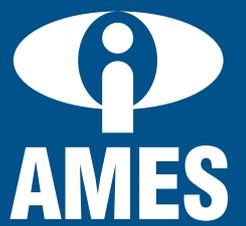


2013

ANNUAL REPORT 2013





ABOUT AMES

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

AMES is the largest provider of settlement services in Australia, providing a comprehensive range of initial settlement services, English language and literacy tuition, vocational training, and employment services to migrants, refugees and asylum seekers resident in Victoria.

We began providing English language classes during the post war period and has now worked for more than sixty years with refugees and migrants who are new arrivals to Victoria.

Our programs recognise the benefits to clients of working in partnership with educational institutions, refugee and migrant specialist organisations, community service providers and employers to provide these services.

The organisation also recognises the strengths and skills of migrants and refugees and actively encourages clients to utilise and build on these strengths and skills to assist their settlement.

During 2013, AMES services were delivered through the following federal and state government contracts:

- Humanitarian Settlement Services
- Adult Migrant English Program: General Services
- Adult Migrant English Program: Distance Learning
- Skills for Education and Employment Program
- Victorian Training Guarantee
- Job Services Australia
- Community Detention Program, Community Assistance Scheme and Asylum Seeker Assistance Scheme

AMES has a very strong focus on assisting new arrivals to prepare for and secure employment as soon as possible after arrival. Refugees and migrants, and the broader community regard employment as critical to successful settlement. From early in settlement all AMES programs assist new arrivals prepare for and secure work.

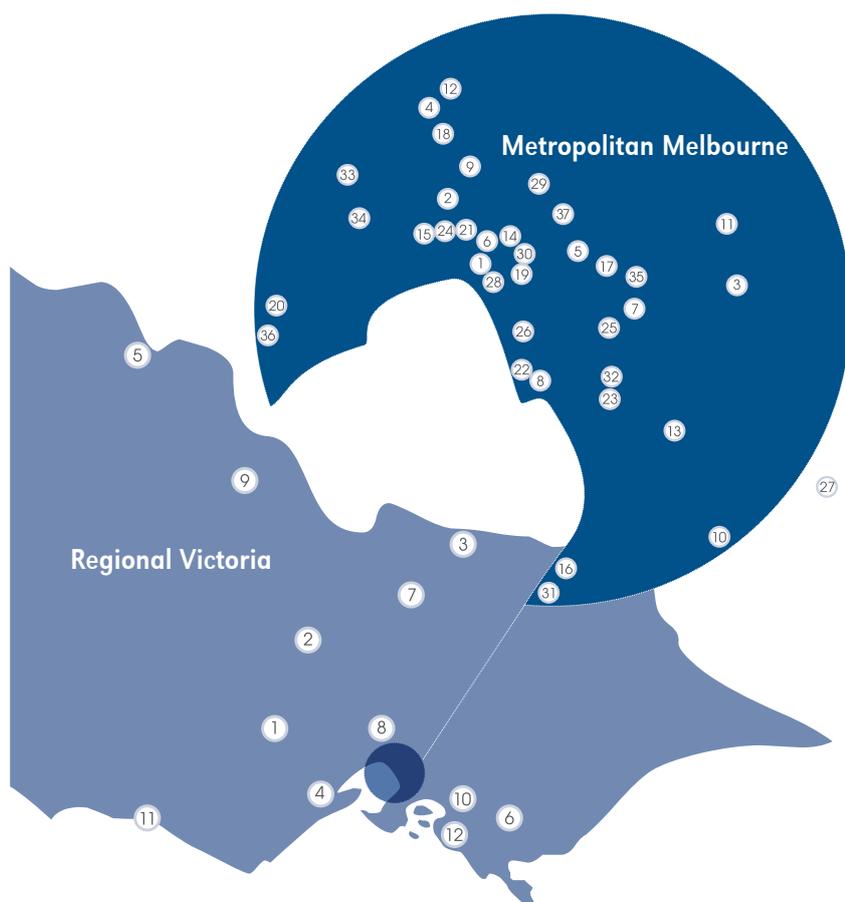
We greatly value our partnerships with employers who play an essential role by providing work experience and job opportunities for migrants and refugees.

As a Registered Training Organisation, licensed to operate within the vocational education and training sector in Victoria, AMES prides itself on its ability to successfully deliver quality vocational education and training services tailored to the specific needs of people from non-English speaking backgrounds and with a range of educational backgrounds and skills levels.

Approximately 45,000 people accessed AMES programs in 2013.

AMES DELIVERY LOCATIONS

This map shows the extensive network of AMES sites, partners and subcontractors throughout metropolitan Melbourne and Victoria, where services were delivered in 2013.



Legend

- A Head Office
- B Education (AMES)
- C Education (Partner)
- D Education (Subcontractor)
- E Employment (AMES)
- F Employment (Partner)
- G Settlement (AMES)
- H Settlement (Partner)
- I Settlement (Subcontractor)

Regional Victoria

1	Ballarat	D	I
2	Bendigo	C	I
3	Cobram	C	
4	Geelong	C	H
5	Mildura	C	I
6	Morwell	D	I
7	Shepparton	C	H
8	Sunbury	E	
9	Swan Hill	C	I
10	Warragul	D	
11	Warrnambool	D	
12	Wonthaggi	D	

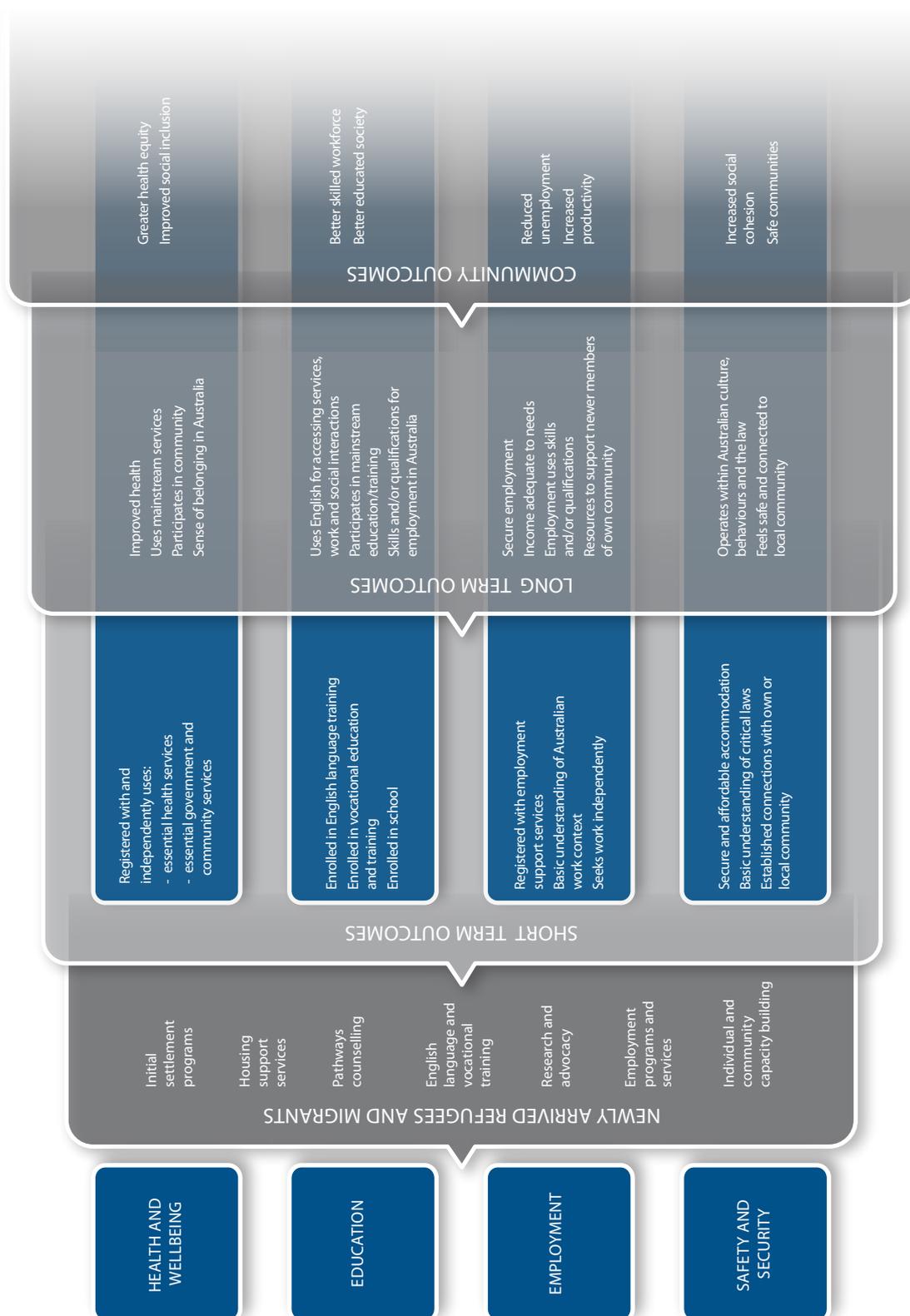
Metropolitan Melbourne

1	Melbourne	A	B	G	H
2	Ascot Vale	D			
3	Boronia	D			
4	Box Hill	B	E	G	
5	Broadmeadows	E	G		
6	Carlton	D			
7	Chadstone	C	D		
8	Cheltenham	D			
9	Coburg	E			
10	Cranbourne	D			
11	Croydon	C			
12	Dallas	G			
13	Dandenong	B	E	F	
14	Fitzroy	D			
15	Footscray	B	E	G	
16	Frankston	B	F	H	
17	Glen Waverley	C			
18	Glenroy	E			
19	Hawthorn	C			
20	Hoppers Crossing	C			
21	Kensington	K			
22	Moorabbin	C			
23	Noble Park	B	F	G	
24	North Melbourne	D	H		
25	Oakleigh	B	E		
26	Ormond	D			
27	Pakenham	D			
28	Prahran	C			
29	Preston	E	G		
30	Richmond	D			
31	Rosebud	F			
32	Springvale	B	E	H	
33	St Albans	B	E		
34	Sunshine	C	E		
35	Waverley	D			
36	Werribee	B	E	G	
37	West Heidelberg	D			

CONTENTS

Introduction	01	Community Capacity Building	19
<ul style="list-style-type: none">• About AMES• AMES Delivery Locations		<ul style="list-style-type: none">• Multicultural Hub• Victorian Multicultural Commission Award• Multicultural Retreats• Home Tutor Scheme Enhancement Program• Citizenship courses	
AMES Social and Economic Participation Framework	04	Research and Policy	21
AMES Strategic Plan 2011–2013	05	<ul style="list-style-type: none">• Research Projects• Research Relationships• Advocacy• Submissions and Policy Responses• Ministerial meetings and briefing papers• Conferences and Presentations	
CEO’s Statement	06	Corporate Support	24
Chair’s Statement	07	<ul style="list-style-type: none">• Corporate Governance and Planning• Finance and Corporate Services• Strategic Communications and Stakeholder Relations• Human Resources• Workforce and Volunteer Data	
Direct Settlement	08	Governance	28
<ul style="list-style-type: none">• Humanitarian Settlement Services• Complex Case Support• Services for people seeking asylum• Community Detention Program• Community Assistance Support and Asylum Seeker Assistance Scheme• Volunteering		<ul style="list-style-type: none">• Establishment• Board Membership and Meetings• Code of Conduct• Board Member Training• Review of Board Performance• Audit and Risk Management Committee• Finance Committee• Appointments, Remuneration and Governance Committee• Advisory Committees• Organisational Structure Chart	
Language Tuition	11	Financial Summary	31
<ul style="list-style-type: none">• Adult Migrant English Program• Volunteer Tutor Service• Distance Learning• Youth Engagement• English classes for people seeking asylum		Acronyms	32
Transition to Work Programs	14		
<ul style="list-style-type: none">• Victorian Training Guarantee• Pre-accredited Training• Skills for Education and Employment• Settlement Language Pathways to Employment/Training• Skilled Professional Migrants Program• Working The Australian Way• Customised Training• Social Enterprises• Job Services Australia			

AMES SOCIAL AND ECONOMIC PARTICIPATION FRAMEWORK



The AMES Social and Economic Participation Framework provides the conceptual architecture for the 2011-2013 Strategic Plan. It identifies four key determinants of successful settlement: Health and Wellbeing; Education (including English); Employment; and Safety and Security.

