– **Catherine Scarth**  
(from September 2011)

The Chief Executive Officer provides leadership in strategic direction, planning and management of all AMES operations to achieve the objectives established by the Board.

### **Chief Financial Officer and General Manager Finance and Corporate Services** – **Deva Corea**

The Chief Financial Officer provides executive leadership for managing of AMES financial resources, accommodation and facilities, asset management, information technology services, administration services and procurement.

### **General Manager Settlement Services** – **Ramesh Kumar**

The General Manager Settlement Services is responsible for the delivery of AMES Settlement Services.

### **General Manager Education** – **Teresa Angelico**

The General Manager Education is responsible for government-funded and fee-for-service education and training programs.

### **General Manager Employment** – **Ary Laufer**

The General Manager Employment is responsible for Employment Services and other employment programs.

### **General Manager Risk and Corporate Governance** – **Peter Thomas**

The General Manager Risk and Corporate Governance is responsible for risk management, corporate governance, internal audit and quality assurance.

### **General Manager Community and Policy** – **Catherine Scarth** (until September 2011)

The General Manager Community and Policy is responsible for integrating AMES, work across its service areas, developing organisation capacity in policy and research, leading our Social Enterprises and developing corporate partnerships to increase employment support.

### **General Manager Human Resources** – **Robin Allen**

The General Manager Human Resources is responsible for providing HR strategic leadership and planning for the AMES Executive in recruitment, workforce planning, learning and development, employee relations and OHS.

### **General Manager Vocational Education and Training** – **Susan Chou Allender**

The General Manager Vocational Education and Training is responsible for government-funded vocational education and training programs.

### **AMES Ambassador** – **Ahmed Yusuf** (until August 2011)

The AMES Ambassador is responsible for enabling a shared and better understanding of the work of AMES among staff, clients, communities and other stakeholders.

# Financial Summary for 2011

## Statement of Comprehensive Income For the year ended 31 December 2011

|   | 2011<br>\$000  | 2010<br>\$000  |
|---|----------------|----------------|
| <b>Continuing operations</b>  |                |                |
| <b>Income from transactions</b>                                     |                |                |
| Government contributions - operating                                | 2,772          | 1,629          |
| Government contributions - capital                                  | 248            | 1,048          |
| Sale of goods and services  | 96,176         | 97,966         |
| Interest  | 1,076          | 940            |
| Other income  | 1,357          | 1,068          |
| <b>Total income from transactions</b>                               | <u>101,629</u> | <u>102,651</u> |
| <b>Expenses from transactions</b>                                   |                |                |
| Employee expenses   | 47,100         | 43,548         |
| Depreciation and amortisation                                       | 1,182          | 1,138          |
| Interest expense  | 9              | 28             |
| Supplies and services   | 42,348         | 40,708         |
| Other operating expenses  | 13,459         | 12,581         |
| <b>Total expenses from transactions</b>                             | <u>104,098</u> | <u>98,003</u>  |
| <b>Net result from transactions<br/>(net operating balance)</b>     | <u>(2,469)</u> | <u>4,648</u>   |
| <b>Other economic flows included in net result</b>                  |                |                |
| Net gains/(losses) on non-financial assets                          | 6              | -              |
| Other gains/(losses) from other economic flows                      | (555)          | (24)           |
| <b>Total other economic flows included in net result</b>            | <u>(549)</u>   | <u>(24)</u>    |
| <b>Net result from continuing operations</b>                        | (3,018)        | 4,624          |
| <b>Other economic flows -<br/>other non-owner changes in equity</b> |                |                |
| Changes in physical asset revaluation reserve                       | 157            | 228            |
| <b>Comprehensive result</b>   | <u>(2,861)</u> | <u>4,852</u>   |