The Framework guides AMES work in assisting clients achieve short and medium term settlement outcomes. It also indicates the contribution of AMES work to longer term settlement outcomes.

AMES specifically takes action in the following areas linked to the Settlement Framework:

1. Direct settlement
2. Language tuition programs
3. Transition to work programs
4. Community capacity building
5. Research and policy

The 2013 Annual Report provides information about programs, activities and outcomes in each of these areas, and about progress in relation to AMES strategic objectives.

AMES STRATEGIC PLAN 2011-2013

AMES Strategic Plan 2011–2013 outlines the five 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 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 utilising 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.

During the final quarter of 2013 AMES Board approved a new Strategic Plan 2014–2016, built around our Social and Economic Participation Framework.

CEO'S STATEMENT



2013 provided AMES with a range of significant challenges that I am very proud to say were met with professionalism, passion, pragmatism and energy throughout the organisation.

Changes brought about by the election of a new government in Canberra meant a move from two to four contractual arrangements with federal departments. These are:

- Department of Industry that administers the Adult Migrant Education Program (AMEP) and the Skills for Education and Employment (SEE) program.
- Department of Immigration and Border Protection that oversees the Community Assistance Scheme (CAS), Asylum Seeker Assistance Scheme (ASAS) and the Community Detention program.
- Department of Social Services that manages the Humanitarian Settlement Services (HSS) and Settlement Grants Program (SGP), and
- Department of Employment for Job Services Australia program.

AMES has engaged with new departments, new ministers and their advisers to identify a range of efficiencies, that has enabled us to deliver more effective services to refugees and migrants.

The large numbers of asylum seeker arrivals through late 2012 and 2013 meant a corresponding surge in workloads across the organisation.

The work for our HR, Facilities, Finance, IT and Administration to manage this influx of both new clients and new staff was enormous and demonstrated the key role these teams play in our service delivery.

Finding people work continues to be a critical step in successful settlement and our teams working in education, training and employment ensured this focus was to the fore.

Of course, our Settlement and Asylum Seeker support teams deserve our sincere appreciation for maintaining such high levels of professionalism and compassion in delivering their services.

Finding people work continues to be a critical step in successful settlement and our teams working in education, training and employment ensured this focus was to the fore. Securing the SEE contract this year demonstrated the quality and reliability of our services to drive better outcomes for our clients.

And closer collaboration at all levels of government through 2013 ensured a smooth transition between federal, state and local services for our clients.

The year saw a significant increase in the support of many organisations and individuals within the sector which strengthened our ability to support newly arrived asylum seekers. Their contribution to our Material Goods and Meaningful Engagement programs was especially heartening.

Many new industry bodies and individual companies also came on board in 2013 to provide work and work experience opportunities to our clients.

I would also like to note the commitment of AMES Chair, Board and Executive. They provided tremendous support to my office in 2013 and of course, my thanks to our staff and all our volunteers who work every day to enhance the lives of our clients.

Catherine Scarth
Chief Executive Officer

CHAIR'S STATEMENT



A key challenge for our sector is to build a better understanding that the success of migration and refugee settlement is critical to Australia's future prosperity.

Navigating new policy frameworks and their implications meant that 2013 was an extremely busy year, particularly after the significant growth in the numbers of people seeking asylum.

The impact not only on AMES services but the issues for local communities were substantial.

New partnerships were forged between a range of government, corporate, charity and community organisations to ensure that the safety, security, health and wellbeing of new arrivals extended beyond working toward key education, training and employment outcomes.

However, our positive experience of that local welcome appears to be at odds with the wider community attitudes reported by research agencies.

For example, a nationwide opinion poll by UMR Research, reported in *The Age* on January 8, 2014 showed that approximately 60% of people believe "most boat arrivals are not genuine refugees".

The poll, based on a nationally representative sample of 1,000 online interviews, shows only 30% of Australians believe that most asylum seekers are genuine refugees while about 10% are unsure.

A strong majority of Australians, 60%, also want the Abbott government to "increase the severity of the treatment of asylum seekers." A similar percentage were reportedly opposed to "refugees" receiving government welfare assistance.

A key challenge for our sector therefore is to build a better understanding that the success of migration and refugee settlement is critical to Australia's future prosperity. Their settlement is an investment in the future of our Australian economy and its social capital.

And we must be positioned to efficiently and effectively equip our clients to meet that promise of social and economic contribution.

AMES role is to ensure enduring settlement outcomes for migrants and refugees through the delivery of innovative and comprehensive settlement services and programs.

We will achieve that by consolidating our partnerships and by continuing to expand our strategic network of services and partners, and by maintaining our delivery of credible evidence to inform Government and others on policies and practices that impact on the social and economic outcomes of refugees and migrants.

That also means consolidating our internal capability, infrastructure, technology and investment base to support our strategic objectives.

As always, AMES will meet these challenges by supporting our clients with equal measures of pragmatism and empathy. In this way, we will continue to deliver on our vision of *full participation for all in a cohesive and diverse society*.

A handwritten signature in black ink, appearing to read 'Graham Sherry', with a long horizontal flourish extending to the right.

Graham Sherry OAM
Chair, AMES Board

1. DIRECT SETTLEMENT

AMES is the first point of contact for all refugees coming to Victoria. AMES approach is to build on the strengths and capabilities of individuals, and develop knowledge and skills to live independently in Australia.

Humanitarian Settlement Services

During 2013, AMES assisted with the initial settlement of 5,483 refugees and humanitarian entrants to Victoria through provision of Humanitarian Settlement Services.

Humanitarian Settlement Services (HSS) include a number of services for refugees and special humanitarian entrants during their initial settlement period, generally within the first six to twelve months after arriving in Australia. These are provided through coordinated case management and include:

- accommodation services
- linking new arrivals with health, education, employment services, community and government programs
- provision of local and cultural orientation information tailored to meet the needs of particular arrival groups and individuals
- connection to cultural and religious communities, and recreational groups

AMES Community Guides and Housing Workers from the same language/cultural background as refugee families assisted with orientation to services, schools, health centres, hospitals, public transport and recreational activities to support social inclusion and settlement.

Humanitarian arrivals to Victoria by visa category 2009 – 2013

Visa category	2009	2010	2011	2012	2013
Refugee (off shore)	1,895	1,393	1,618	1,918	4,145
Protection Visa Subclass 866 (on shore)	735	1,092	2,452	2,865	1,107
Special Humanitarian Program (SHP)	1,689	829	1,146	76	230
Bridging Visa E (Subclass 070, 050)	-	-	-	105	1
Total	4,319	3,314	5,216	4,964	5,483

AMES volunteers also played a significant role in providing additional orientation, support to access services and skill development activities for refugees.

Humanitarian Settlement Services are funded by the Commonwealth Government. During 2013, HSS transitioned from the former Department of Immigration and Citizenship (DIAC) to the Department of Social Services (DSS).

AMES leads the Humanitarian Settlement Services Consortium to provide services across Victoria through a network of partners and subcontractors.

In Melbourne, AMES worked in partnership with the following agencies in 2013:

- Spectrum Migrant Resource Centre
- New Hope Foundation
- Redback Settlement Services
- Springvale Community Aid and Advice Bureau
- Brotherhood of St Laurence

In regional and rural Victoria, services were provided by AMES HSS Consortium partners and subcontractors including:

- Gippsland Multicultural Services
- Diversitat in Geelong
- Goulburn Ovens TAFE (GO TAFE)
- Uniting Care Cutting Edge (UCCE) in Shepparton
- Sunraysia Mallee Ethnic Communities Council (SMECC) in Mildura
- Bendigo Community Health Services (BCHS)
- Ballarat Community Health Centre (BCHC)
- Mallee Family Care in Swan Hill

Humanitarian arrivals to Victoria came from many countries, the greatest numbers from Afghanistan, Iran, Iraq, Myanmar and Pakistan. These families and individuals settled across metropolitan Melbourne, with the majority settling in:

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

In regional Victoria, the larger settlement locations were Greater Geelong and Shepparton. Small numbers of individuals also settled in several other locations including Mildura, Bendigo and Ballarat.

Humanitarian arrivals to Victoria: Metropolitan and regional settlement 2009–2013

	2009	2010	2011	2012	2013
Melbourne	3,786	3,014	4,595	4,410	4,569
Rural Victoria	533	300	621	554	914
Total	4,319	3,314	5,216	4,964	5,483

Complex Case Support

AMES provided Complex Case Support (CCS) to assist refugees whose complexity and intensity of needs extend beyond the scope of other Settlement Services. During 2013, AMES worked with Springvale Community Aid and Advice Bureau to provide services such as intensive case co-ordination, accommodation, social support and life skills training. AMES also utilised comprehensive local referral networks with agencies specialising in mental health issues, multiple or debilitating medical conditions, drug and alcohol abuse, homelessness, family violence and severe torture and trauma issues. CSS services were provided by AMES to 72 clients.

Services for people seeking asylum

2013 saw a significant increase in the number of asylum seekers released from Immigration Detention Centres into the community on Bridging Visa E (BVE). BVE holders received services under the Community Detention Program (CD), Community Assistance Support (CAS) program and Asylum Seeker Assistance Scheme (ASAS).

These services transitioned from the former Department of Immigration and Citizenship (DIAC) to the Department of Immigration and Border Protection (DIBP) in September

2013. Since late September referrals into Asylum Seeker Programs ceased due to policy changes in relation to on shore applications for asylum following the federal election.

Community Detention Program

AMES worked with Red Cross and directly with DIAC/DIBP to provide services under the Community Detention Program. These services are primarily for vulnerable families and include accommodation, case management and English classes.

During 2013, AMES worked with 114 family groups or individuals, a total of 470 people.

Community Assistance Support and Asylum Seeker Assistance Scheme

Clients received up to six weeks support in the CAS Transitional Support program, were provided with initial accommodation and connected to relevant health and social support services. After six weeks the majority of clients transferred to ASAS where they received less intensive support until applications for protection were determined.

Prior to May 2013, CAS and ASAS clients were predominantly young men from Afghanistan, Iraq, Iran and Sri Lanka. From May, in line with Government policy, there was a significant increase in families and single women entering the CAS and ASAS programs.

2013 saw unprecedented growth in asylum seeker client numbers in CAS and ASAS. Between January and September AMES provided services to 3,434 people in the CAS program. Most CAS clients in 2013 transitioned to ASAS. In total, ASAS services were provided to 5,711 clients, including many who transferred from interstate or regional Victoria.

AMES utilised accommodation facilities in West Melbourne, Tarneit, Maidstone and Dandenong to cater for increased client numbers and engaged a team of over 180 staff to provide CAS/ASAS services during 2013.

In metropolitan Melbourne AMES worked in partnership with the following organisations to provide CAS/ASAS services:

- Redback Settlement Services
- New Hope Foundation
- Springvale Community Aid and Advice Bureau
- Spectrum Migrant Resource Centre

In regional and rural Victoria, CAS / ASAS services were provided in partnership with:

- Diversitat in Geelong
- Uniting Care Cutting Edge (UCCE) in Shepparton
- Mallee Family Care in Swan Hill
- Sunraysia Mallee Ethnic Communities Council (SMECC)

Volunteering

AMES expanded its volunteering activity in Settlement to include Asylum Seeker Programs in 2013.

A number of projects were undertaken, primarily by volunteers, to meet the needs and improve the overall wellbeing of clients across all Settlement and Asylum Seeker Programs.

Meaningful Engagement

Meaningful Engagement includes areas such as cooking, English classes, information technology, sport, fitness/gym and creative arts. These provide purposeful activities for people seeking asylum, as well as ways of connecting with the broader community for those settling in Victoria.

The model has been successful in:

- securing volunteering opportunities for clients, including with St Vincent de Paul, the Myer Christmas Gift Wrapping service, Knit One Give One (KOGO) and Fairshare
- running a series of 12-week Theatre Workshops for clients, culminating in a performance at the Multicultural Hub's 5th year celebration
- establishing *Voices Without Borders* choir workshops in collaboration with the founding musical director of the *Choir of Hard Knocks*
- collaborating with AMES Education to provide volunteer tutor training to clients with adequate English levels enabling them to assist teachers in BVE and Special Preparatory Program classes.

Material Aid

AMES improved access to material aid and emergency assistance for asylum seeker clients during 2013 with the introduction of a Material Aid Broker position.

The Material Aid Broker has initiated and maintained strong relationships with over 20 material aid services and community groups during 2013 such as St Vincent de Paul, the Salvation Army, Lentara Uniting Care, Friend of Refugees and The Welcome Group. As a result, over 4,000 asylum seekers have been provided with clothing, kitchenware, beds and other furniture.

AMES '*Off the Floor*' campaign has raised almost \$10,000 in financial donations which have been utilised to purchase 100 woollen blankets, 50 beds and 100 mattresses, 50 bike helmets and locks to provide with donated bikes, and resources for parenting groups. Donations from small businesses and individuals have also been received by AMES clients during 2013.

In June 2013 the Australian Tax Office approved AMES application for Deductible Gift Recipient (DGR) status which allows benefactors to claim tax deductions on gifts of money. AMES can now accept tax deductible donations of cash to help people in need of food, furniture or other material goods.

This development will allow AMES to provide more help to refugees and asylum seekers in need.

2. LANGUAGE TUITION

AMES managed AMEP English language tuition in classrooms, with volunteer tutors and through distance learning for over 18,000 refugees and migrants in 2013.

A key outcome of AMES language tuition is to support the economic and social participation of our clients. The ability to speak and understand English in a broad range of contexts including social situations, health, employment, education, training and negotiating day to day communications is a key determinant of the successful settlement and participation of migrants and refugees.

English language tuition was provided primarily through the Adult Migrant English Program (AMEP), which included specialist youth programs. Following the federal election the AMEP transitioned from the former Department of Immigration and Citizenship (DIAC) to the Department of Industry.

Tuition was also provided to holders of Bridging Visas under the Community Detention Program, the Community Assistance Support Program and the Asylum Seeker Assistance Scheme. These were also funded by the Commonwealth Government through the former DIAC, now the Department of Immigration and Border Protection (DIBP).

English language and Foundation Skills tuition was also provided in a range of programs targeting vocational and further training outcomes. These are detailed in section 3 of this Annual Report, Transition to Work Programs.

Adult Migrant English Program

The Adult Migrant English Program (AMEP) is 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 tuition in order to develop preliminary English skills. Eligible humanitarian entrants are entitled to additional hours through the AMEP's Special Preparatory Program.

In addition to their language studies, all students in the AMEP participate in a Settlement Information course, which provides information about Australian society, culture, laws, services and practices. The AMEP also provides a counselling service, childcare and a volunteer home tutor scheme. AMES specialist youth engagement provision is funded in part through the AMEP.

AMES provides AMEP classroom tuition in seven of the eight contract regions in Victoria. In addition, AMES is the lead agency of a national Consortium - the AMEP Flexible Learning Network - to provide the AMEP online via Distance Learning across all regions in Australia.

In 2013 AMES managed tuition to a total of 18,017 clients in the AMEP, comprising 13,261 clients through services provided directly by AMES, and a further 4,756 through services provided by delivery partners and subcontractors.

Counselling

All students in the AMEP are funded to receive individual counselling on enrolment in the program, to help formulate pathway plans for further study and employment. Students then have the opportunity to participate in interviews with counsellors throughout their time in the AMEP, to review and modify their plans. AMEP Counsellors also assist with referrals to services, such as health or housing services, that may be required by individuals during settlement. AMES employs a team of 48 counsellors, the majority of whom speak the first languages of our major client groups. The Counselling team includes specialist youth counsellors.

Volunteer Tutor Service

The Volunteer Tutor Service matches eligible AMEP clients with trained volunteers, who provide one-to-one assistance with language acquisition, as well as helping clients with a general understanding of Australian culture.

AMES is fortunate in being able to call on the support of a large cohort of volunteers who, in 2013, have provided the tutoring service to 2,392 AMEP clients throughout metropolitan Melbourne. This service is also available to AMEP clients in rural and remote areas, through AMES AMEP partner organisations, where an additional 299 clients accessed the services of a volunteer tutor.

A significant development in the Volunteer Tutor provision in 2013 has been the linking of the service with AMEP Distance Learning tuition. For clients who experience difficulty in accessing the online resources of the AMEP Distance Learning service, the support of a volunteer tutor provides invaluable assistance in working in an online environment. For AMEP clients unable to attend formal classes, this can be a key factor in accessing English language tuition, and the associated benefits in terms of economic and social participation. In 2013, 177 AMEP Distance Learning clients also received assistance from the Volunteer Tutor Service.

Distance Learning

Since the commencement of the AMEP Distance Learning contract in July 2011, the AMEP Flexible Learning Network (AFLN), has delivered AMEP via distance learning to 5,207 clients nationwide, with numbers continuing to grow. Under the agreement with our Consortium partners Navitas English and Charles Darwin University, AMES provides tuition to all AMEP Distance Learning students in Victoria and Tasmania.

In 2013, AMES provided AMEP to 1,864 clients in these two states.

In July 2012, as an extension of the AMEP Distance Learning contract, the AFLN began a Virtual Classroom trial with the (former) Department of Immigration and Citizenship, testing the capabilities of an online virtual classroom utilising the new National Broadband Network (NBN).

During 2013 the AFLN began trialling the NBN Virtual Classroom with distance learning students. The trial is set to continue until mid-2014.

Childcare

The AMEP provides access to childcare services for pre-school children of AMEP clients whilst their parents are in English classes. In 2013, AMES managed placements for 1,445 children in 246 registered childcare centres. Childcare services are provided in long day care centres, occasional care centres, family day care and kindergartens.

Youth Engagement

In 2013, a total of 16 specialist AMEP youth classes were provided at Dandenong, Noble Park, Box Hill, Footscray and St Albans AMES Education centres.

These classes combine AMEP language tuition with a range of additional activities to assist with settlement and to facilitate social and economic participation, including further study pathways of young people in the AMEP.

Highlights of the program have been the applied learning and social inclusion opportunities offered through a range of youth specific programs and activities including:

- Sporting workshops organised through local councils and sporting agencies including Spirit West's weekly sport skill development and annual Refugee Day AMES Cup at Whitten Oval
- Participation in the AFL's Multicultural Round, culminating in a Friday evening half-time match played by AMEP students on the MCG

- Sharing Stories girls' program with Mentone Girls' Grammar School
- Ucan2 program with Foundation House and Centre for Multicultural Youth offering peer mentors and work experience opportunities
- Victoria Police Leadership Program

During 2013, AMES received continued funding under the Victorian Government Office for Youth's *Engage!* program. Activities funded included the "Home Planet" project which focused on the environment and the themes of Reuse, Recycle and Reduce. Run in partnership with Environment Victoria, students participated in workshops, field trips and weekend camps, culminating in a variety of youth lead projects.

Through these community projects students have:

- become connected and established relationships with other young people, local community groups, organisations, individuals and their local Council
- learned how to access council and government services for future needs
- gained confidence to become active participants in their new community

Engage! funding also provided for the continuation of AMES Youth Program involvement with La Mama and The Big West on drama, music and arts projects. This year the La Mama program ran in conjunction with AMES Heartlands Refugee Art Prize, with young people producing their original work around the theme of Aspirations, Hopes and Dreams. Performances were held at the Walker Street Gallery in Dandenong. This year's Big West festival offered students the opportunity to participate in photography and creative arts projects, with their artworks displayed as part of the Big West Festival in Footscray.

AMEP clients by visa category 2010–2013

Migration category	2010	2011	2012	2013
N/S	68	42	30	23
Other or inactive visa	-	-	-	20
Skilled	3,367	3,238	3,215	3,489
Family	6,252	4,517	4,832	5,488
Temporary	1,647	2,928	2,884	2,526
Humanitarian	4,265	4,004	4,322	4,607
Total	15,599	14,729	15,283	16,153

AMEP Clients by Certificate level 2010–2013

Level	2010	2011	2012	2013
N/S	120	111	87	70
0	2,386	2,433	2,287	2,427
1	7,715	7,333	7,559	7,977
2	3,006	2,790	3,003	3,073
3	2,372	2,062	2,347	2,606
Total	15,599	14,729	15,283	16,153

AMEP clients by Years of Schooling 2010–2013

Years of schooling	2010	2011	2012	2013
N/S	11	7	5	4
No Schooling	1,075	1,040	1,067	1,206
1 – 7	2,197	2,178	2,183	2,221
8 – 10	3,095	2,885	2,947	3,066
11 – 12	8,658	8,111	8,400	8,974
13 – 15	563	508	681	682
16 Plus	0	0	0	0
Total	15,599	14,729	15,283	16,153

AMEP clients by Age 2010–2013

Age	2010	2011	2012	2013
00.00 - 17.99	0	8	8	11
18.00 - 25.00	1,940	2,221	2,283	2,175
25.01 - 35.00	5,323	4,826	5,046	5,249
35.01 - 45.00	4,276	3,857	3,890	4,214
45.01 - 55.00	2,470	2,215	2,189	2,311
55.01 - 65.00	1,027	1,091	1,370	1,619
65.01 Plus	563	511	497	574
Total	15,599	14,729	15,283	16,153

Notes: Data includes AMES AMEP consortium classroom, SPP and SLPET in 2013. Does not include Distance Learning.