## Balance Sheet As at 31 December 2011

|  | 2011<br>\$000 | 2010<br>\$000 |
|--|---------------|---------------|
| <b>Assets</b>                          |               |               |
| <b>Financial assets</b>                |               |               |
| Cash and deposits                      | 16,659        | 23,956        |
| Receivables                            | 13,844        | 7,479         |
| Investments and other financial assets | 1,820         | 3,254         |
| <b>Total financial assets</b>          | <u>32,323</u> | <u>34,689</u> |
| <b>Non-financial assets</b>            |               |               |
| Inventories                            | 64            | 68            |
| Property, plant and equipment          | 10,881        | 10,992        |
| Other non financial assets             | 595           | 526           |
| <b>Total non-financial assets</b>      | <u>11,540</u> | <u>11,586</u> |
| <b>Total assets</b>                    | <u>43,863</u> | <u>46,275</u> |
| <b>Liabilities</b>                     |               |               |
| Payables                               | 10,342        | 10,706        |
| Borrowings                             | 158           | 363           |
| Provisions                             | 8,924         | 7,906         |
| <b>Total liabilities</b>               | <u>19,424</u> | <u>18,975</u> |
| <b>Net assets</b>                      | <u>24,439</u> | <u>27,300</u> |
| <b>Equity</b>                          |               |               |
| Accumulated surplus/(deficit)          | (167)         | 2,851         |
| Reserves                               | 1,700         | 1,543         |
| Contributed capital                    | 22,906        | 22,906        |
| <b>Total equity</b>                    | <u>24,439</u> | <u>27,300</u> |

During the financial year 2011 AMES was re-awarded the AMEP and HSS contracts after going through rigorous tendering processes. These two major contracts account for a significant part of AMES services. However, the new contract terms are significantly different from the former contracts, in particular, the AMEP contract. As a result the implementation of the new service delivery model has been challenging and has required a significant amount of resources. Whilst this requirement of resources resulted in a deficit for the year, it is noteworthy to mention that Employment Services reported a surplus after many years of deficits.

The cash balance has decreased in 2011 largely due to payment terms for AMEP and HSS service delivery increasing from 30 days to 60 days and to a lesser extent due to the deficit for the year.

**Note :** A complete set of audited accounts with notes is available in the AMES Governance and Financial Report 2011 or on our website [www.ames.com.au](http://www.ames.com.au)



# Acronyms

|               |   |
|---------------|---|
| <b>ACE</b>    | Adult and Community Education                               |
| <b>ACFE</b>   | Adult, Community and Further Education                      |
| <b>AMEP</b>   | Adult Migrant English Program                               |
| <b>CALD</b>   | Culturally and Linguistically Diverse                       |
| <b>CCS</b>    | Complex Case Support  |
| <b>DEEWR</b>  | Department of Education, Employment and Workplace Relations |
| <b>DIAC</b>   | Department of Immigration and Citizenship                   |
| <b>DL</b>     | Distance Learning   |
| <b>DEECD</b>  | Department of Education and Early Childhood Development     |
| <b>ELICOS</b> | English Language Intensive Courses for Overseas Students    |
| <b>EPP</b>    | Employment Pathways Program                                 |
| <b>ESL</b>    | English as a Second Language                                |
| <b>HSS</b>    | Humanitarian Settlement Strategy                            |
| <b>IELTS</b>  | International English Language Testing System               |
| <b>ISO</b>    | International Organization for Standardization              |
| <b>JSA</b>    | Job Services Australia                                      |
| <b>LLEN</b>   | Local Learning and Employment Network                       |
| <b>LLNP</b>   | Language, Literacy and Numeracy Program                     |
| <b>NEIS</b>   | New Enterprise Incentive Scheme                             |
| <b>RTO</b>    | Registered Training Organisation                            |
| <b>SGP</b>    | Settlement Grants Program                                   |
| <b>SHP</b>    | Special Humanitarian Program                                |
| <b>SLPET</b>  | Settlement Language Pathways to Employment/Training         |
| <b>SPMP</b>   | Skilled Professional Migrant Program                        |
| <b>TAFE</b>   | Technical and Further Education                             |
| <b>TEWR</b>   | Traineeship in English and Work Readiness                   |
| <b>VET</b>    | Vocational Education and Training                           |
| <b>VILC</b>   | Virtual Independent Learning Centre                         |
| <b>VTEP</b>   | Volunteer Tutor Enhancement Program                         |
| <b>VTG</b>    | Victorian Training Guarantee                                |
| <b>VTP</b>    | Volunteer Tutor Program                                     |
| <b>YPAP</b>   | Youth Participation and Access Program                      |





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