English Classes for People Seeking Asylum

In 2013, AMES continued to deliver English classes funded by DIAC/DIBP for clients with Bridging Visas, either in Community Detention, or receiving services under Community Assistance Support or the Asylum Seeker Assistance Scheme.

The purpose of the English program is to provide adults living in the community on Bridging Visas with meaningful engagement and the opportunity to learn English whilst they await determination of their visa status. The English classes also provide an opportunity to socialise with others and learn new skills.

During 2013 AMES delivered a total of 141 classes to holders of Bridging Visas, catering to 2,266 clients. A total of 31 classes were provided to clients living in Community Detention, attended by a total of 471 students.

The focus of these programs is to support participants to develop:

- communication skills
- job-search and employability skills, where relevant, dependent on visa type
- language and knowledge for meeting immediate needs whilst living in the community.

The key areas of demand for BVE English programs in 2013 continued to be in the Dandenong area and, to a lesser extent, in the western suburbs.

3. TRANSITION TO WORK PROGRAMS

AMES provides a range of programs to assist refugees and migrants learn about workplaces in Australia, develop relevant employability skills, and prepare for employment. This is a key organisational strategy, utilising the resources of our Education and Employment divisions to facilitate our clients' social and economic participation.

AMES delivers a number of programs blending English language and Foundation Skills tuition with vocational content to assist people to reach their employment goals as quickly as possible. In many cases, practical work experience placements are a critical component of vocational training programs at AMES. Program options are available for refugees and migrants seeking entry level skills development and language support through to overseas qualified professionals.

During 2013, AMES continued to link training with employers and industries with employment opportunities and entry level jobs for new arrivals.

Victorian Training Guarantee

AMES delivered a number of foundation skills programs under the Victorian Training Guarantee (VTG). These foundation programs provided both preparation for the Australian workplace and further development of English language skills. 418,136 student contact hours were delivered in the following Foundation courses:

- Course in Preliminary Spoken and Written English
- Certificates I, II and III in Spoken and Written English
- Certificate IV in Spoken and Written English (Further Studies or Employment)
- Course in Initial General Education for Adults
- Introductory and Certificate I in General Education for Adults

The Victorian Training Guarantee (VTG) also provided funding for the delivery and assessment of entry level vocational qualifications. Through this State Government support, AMES delivered Certificate III in Children's Services in five centres. AMES also delivered Certificate III in Aged Care at Box Hill and Noble Park.

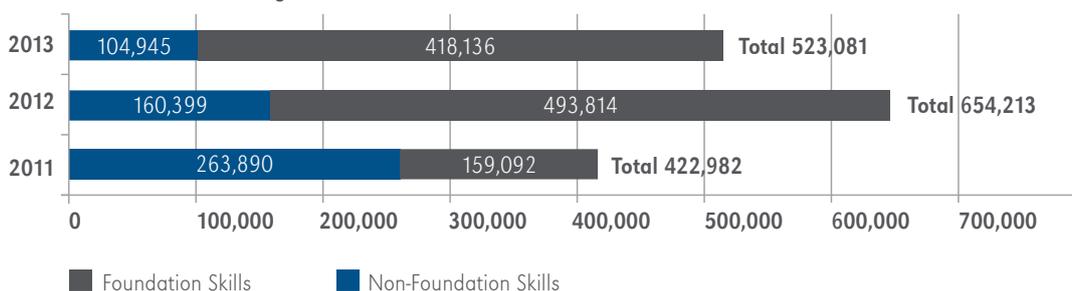
Other vocational programs delivered through VTG funding included:

- Community Services
- Retail
- Hospitality

104,945 student contact hours were delivered in VET (Non Foundation) courses.

To maximise potential outcomes for our clients, AMES implemented pilot programs targeting industries with identified skills shortages, specifically in the area of Community Services (Aged Care, Home and Community Care and Children's Services). This strategy involved liaising with individual enterprises and offering a range of services to address their workforce development needs. This approach aimed to extend the range of AMES VET provision beyond centre-based certificate courses, into enterprise-based delivery targeting the specific needs of the workplace.

AMES VTG Funded Training: Student Contact Hours



Pre-accredited Training

During 2013, AMES delivered a number of pre-accredited courses. These courses are funded through the Adult, Community and Further Education (ACFE) Board, and are intended for students whose previous experiences in language and vocational learning have not yet equipped them to participate successfully in accredited vocational training. The pre-accredited programs also provided a supplement to the English language programs available to AMEP clients. Pre-accredited courses delivered in 2013 included:

- English for Parents/Childcare
- Preparation for Citizenship
- Literacy and IT skills for CALD clients
- Introduction to Hospitality
- Reading and writing for long-term residents

AMES was also contracted by the Department of Industry in 2013 to deliver the Productive Ageing through Community Education (PAAtCE) Program. The program supports the delivery of education and training courses tailored to the needs of senior Australians (aged 60 and above).

The program facilitates community engagement, active ageing, skill building and re-engagement with voluntary or paid work. It also encourages the development of positive peer support networks among participants and between participants and the wider community.

In 2013, AMES delivered a PAAtCE funded program at our Oakleigh site focussing on social media skills for 25 people (750 hours in total).

Skills for Education and Employment Program

The Skills for Education and Employment (SEE) program aims to improve jobseekers' language, literacy and/or numeracy skills to enable them to participate more effectively in training or employment. SEE funding can also be used to support the delivery of VET certificates. The SEE program is funded by the Commonwealth Government through the Department of Industry.

In 2013, AMES tendered successfully for an expansion of the regions in which it is contracted to provide services under the SEE contract. AMES was nominated as a SEE provider for the Yarra, Bayside and Westgate regions, which encompass all nine AMES Education sites. In the first six months under these new arrangements, AMES received a small increase in its overall

funding allocation for the Yarra and Bayside regions, and has the potential to be awarded additional funding in the course of 2014 for the Westgate region.

AMES has partnered with a number of other Registered Training Organisations for delivery of services under the SEE contract. In the Yarra region, AMES has continued its partnership with Carlton Neighbourhood Learning Centre and Carringbush Adult Education, and has entered into a new partnership arrangement with the Jesuit Community College. In the Bayside region, AMES has a partnership arrangement with Holmesglen Institute, and in the Westgate service delivery area, AMES is in partnership with Victoria University.

AMES SEE Consortia delivered language, literacy and numeracy training to 1,089 clients in 2013.

87% of clients who commenced training achieved learning outcomes as measured by the Australian Core Skills Framework (ACSF). At AMES Box Hill and Flagstaff centres, 41 clients completed the Certificate III in Children's Services, which included a practical placement of at least 80 hours working in a childcare centre. Another 16 clients achieved additional vocational competencies focussing on practical work skills in aged care, customer service, hospitality and occupational health and safety.

AMES continued to work closely with referring agencies Centrelink and Job Services Australia providers in all service delivery areas for the SEE program.

Settlement Language Pathways to Employment/Training

AMEP students who have reached a higher level of English proficiency or have completed a significant proportion of the 510 hour entitlement are eligible to participate in the Settlement Language Pathways to Employment/Training (SLPET) Program. This program focuses on developing an understanding of Australian workplace culture and language, and provides first hand experience of workplaces through short work experience placements.

During 2013, 850 AMEP students participated in the SLPET programs. These students participated in work experience placements with employers in Community Services (Aged Care, Children's Services, and Disability Services), Education, Logistics, Office Administration, Hospitality, Customer Service and Construction. Over 200 employers provided these opportunities for work placement, including large corporates, small business, private and public sector employers.

AMES maintained high levels of student engagement across 56 SLPET courses run during the year, averaging 92% retention.

Students are contacted two months after the conclusion of their SLPET program to follow up employment and further study outcomes. 115 students were successful in obtaining employment, while a further 225 moved on to further study.

SLPET programs facilitated AMEP students' transition to the Childcare, Community and Aged Care industries, through qualifications at Certificate III delivered at AMES centres.

SLPET programs in regional Victoria were delivered by AMES AMEP Consortium partners.

SLPET Enrolments and Outcomes 2011–2013

	2011	2012	2013
No of Clients	843	865	853
Employment Outcomes	137	125	115*
Further Study Outcomes	172	345	225*

*Notes: *Employment and further study outcomes are tracked two months after course completion. Full year 2012 figures included. 2013 outcomes are reported for Terms 1, 2 and 3 only. Term 4 2013 outcomes will become available end of February 2014.*

In October 2013, DIAC/DIBP advised an expansion of the SLPET program, to enable students at lower levels of the AMEP to participate. As a consequence, AMES has been contracted to provide an additional 424 places in SLPET courses in the 2013/14 financial year.

Skilled Professional Migrants Program

The Skilled Professional Migrants Program (SPMP) assists recently arrived professional migrants to find employment appropriate to their qualifications and experience. The program combines intensive workshop style courses with vocational counselling, individual feedback, mentoring and guest speakers from the corporate sector. Each SPMP training course takes place over four weeks and focuses on the job search process, resumés and cover letters. Students develop telephone and interview skills. Networking, the Australian job market and workplace culture are also reviewed and discussed.

In 2013, eight courses were conducted with 158 students. Participants were primarily IT specialists, engineers, (particularly electrical engineers) and accountants; with smaller numbers from a range of other professions.

This year, corporate volunteers from many companies contributed to SPMP. Over 160 practice job interviews were provided by staff from Clayton Utz, SKM, APESMA (now Professionals Australia), Chandler MacLeod, AMES and Deloitte, as well as by a small number of mentors. Approximately 30 Telstra HR staff visited SPMP classes throughout the year, providing interview practice and individual feedback to participants. Speakers from NAB, ANZ and Chandler MacLeod also talked to classes about recruitment processes, job search strategies and the Australian labour market.

Working The Australian Way

AMES relationship with the corporate sector continued to strengthen with two 2-day "Working The Australian Way" workshops conducted in May and October 2013. The workshops provided AMES clients with the opportunity to gain insights into Australian recruitment and employment practices.

Presentations at the workshops were made by senior staff from a range of organisations including Australian Industry Group (AIG), Telstra, IBM, Australian Unity, Transfield, Australia Post, Chandler Macleod and VECCI. Some of these companies, as well as ATO and BlueScope also participated in practice interviews, generously offering the time of their HR staff.

A total of 74 AMES clients took part.

Customised Training

During 2013 a cross divisional initiative resulted in the LINKs program delivered at Noble Park to jobseekers primarily from AMES Employment Springvale and Dandenong offices. AMES Education and AMES Employment staff worked together to refine the existing employment focused language learning program, negotiate program content and collaborate regarding student support and follow up. The Certificates in General Education framed content tailored to the needs of the client group. The resulting program included language development and core skills such as those required for successful community interaction and work, digital literacy, skills for working with others and workplace observation. The training kitchen facilities at Noble Park were well-utilised to provide an applied learning context.

Similar initiatives utilising the resources of AMES Education and Employment Divisions took place in Footscray and in Springvale. The courses will continue to be refined to suit client, workplace, Education and Employment contexts in 2014.

Social Enterprises

AMES continues to support and promote the commercial and social value of social enterprises within local communities. AMES Hospitality Enterprises provided work experience, workplace skills and hands on training environments with 33 AMES clients being referred in 2013. Clients came from Workplace Skills, SLPET and SEE programs as well as jobseekers in AMES JSA Employment service and community groups.

Social Enterprises 2013 Work Experience/Work Placements

	Sorghum Sisters	Global Café	fifty-six threads
Hospitality	3	20	5
Office Administration	5	0	1

During 2013, AMES Hospitality Enterprises

- Almost doubled the client base from the previous year to 1,150 with new clients including Metropolitan Fire Brigade, Sinclair Knight Merz, Magistrates Court, Lord Mayor's Charitable Foundation, Intrepid Travel, Plan International, Crime Stoppers, Australian Volunteers International, Australia for UNHCR and North Melbourne Football Club
- Catered for a number of prominent events including:
 - o Melbourne Food and Wine Festival: Brunch of Cultures
 - o University of Melbourne 160th year celebration
 - o ATO NESB Community Forum
 - o Global Women's Project launch
 - o VICSEG Annual General Meeting

The Sorghum Sisters participated in workshops and delivered presentations about the establishment and work of their enterprise to:

- William Angliss Victorian Community Initiative (African Women),
- Social Traders Study Tours
- Latrobe University Big Idea Competition
- City of Port Phillip Social Procurement
- Inner East Melbourne Medicare Local Board Annual Dinner
- RAW Australia (Resilient Aspiring Women)

Job Services Australia

AMES continued to provide Job Services Australia (JSA) employment services during 2013 with the aim of increasing employment participation, particularly of disadvantaged job seekers, through skills assessment and training services, and assisting employers to find job-ready workers. Job Services Australia is the Australian Government's national employment service.

AMES provided JSA services to more than 15,200 clients in 2013.

For most of 2013, Job Services Australia (JSA) was administered by the Department of Education, Employment and Workplace Relations (DEEWR). With the change in government in early September 2013, the Department was divided into two areas, with JSA now residing with the Department of Employment.

Employers play an essential role in providing work experience and opportunities for migrants and refugees to achieve their ambitions, integrate within the community and become an integral part of Australian society.

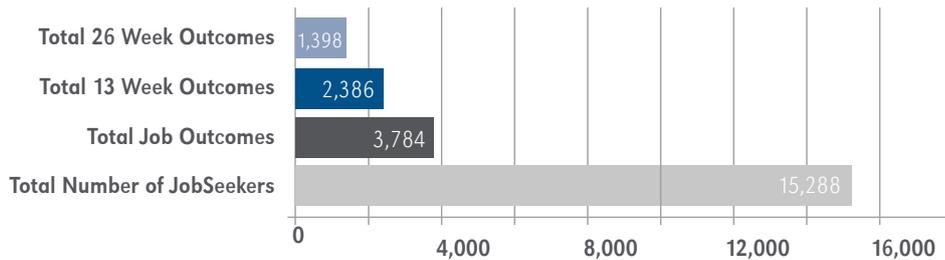
AMES continued to build on established relationships with employers and forged new relationships with companies to provide increased work opportunities for clients.

AMES provides thorough workplace training and orientation prior to placement and follows up after clients commence work to assist in the sustainability of employment.

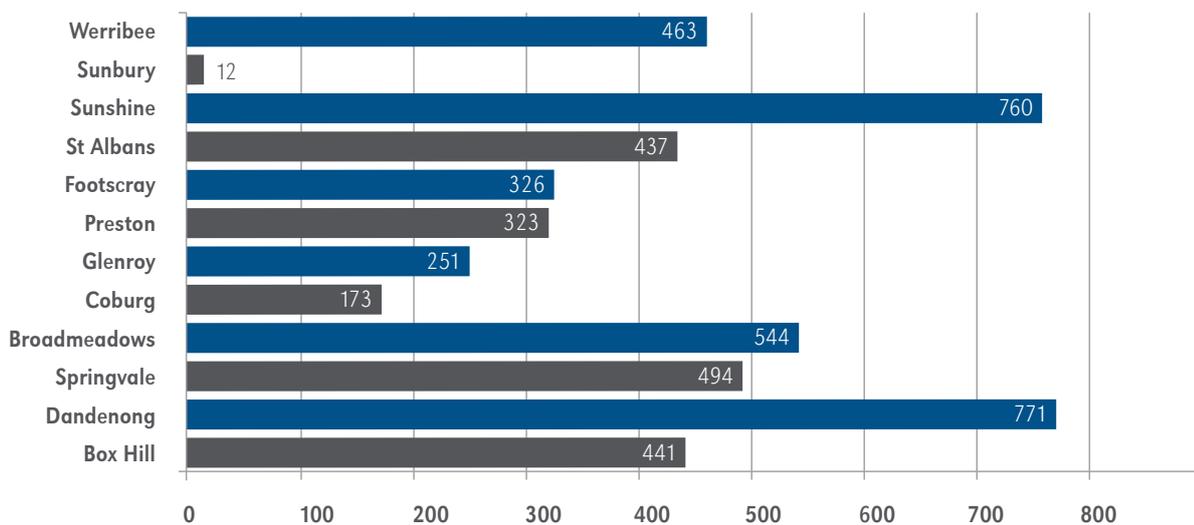
AMES worked closely with consortium partners Springvale Community Aid and Advice Bureau and SkillsPlus to provide better outcomes for clients; and with DEEWR and Centrelink to provide the best possible service to our job seekers. Jointly with our consortium partners. AMES provided both CALD and youth specialist employment services.

AMES continues to be a solid three star provider (DEEWR's rating system for JSA providers) which overall is a positive result and positions AMES within the middle range of national mainstream providers.

Job Seekers and Outcomes 2013



Locations of Employment and Education Placements 2013



Refugee Job Ready Pilot Program: Step In and Step Up

The Refugee Job Ready Pilot Program is an initiative of the Refugee Resettlement Advisory Committee and ACCOR. The project is being conducted in conjunction with DEEWR, (the former) DIAC, AMES in Victoria and the Salvation Army in NSW.

The project will develop and document an effective model of refugee employment that can be replicated amongst other Australian employers, highlighting ways to support refugees and their employers. The aim is that refugee jobseekers get sustainable employment and employers are supported to achieve this goal.

AMES role is to recruit clients from refugee backgrounds, for a range of entry level jobs with various employers in the ACCOR group. Clients were selected to undertake a week's training within ACCOR hotels, initially in food and beverage, kitchen and housekeeping roles. Throughout the year these roles have expanded to include customer service and maintenance jobs.

This provides the opportunity for refugee jobseekers to engage in a real work environment, learn about the expectations of the job and the broader workplace and to demonstrate to employers their potential as employees. Following the week's training the participants are able to apply for casual positions in the first instance. AMES also provides information and support to employers to address issues as they arise and ensure employers' expectations and needs are also being met.

The first program was launched in February with 11 participants from a variety of backgrounds such as Cambodia, China, Iran, Iraq, Bhutan and Sierra Leone. Nine out of these initial eleven participants got casual jobs within Accor's Melbourne hotels.

Since then, five programs have been run in Victoria, resulting in 60 training placements. At year's end, 33 people had been offered employment, 13 in permanent and 20 in casual ongoing roles.

AMES relationship with ACCOR will continue in 2014. AMES will also replicate the model with other employers.

4. COMMUNITY CAPACITY BUILDING

AMES works in partnership with client communities and a range of community-based organisations to build capacity of new arrivals to participate in social, economic and community life in Australia.

These connections are critical to moving AMES work out into the community and continually expanding the range of options available for people to learn, socialise, work and settle.

Multicultural Hub

The Multicultural Hub, located in Melbourne’s CBD, is a key AMES partnership with Melbourne City Council. In 2013 the Hub celebrated five years of operation and entered into an additional five year lease with the City of Melbourne. The Hub consolidated its position as a friendly and accessible venue for culturally diverse communities and catered to a broad range of people, including migrants and refugees from new and emerging communities, international students, senior migrants and faith-based organisations.

In 2013, over 40 free programs were offered at the Hub. Around 470 individuals attended these free classes, representing an increase of 17.5% on 2012 student numbers. Classes included English Conversation, Pronunciation and Job Club. Fifty different nationalities were represented, with the highest numbers coming from China and Taiwan.

The Multicultural Hub had 70 active volunteers in 2013. AMES partnership with IBM and Clayton Utz sourced additional volunteers to provide pronunciation classes. A partnership with Teach International provided trainee teacher volunteers for English classes.

The Hub’s volunteering program also enabled many new migrants to gain their first opportunity of Australian work experience before moving on to paid employment. The majority of volunteers (86%) supported the customer service function of the facility with others providing expertise to the Job Club and English classes. Between them, the volunteers spoke 37 different languages.

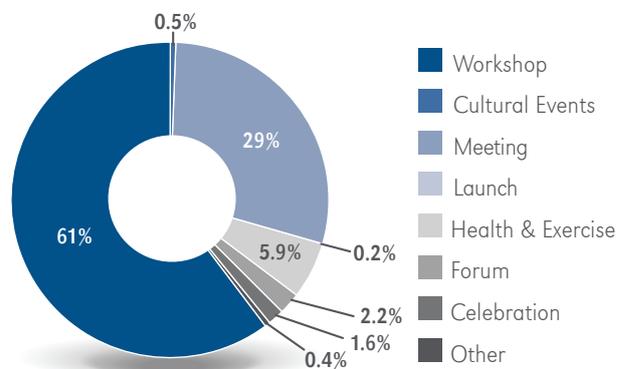
In late 2013, 353 regular users were surveyed in relation to their experience visiting the Hub. The following results indicate that the Hub continues to effectively support

increases in social and civic participation by assisting people to feel more connected in the community.

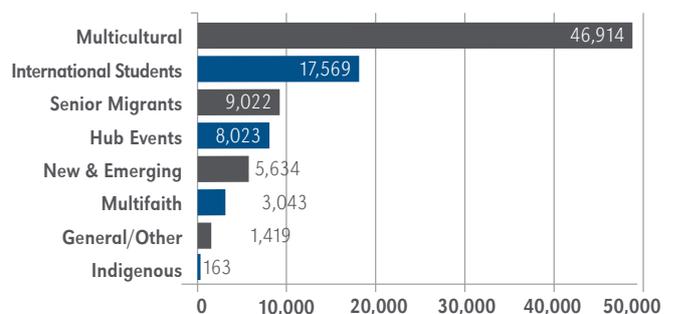
- 84% reported that they had met people from other cultures at the Hub
- 82% reported that they had made new friends
- 78% reported that they had learned new skills
- 64% reported that they were now more confident coming to the city
- 89% felt they were free to express their faith and culture at the Hub

A total of 91,787 visitors came to the Hub during 2013 attending 4,870 events, classes or activities. This represents a 17.4% increase on 2012 levels.

Event Types (2013)



Participants (2013)





In addition to the management of the Multicultural Hub, AMES in collaboration with Doutta Galla Community Health, entered into a licence with the City of Melbourne to pilot a range of activities and events at the recently refurbished Ceremonial Drill Hall located in Therry Street, Melbourne.

In its first six months of operation the Drill Hall hosted 149 events with a total of 11,115 people in attendance. Events included the well-attended AMES Inaugural Address and the International Nelson Mandela Day Celebration held by African Media Australia.

Victorian Multicultural Commission Award

The Multicultural Hub was “recognised for service delivery to Multicultural Victoria in community, education and employment services” in the 2013 Victorian Multicultural Awards for Excellence in December 2013.

The award was presented by the Premier of Victoria, the Hon. Dr. Denis Naphthine and acknowledges five years’ growth and achievement for the Hub’s staff and volunteers.

Multicultural Retreats

AMES again organised retreats for both women and men during 2013. While the retreats are open to clients from across AMES, this year the retreats prioritised clients on bridging visas. The retreats provide an opportunity to develop new friendships and learn more about life in Australia.

More than 80 CALD women, aged between 18–65 years attended the twelfth Multicultural Women’s Retreat. The AMES Women’s Retreat is designed to bring together women from all walks of life and to promote diversity.

Seventy-one AMES clients primarily from Afghanistan, Sri Lanka and Iraq, as well as 15 men from Victoria Police participated in the Multicultural Men’s Retreat. The retreat provided AMES clients with an opportunity to attend information sessions from various government and non-government agencies. AMES staff and volunteers from across the organisation also attended to help implement the program of activities.

Both retreats took place at Camp Manyung, Mt Eliza in October and December.

AMES acknowledges the ongoing support and contribution of Victoria Police, VicRoads, Football Federation Victoria and SBS to the success of the annual Multicultural Retreats.

Home Tutor Scheme Enhancement Program

The Home Tutor Scheme Enhancement Program (HTSEP) offers a range of services to community groups that support post-AMEP and non-AMEP eligible migrants. These services include training for volunteer tutors, access to resources and advice on volunteer management.

In 2013, AMES provided initial tutor training to 367 community volunteers and delivered 94 professional development workshops. Participating volunteers came from community groups across Melbourne and regional Victoria.

Citizenship Courses

AMES continued to deliver courses to assist migrants and refugees prepare for the citizenship test. This test is designed to assess whether candidates for citizenship have an adequate knowledge of Australia and the responsibilities and privileges of Australian citizenship.

A total of 17 courses were delivered in 2013 at AMES Dandenong, Flagstaff and Footscray centres.

5. RESEARCH AND POLICY

AMES research activity focuses on areas of importance to our clients, particularly employment and vocational training during settlement.

Through its research, AMES provides knowledge and evidence to inform its work and influence policy and decision making. AMES continued to use its very strong connections to client communities to inform this work.

Research Projects

The following research and evaluation projects were undertaken in 2013.

Evaluation of Skilled Professional Migrants Programs

This project assessed the effectiveness of two AMES programs run in partnership with large companies and corporations in assisting migrants and refugees with professional skills gain suitable employment. The project tracked employment outcomes for participants in AMES programs for professionals and canvassed the perspectives of both participants and corporate partners on the programs.

A short report *Working the Australian Way* was published in August; and *Securing Futures: making the most of migrants' skills* was published in late October. Both are available via the Research and Policy section of the AMES website.

Evaluation of NBN Virtual Classroom Trial

The AMEP Virtual Classroom Trial is a DIAC (now Department of Industry) funded project to pilot the delivery of AMEP Distance Learning using NBN technology. As part of the overall project a detailed survey of trial participants was conducted in late 2013 to provide feedback to DIAC on the resources and learning experience. AMES and AFLN Consortium partner Navitas are conducting the national trial which will run until April 2014.

Research Relationships

AMES made a number of significant research related connections and partnerships during 2013. These include:

Monash University

AMES Research and Policy Unit have a three year agreement with Monash School of Philosophical, Historical and

International Studies Faculty of Arts, to offer placement to an Honours student each year.

The 2013 project was a documentation of the history of asylum seekers in Australia and government responses and programs to manage these successive groups. This study investigated and documented the policies and services relating to people seeking asylum in Australia and tracked events that impacted on the changing numbers of asylum seekers.

University of NSW

AMES worked on two projects with the Centre for Refugee Research. The first project is an evaluation of the AMES Housing Model used in the Settlement Division to support refugees and asylum seekers to find suitable housing. This project commenced in 2013 and will be completed in 2014. The second project is a collaboration as an industry partner in a three year Australian Research Council (ARC) Linkage grant that will examine the meaning of rights for refugees in Australia. This project will commence in January 2014.

Australian Institute of Family Studies (AIFS)

The (former) Department of Immigration and Citizenship is funding and developing a new longitudinal survey of humanitarian migrants to trace the settlement journey from arrival in Australia through to eligibility for citizenship. The survey commenced in 2013 and is planned to run until 2017-18.

AIFS was commissioned by (the former) DIAC to conduct the study Building a New Life in Australia. The findings are intended to build the evidence base on the factors that aid successful settlement and lead to improved policies and program delivery. AMES liaised with AIFS to provide community guides for small scale field tests of the draft survey instrument in January.

The Social Research Centre

A research project into parents' views on the HPV Vaccination Program was conducted by The Social Research Centre, on behalf of the Federal Department of Health and Ageing during 2013. The Social Research Centre approached AMES to assist with their engagement with migrant and refugee communities and to source Arabic and Mandarin speaking research participants from AMES client groups.

Victorian Equal Opportunity and Human Rights Commission (VEOHRC)

AMES is a partner with VEOHRC and Insight Social Research Centre in a VicHealth funded project investigating race-based discrimination within the workplace. AMES Research and Policy Unit contributed to the planning and design phases of

the project, and a joint paper on the project in May 2013. This three year project aims to identify the physical, social, organisational and systemic factors that contribute to race-based discrimination within the workplace; identify strategies to address these; develop an action plan to implement strategies in workplaces; and evaluate the impact of these actions on race-based discrimination.

Advocacy

AMES contributed the findings from research and practice to many stakeholders and forums during 2013. AMES Board Chair, CEO and Executive members met with Commonwealth and State Government Ministers and Departmental Secretaries of portfolios relevant to AMES work, including incoming Ministers following the September federal election.

Key inputs to policy focused on ideas and potential changes that could increase the capacity of programs to prepare newly arrived migrants and refugees for employment in Australia. This reflects both AMES belief that employment is one of the critical factors in successful settlement, and the views of the client communities we work with, who are strongly focused on gaining employment as soon as possible after arrival.

Relationships were further strengthened with the Victorian government during 2013 through a number of activities including:

- regular meetings between AMES CEO and the Victorian Office of Multicultural Affairs and Citizenship (OMAC)
- a partnership with Victoria Police to pilot Protective Service Officers preparatory training for people from CALD backgrounds
- development of a plan with the Department of Education and Early Childhood Development (DEECD) and OMAC to broker school places for school-aged asylum seekers

Submissions and Policy Responses

During 2013, AMES made three formal submissions in response to government enquiries and discussion papers. Where appropriate, AMES sought input from client communities in preparing these submissions.

Formal submissions during 2013 were:

Employment Services – Building on Success Issues Paper 2013

Submitted to the Department of Education, Employment and Workplace Relations (DEEWR) in March, this paper supported continuation of specialist JSA providers for a range of clients

with particular needs and re-emphasised AMES focus on CALD job seekers. AMES recommended ways to make more effective use of these services.

Maximising the potential of the AMEP

This paper was prepared for the Minister for Multicultural Affairs in May 2013 and proposed opportunities to further strengthen the effectiveness of the AMEP's role in settlement by responding to AMEP clients' goal to prepare for future employment in Australia. AMES proposed that changes be made to incorporate vocationally-focused language tuition across all levels of the AMEP.

National Commission of Audit November 2013

AMES response focused on the National Commission's *Efficiency and effectiveness of government expenditure criteria* and provided input on broad opportunities to increase efficiency in the delivery of services contracted out by government. AMES also outlined opportunities for increased efficiency in the individual contracts delivered by AMES.

Ministerial meetings and briefing papers

Following the federal election and change of government in September a number of AMES service delivery contracts were transitioned to new portfolios. AMES prepared briefing papers for incoming Ministers and new Parliamentary Secretaries within the Departments of Immigration and Border Protection; Social Services; Industry; and Employment.

Humanitarian Settlement Services (HSS) moved to the Department of Social Services. AMES Chair and CEO met with the new Minister and Parliamentary Secretary in December. AMES briefing paper focused on early links for employment preparation in HSS, approaches for refugees from professional work backgrounds, provision of pre-arrival client information and opportunities to improve efficiency in HSS.

The AMEP is now situated within the Department of Industry. AMES briefing outlined the reasons the AMEP and SEE program sit well within this portfolio with work preparation, skilling and productivity, and engagement/collaboration with industry and business.

AMES briefing paper to the Department of Employment proposed changes within the current Job Services Australia (JSA) contract to improve employment outcomes for new arrivals and facilitate better access to language tuition, vocational training and work experience for recently arrived CALD job seekers. AMES Chair and CEO met with the Assistant Minister for Employment in December.

As well as specific information for each contract, AMES emphasised the opportunities for cross portfolio approaches to service delivery for our client groups.

Conferences and Presentations

AMES CEO, General Managers and staff members made presentations at a number of international and national conferences and forums. These included:

Presenter	Conference/Forum	Month
CEO	CALD Communities Conference Equity and inclusion in post compulsory education	May
General Manager Education	AMEP National Conference AMEP and Settlement	May
Research staff	La Trobe and Monash Universities, University of Melbourne Preliminary findings of Finding Satisfying Work research	February, March, May
CEO	South East Water Credit and Collections in Energy and Water 2013 Supporting Vulnerable Customers: Innovative Approaches and Best Practices	May
Manager Settlement Support Services	UNHCR NGO Consultations Annual Tripartite Consultation on Resettlement: Women at Risk	July
General Manager Employment	Centre for Economic and Social Inclusion W2W UK Conference What can Australia and the UK learn from each other's welfare to work systems? (Panel presentation)	July
CEO	Leadership Victoria Leadership for Economic Prosperity: Social inclusion opportunities	September
General Manager Settlement and Asylum Seeker Programs	UNHCR Dialogue on Asylum-Seekers in the Community Housing, work rights and financial security for Asylum Seekers living in the community	October
General Manager Settlement and Asylum Seeker Programs	National Housing Conference – a new way home Affordable housing options for refugees and asylum seekers	October
Settlement Orientation Coordinator	AUSCO Trainers Conference AMES HSS Orientation Model	October
CEO Research staff	FECCA Conference Barriers to employment Securing Futures: Making the most of migrants' skills	November
General Manager Settlement and Asylum Seeker Programs	Australian Competition and Consumer Commission Presentation on consumer issues of newly arrived communities	November
General Manager Asylum Seeker Programs	African Think Tank and University of Melbourne Forum The Fate of Asylum Seekers and Refugees: The problem, history and background from a global perspective	December

6. CORPORATE SUPPORT

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

Corporate Governance and Planning

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

During 2013, the Division worked closely with program delivery and support divisions to continue to develop and implement AMES 2013 Risk Management Plan. The resulting risk management plans informed the development of AMES Risk Management Plan 2014.

Throughout the year the Quality Unit provided extensive support to the Education Division to assist with meeting the VET Quality Framework compliance requirements; and to the Settlement and Asylum Seeker Programs Division with establishing policies and procedures for the three new asylum seeker programs, Community Detention, Community Assistance Scheme and the Asylum Seeker Assistance Scheme. The Quality Unit also managed AMES surveillance external audit process associated with the organisation's ongoing compliance with its ISO 9001:2008 certification obligations.

From a Board governance perspective, new governance arrangements took effect from 1 November 2013, in line with the commencement date of AMES new constitution. As part of the new arrangements, existing Board members were re-appointed and an additional member was appointed. Work has commenced to map the requirements of the new constitution against existing Board governance arrangements, with a view to finalising the updated Board rules during the first quarter of 2014.

Division priorities in the year ahead include:

- Finalise amendments to Board rules in relation to AMES new constitution
- Manage the Board and Board Committee performance evaluation process
- Oversee and facilitate the development of enhanced Board reporting

- Develop and oversee the agreed Board member professional development process
- Manage and coordinate the 2015 corporate planning process
- Modify the recording of risk control effectiveness specifically in situations where despite appropriate controls being in operation, some risk factors, such as Government policy, cannot be controlled
- Provide substantial support to the Education Division in relation to the 2014 RTO re-registration process
- Manage the external surveillance audit process associated with the 2014 re-certification of AMES to ISO 9001:2008 standard

Finance and Corporate Services

The Finance and Corporate Services Division incorporates Finance, Facilities and Administration and Information Systems and Technology services.

Finance

The Finance Unit is responsible for providing finance and accounting services for the organisation and provides all divisions with expert advice on financial matters, in particular, in preparing and managing budgets. The Unit is responsible for preparing monthly management reports for General Managers, the Finance Committee and the AMES Board, as well as the annual financial statements.

In 2013 the Unit responded effectively and efficiently to the rapid growth in the CAS/ASAS program, in particular, managing client living allowance payments.

Facilities and Administration

The Facilities Unit is responsible for the facility management of all AMES sites. In 2013, the Facilities Unit continued to focus on improvements to AMES existing sites, with some sites such as Dandenong and Werribee receiving significant upgrades as well as other minor works. New facilities were established, providing additional classrooms and staff accommodation in Frankston, West Melbourne and Dallas, as well as a new meeting facility, the Drill Hall in Melbourne's CBD.

Continued strong management of Essential Services included implementation of revised Evacuation Plans at all sites. Building strong relationships with landlords has continued through 2013 resulting in recarpeting and significant air-conditioning works at several sites and improved working conditions for staff and clients. Significant savings have been achieved through the tendering of electricity and gas supply during 2013.

The Administration unit is responsible for the effective management of Records, Fleet management, mobile phones, the “Greening AMES” program and various purchasing requirements.

In March AMES Retention and Disposal Authority received its final signoff from Public Records of Victoria regarding disposal of documentation. The unit also managed the transfer of over 600 mobile phones from Telstra to Optus during the year.

Information Systems and Technology

ISTU provides information systems support services to AMES staff and clients including desktop support, server administration, Intranet services, helpdesk support, new business solutions and application support for systems used across the organisational divisions. The Unit supports approximately 1,900 desktops, thin clients and laptops across more than 25 locations.

In 2013, the Unit undertook a number of significant projects, including:

- Implementation of a production Citrix desktop environment to 250 users with the capacity for further expansion
- Installation of Uninterruptable Power Supplies to large shared sites including a large unit for the Disaster Recovery site providing power in the case of mains supply failure
- Installation of computers at Dallas, West Melbourne, Frankston and Tarneit and the expansion of Werribee, Sunshine, Dandenong, Flagstaff and Springvale
- Completed the replacement of 500 student PCs with Microsoft Windows 7 operating systems, Office 2010, the latest version of various language programs and antivirus software
- Upgrade of Employment Client PCs with refurbished equipment
- Upgrade of Lync to 2013 which was funded through ACFE
- Implementation of new Stakeholder Management System in Microsoft CRM 2011, replacing the in-house legacy system
- Upgrade of SharePoint Internet to SharePoint 2013 commenced and due for release early 2014
- Improved Disaster recovery with critical systems such as Finance One, Education Strata and Settlement ACP now replicating their databases
- Deployment of new virtual infrastructure to the main data centre to ensure both hardware and software versions are on a supported platform

- Deployment of Mobile Device Management system to enable better control over smartphones and tablets
- Transition from Telstra to Optus for the whole of AMES Telecommunication business commenced. Mobile and smart phones have been migrated, three new data sites have been connected and 60% of the ISDN phone links have been migrated to Optus.

Strategic Communications and Stakeholder Relations Unit

The Strategic Communication and Stakeholder Relations Unit provides marketing and communication support across AMES, managing internal and external communications, advertising, publicity, sponsorships, major events and the Stakeholder Engagement Program.

The unit continued its focus on digital communications in 2013 with the launch of a new e-newsletter to provide insights and context for issues within the various sectors in which AMES operates. An investment in an expanded media engagement program supported AMES website, twitter and facebook sites which were all updated, recording significant increases in activity and numbers of followers.

The Heartlands Refugee Art Project was made more accessible to local communities with exhibitions in central Melbourne, Dandenong and Werribee.

A key outcome was the formalisation of AMES Corporate and Community Partnerships Program offering engagement opportunities across volunteering, workforce support, social inclusion, asylum seeker and cultural insight programs.

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, recruitment, employee benefits, learning and development and occupational health and safety.

During 2013, the Division conducted a number of learning and development activities for staff including Positive Attendance Management; Negotiation and Crisis Intervention; Health & Safety Representatives’ Refresher; Minute Takers’ Workshops; Managing Stress in the Workplace and Mental Health First Aid. The Division also provided HR Coaching sessions for AMES Managers on HR Processes; OHS Incident Reporting and Disability Awareness.

The Division continued to provide assistance and support in large-scale recruitment activities within the Settlement and Asylum Seeker Program (SASP) Division to provide new services under the Community Assistance Service/Asylum Seeker Assistance Scheme.

The Division participated in a number of audits including Payroll (external), OHS, safety management systems and HR policies/procedures (internal) to identify opportunities for improvement and/or adequate compliance levels.

During the final quarter of 2013, the Division reviewed a number of policies including the AMES Unacceptable Behaviour, Disciplinary and Performance Management and Traditional and Social Media Policies to ensure compliance with the new anti-bullying measures coming into effect on 1 January 2014. This will be followed by an awareness-raising campaign for all staff and managers.

Workforce Data

Approximately 48% of AMES staff were born overseas. AMES staff speak more than 55 languages.

Division	Category	No of Staff			EFT		
		2011	2012	2013	2011	2012	2013
Employment	Administration	138	132	133	129.3	122.99	125.39
	Other	-	30	7	-	17.79	3.95
Education	Administration	156	151	158	136.7	132.95	137.35
	Teaching	159	153	149	130.1	123.49	123.46
	Other	-	-	3	-	-	1.79
Settlement / Asylum Seeker programs	Administration	76	145	275	63.4	127.73	251.90
Corporate Support	Administration	57	63	82	54.4	57.14	73.39
Community and Policy	Administration	42	-	-	32.8	*	-
	Other	28	-	-	17.8	*	-
VET	Administration	7	-	-	5.0	**	-
Service Development	Administration	-	13	-	-	9.96	-
Casual and Sessional Staff	Administration	288	254	150	88.6	78.6	89.65
	Teaching	157	150	123	36.9	56.9	44.10
	Other	0	15	3	0	4.5	1.32
Totals		1,108	1,106	1,083	695	732.05	852.29

Notes: 2011 and 2012 figures are shown for comparison

*Community and Policy (including Social Enterprises) now included in Corporate Support and Employment

** VET - now part of Education Division

The term Administration includes a range of staff such as Direct Client Support staff in SASP Division and Counselling Staff in the Education Division

Volunteers

In 2013 a new *volunteering@ames* Unit was established to recognise the role of volunteers and acknowledge the added value that volunteering contributes to AMES clients and services. The unit will also drive the development of new volunteering opportunities across all Divisions and programs.

The new unit ran a series of “Insight Seminars” in response to a volunteer survey where volunteers wanted to learn more about AMES services provided to refugees and asylum seekers. Five sessions were held across the regions with 460 volunteers in attendance.

The *volunteering@ames* Unit assisted in the provision of volunteers for some innovative opportunities for clients in Asylum Seeker Programs, including Volunteer Tutor Program training for 15 clients in Dandenong on bridging visas.

In 2013 there were 2,037 active volunteers. The value of volunteers’ contribution in 2013 is estimated to be \$2.5m. Volunteers supported new arrivals to learn and practise their English, access services, understand Australian work culture, find their way around Melbourne and connect with their new communities.

Volunteers range from university students to retirees in their 70s, with women (74%) outnumbering men (26%) in response to client and program needs. 55% of volunteers are in their first year of working at AMES, with another 36% having provided 1-5 years of service. 52% speak one or more languages in common with AMES clients and include many who are fairly recent arrivals themselves.

35% of volunteers are working or self-employed, 37% are retired or not in the workforce and 17% are individuals seeking work.

Through the training and practical work-based experience provided to its volunteers, AMES has assisted many aspiring job seekers to transition into paid work.

Program	Number of volunteers	Percentage
Volunteer Tutor (AMEP and Hub)	1,731	85
Settlement Volunteer (HSS)	147	7
Mentor (SPMP)	87	4
Multicultural Hub Volunteer	72	4
Total	2,037	100%

Source: AMES Volgistics database

7. GOVERNANCE

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 nine members appointed by the Minister. In accordance with AMES new constitution, the CEO position ceased being a Board member, effective from 1 November 2013.

The Hon. Peter Hall, MLC

Minister for Higher Education and Skills, Minister responsible for the Teaching Profession

Board of AMES

Graham Sherry, OAM (Chair) Charles Lane (Deputy Chair), Ashley Dickinson, John Lee, Lyn Walker, Berhan Ahmed, Kathy Laster, David Howes (until 31 October 2013), Megan Boston, Catherine Scarth (CEO - Board member until 31 October 2013), Michelle Foster (from 25 November 2013)

The AMES Board conducted seven meetings in 2013 and held a two day strategic planning retreat during November 2013.

Board Membership and Meetings

Board Member		Occupation / Qualifications	Attendance
Graham Sherry, OAM (Chair)	# x	Former lawyer and Partner with Baker & McKenzie / LLB (Hons), Commerce	7 of 7
Charles Lane (Deputy Chair)	* # ^	Executive Director, Support for Change Ltd / DPhil. (Sussex). MSC. (Reading). Dip. Agric. AFM. (MRAC)	7 of 7
Ashley Dickinson	* # +	Former Commander - Operations Coordination, Victoria Police / Master of Business, G. Dip. of Public Sector Management, B. Commerce, Graduate FBI National Academy (USA)	6 of 7
Lyn Walker	^ x	Consultant, Lyn Walker & Associates / Master of Human Service Management, BA, B. Social Work	6 of 7
John Lee	* +	Chartered Accountant and Consultant / G.Dip and Associate Member, Australian Institute of Company of Directors; Associate Member, Australian Institute of Chartered Accountants; Fellowship Diploma of Business Studies (Accountancy)	6 of 7
Berhan Ahmed	~ ^ x	Academic, Adjunct Professor, University of Melbourne / PhD, BSC (Hons) Agricultural Science	7 of 7
Catherine Scarth	#	AMES CEO / Post Grad Business Planning - Managing for Results, BA (Hons) Social Science, PBAS Accredited Partnership Broker	5 of 5
Kathy Laster	# ^	Academic, Associate Professor, Monash University / Doctor of Juridical Science, Master of Laws, Barrister and Solicitor, Bachelor of Laws, Master of Arts	6 of 7
David Howes	~ x +	Executive Director Curriculum, Victorian Curriculum and Assessment Authority / PhD, Executive Master of Public Administration, Master of Education	5 of 5
Megan Boston	* ~ +	Chartered Accountant, B. Commerce	7 of 7
Michelle Foster		Academic, Associate Professor and Director, International Refugee Law Research Programme, Melbourne Law School. LLB (Hons), University of NSW; B of Commerce (Hons); Doctor of the Science of Laws (SJD); Master of Laws (LLM) and Grad Dip in Legal Practice, ANU	1 of 1

Board Secretary: Peter Thomas

▣ Member of the Audit and Risk Management Committee

* Member of the Finance Committee

Member of the Appointments, Remuneration and Governance Committee

^ Policy and Research Advisory Committee

x Stakeholder 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 2013, Board members participated in site tours and various AMES/Community functions and attended Board briefings. In addition, AMES also takes advantage of presentations planned by other organisations to supplement its own Board Member training program.

In November 2013 the Board adopted a formal professional development program incorporating a mixture of formal and informal activities. In line with better practice and informed by individual needs, Board members will complete a minimum of 20 hours of professional development activities annually. Activities are approved by the Board Chair and formally recorded.

Review of Board Performance

During 2013, the AMES Board adopted opportunities for improvement identified by the 2012 externally facilitated performance review of the Board and its Committees.

Overall, the report provided assurance to the Board no major areas of concern were identified. The review identified the main strengths of the Board, which included a diverse mix of knowledge, a strong commitment to AMES vision and strong Governance culture and systems in place.

Audit and Risk Management Committee

The Audit and Risk Management Committee monitor and report to the Board on the effectiveness of risk management strategies, including information technology, oversee the effectiveness of both internal and external audit investigations, and review the effectiveness and efficiency of internal control structures and compliance systems.

Finance Committee

The Finance Committee exercises governance responsibilities in regard to financial and business affairs and report to the Board on matters relating to financial risk, program performance and resource management of AMES.

Appointments, Remuneration and Governance Committee

The Appointments, 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.

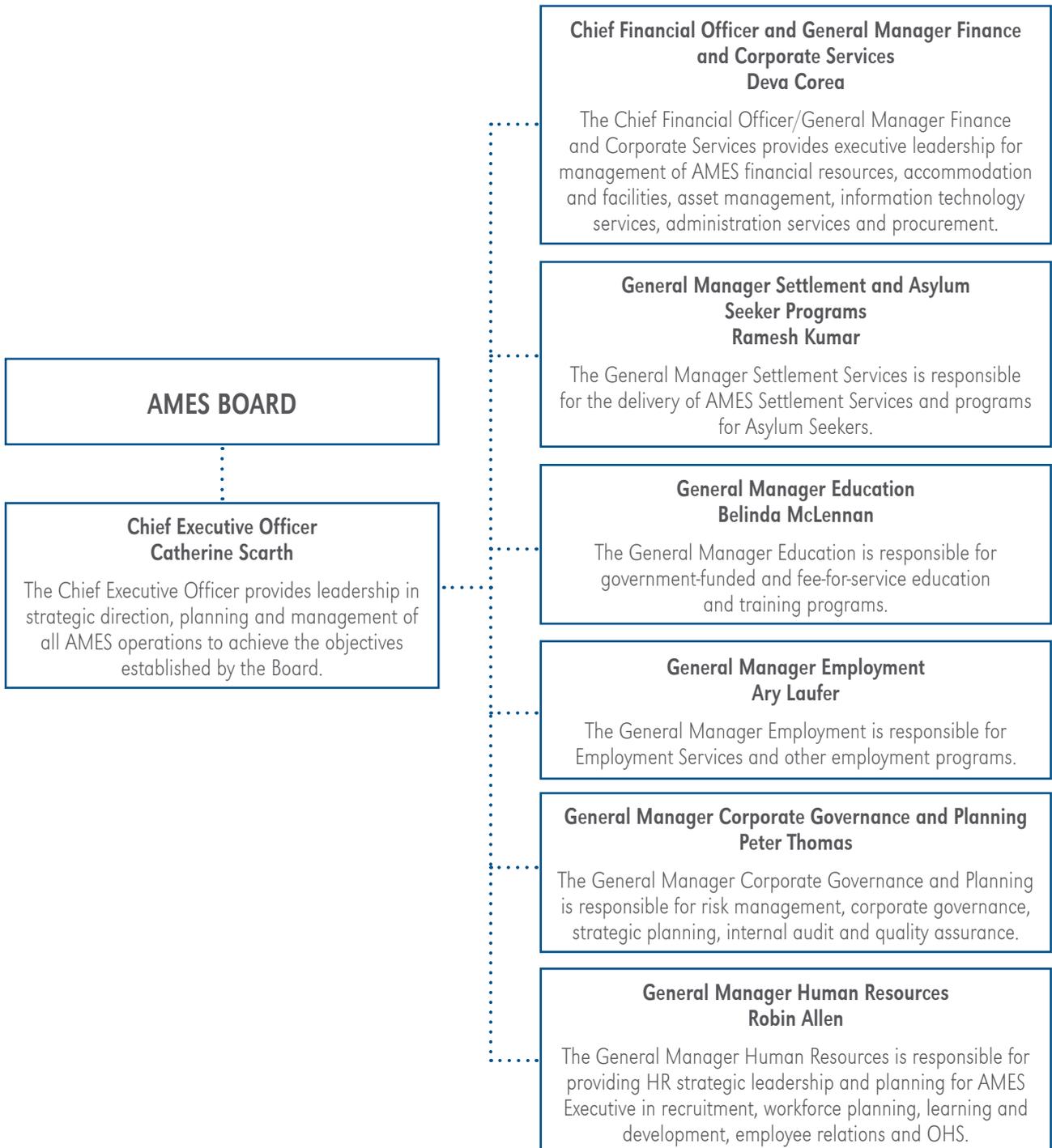
Advisory Committees

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 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



FINANCIAL SUMMARY FOR 2013

Comprehensive Operating Statement For the year ended 31 December 2013

	2013	2012
	\$000	\$000
Continuing operations		
Income from transactions		
Government contributions - operating	4,731	5,123
Sale of goods and services	185,192	110,519
Interest	747	816
Other income	758	1,098
Total income from transactions	<u>191,428</u>	<u>117,556</u>
Expenses from transactions		
Employee expenses	61,926	49,821
Depreciation and amortisation	1,196	1,192
Supplies and services	64,097	50,205
Other operating expenses	61,307	14,636
Total expenses from transactions	<u>188,526</u>	<u>115,854</u>
Net result from transactions (net operating balance)	<u>2,902</u>	<u>1,702</u>
Other economic flows included in net result		
Net gains/(losses) on non-financial assets	9	17
Other gains/(losses) from other economic flows	390	(84)
Total other economic flows included in net result	<u>399</u>	<u>(67)</u>
Net result from continuing operations	3,301	1,635
Other economic flows – other non-owner changes in equity		
Changes in physical asset revaluation reserve	-	817
Comprehensive result	<u>3,301</u>	<u>2,452</u>

Balance Sheet As at 31 December 2013

	2013	2012
	\$000	\$000
Assets		
Financial assets		
Cash and deposits	35,523	28,130
Receivables	12,069	12,316
Total financial assets	<u>47,592</u>	<u>40,446</u>
Non-financial assets		
Inventories	62	59
Property, plant and equipment	10,630	11,071
Other non financial assets	1,172	674
Total non-financial assets	<u>11,864</u>	<u>11,804</u>
Total assets	<u>59,456</u>	<u>52,250</u>
Liabilities		
Payables	19,532	16,215
Borrowings	-	9
Provisions	9,732	9,135
Total liabilities	<u>29,264</u>	<u>25,359</u>
Net assets	<u>30,192</u>	<u>26,891</u>
Equity		
Accumulated surplus/(deficit)	4,769	1,468
Reserves	2,517	2,517
Contributed capital	22,906	22,906
Total equity result	<u>30,192</u>	<u>26,891</u>

In 2013, AMES experienced a significant growth in revenue mainly due to the asylum seeker program. The contract for this program was awarded to AMES in the latter part of 2012 to provide services to asylum seekers that were released into the community and has grown rapidly during 2013. The Education Division continued to perform at a financially sustainable level under the AMEP contract. The Employment Division experienced some challenges in the year due to a soft economic environment and Settlement Division also experienced challenges due to changing arrival numbers. AMES continued to make a significant contribution towards Community Investments through its Social Enterprises and the Multicultural Hub.

Note: A complete set of audited accounts with notes is available in the AMES Governance and Financial Report 2013 or on our website www.ames.net.au

ACRONYMS

ACE	Adult and Community Education
ACFE	Adult Community and Further Education
AMEP	Adult Migrant English Program
ASAS	Asylum Seeker Assistance Scheme
BVE	Bridging Visa E
CALD	Culturally and Linguistically Diverse
CAS	Community Assistance Scheme
CCS	Complex Case Support
CD	Community Detention
DEECD	Department of Education and Early Childhood Development
DEEWR	Department of Education, Employment and Workplace Relations
DIAC	Department of Immigration and Citizenship
DIBP	Department of Immigration and Border Protection
DoI	Department of Industry
DIISRTE	Department of Industry, Innovation, Science, Research and Tertiary Education
DSS	Department of Social Services
DL	Distance Learning
HSS	Humanitarian Settlement Services
ISO	International Organization for Standardization
JSA	Job Services Australia
OMAC	Office of Multicultural Affairs and Citizenship
RTO	Registered Training Organisation
SCH	Student Contact Hour
SEE	Skills for Education and Employment Program
SHP	Special Humanitarian Program
SLPET	Settlement Language Pathways to Employment / Training
SPMP	Skilled Professional Migrant Program
TAFE	Technical and Further Education
VET	Vocational Education and Training
VTEP	Volunteer Tutor Enhancement Program
VTG	Victorian Training Guarantee
VTP	Volunteer Tutor Program





ABN 49 056 993 913

Head Office:
Level 4, 1 Little Collins Street,
Melbourne VIC 3000

GPO Box 4381,
Melbourne VIC 3000

Telephone: 03 9938 4000

Facsimile: 03 9938 4600

Email: enquiries@ames.net.au

Website: www.ames.net.au

This annual report is printed on
100% recycled paper.

Designed by:
Night & Day Communications

Written by: Research and Policy Unit

Produced by: Strategic Communications
and Stakeholder Relations Unit

© AMES 2013