

# strategy



# FULL PARTICIPATION

# The success of migration and refugee settlement is critical to Australia's future prosperity.

Refugee and migrant settlement is an investment in the future of our Australian economy and its social capital.

AMES operates in a fluid environment impacted by the policy direction of governments at state and federal level that change the way settlement services are framed.

Prevailing economic conditions, community attitudes and shifting global migration patterns also add a degree of complexity to how we can most efficiently and effectively deliver our services.

AMES is a significant, well respected and credible organisation with a clear and proven focus on successful economic and social outcomes for migrants and refugees.

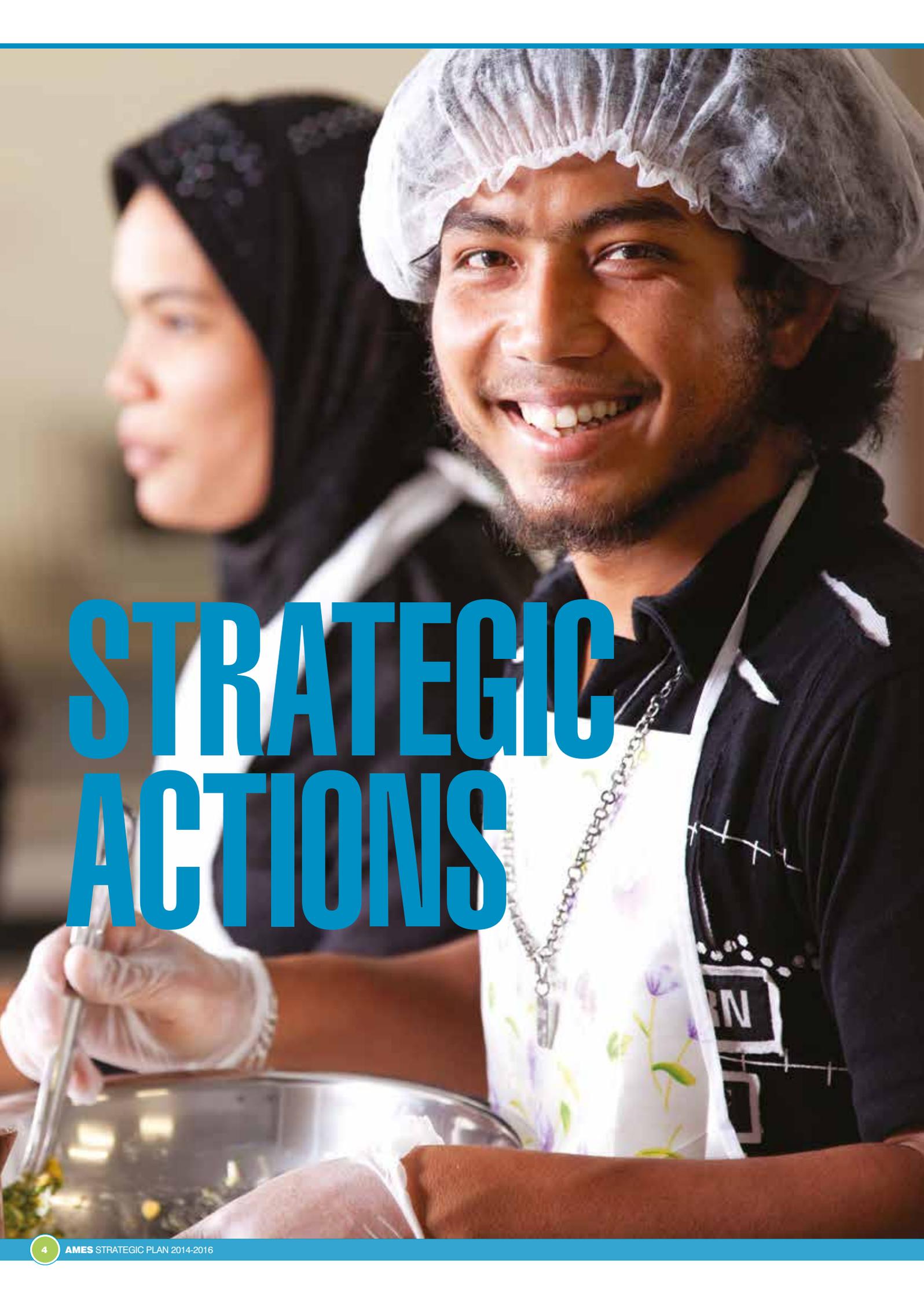
Our achievements in the delivery of large service contracts for government is testament to our values and capacity.

AMES research programs have an invaluable evidence base to inform government and others on policies and practices that impact on the settlement pathway for refugees and migrants.

Our proven framework and ability to achieve and demonstrate client outcomes remains essential.

To maintain that success, we must adapt and refine our strategy, our systems and our processes.

AMES strategic plan for 2014–2016 represents a comprehensive response to the wider context and the opportunities inherent within it.



# STRATEGIC ACTIONS

# For each of our strategic objectives, we have a set of strategic actions.

## Strategic Objective 1

### **Our Service Delivery Model**

*Achieve enduring settlement outcomes for migrants and refugees through innovative and comprehensive settlement services and programs.*

Our strategic actions are:

1. Offer a well-coordinated and financially sustainable suite of quality settlement services to our clients based on their individual needs.
2. Actively work with clients in their transition from AMES into the broader community; facilitating appropriate post-service follow-up and support.
3. Improve service delivery through the development and implementation of the myAMES integrated online client information system.

## Strategic Objective 2

### **Partnerships**

*Expand our strategic network of services and partners to enhance settlement outcomes for migrants and refugees throughout Australia.*

Our strategic actions are:

1. Plan and execute partnerships to achieve outcomes defined in our framework and develop agility to deliver services for emerging government needs.

2. Scope and deliver service opportunities through development of sustainable and professional relationships with the corporate, philanthropic and non-government organisations and with government at its three tiers.

## Strategic Objective 3

### **Influencing**

*Provide credible evidence to inform Government and others on policies and practices which impact on the social and economic outcomes of refugees and migrants.*

Our strategic actions are:

1. Establish a positioning strategy to make clear the work and value of AMES to all our stakeholders; internally and externally.
2. Invest in initiatives to enhance AMES highly credible reputation.
3. Undertake major and minor research and evaluation projects that contribute to the delivery of the AMES Framework.
4. Develop credible policy positions in areas that impact on settlement outcomes for refugees and migrants.

## Strategic Objective 4

### **Organisational Strength**

*Strengthen our internal capability, infrastructure, technology and investment base to support our strategic objectives.*

Our strategic actions are:

1. Design and deliver a leadership program using a project based approach to implement the proposed service delivery model, AMES positioning strategy, workplace safety framework, business planning processes and other initiatives as they emerge.
2. Optimise procurement to ensure an efficient and effective use of organisation-wide non-staff expenditure and contractual arrangements with suppliers.
3. Develop budgeting arrangements that facilitate the efficient deployment and effective management of our re-designed service delivery model.
4. Review and design Board and management reporting to increase alignment with the performance monitoring of our strategic objectives.



# SUCCESS MARKERS

# Monitored by the Board, the delivery of our strategic plan is the responsibility of the AMES CEO and Executive.

The CEO and Executive will sequence the delivery of the plan over a three-year period and will align it with budget, planning and risk requirements.

Within each year, activities will be conducted in an agile manner through an active leadership model.

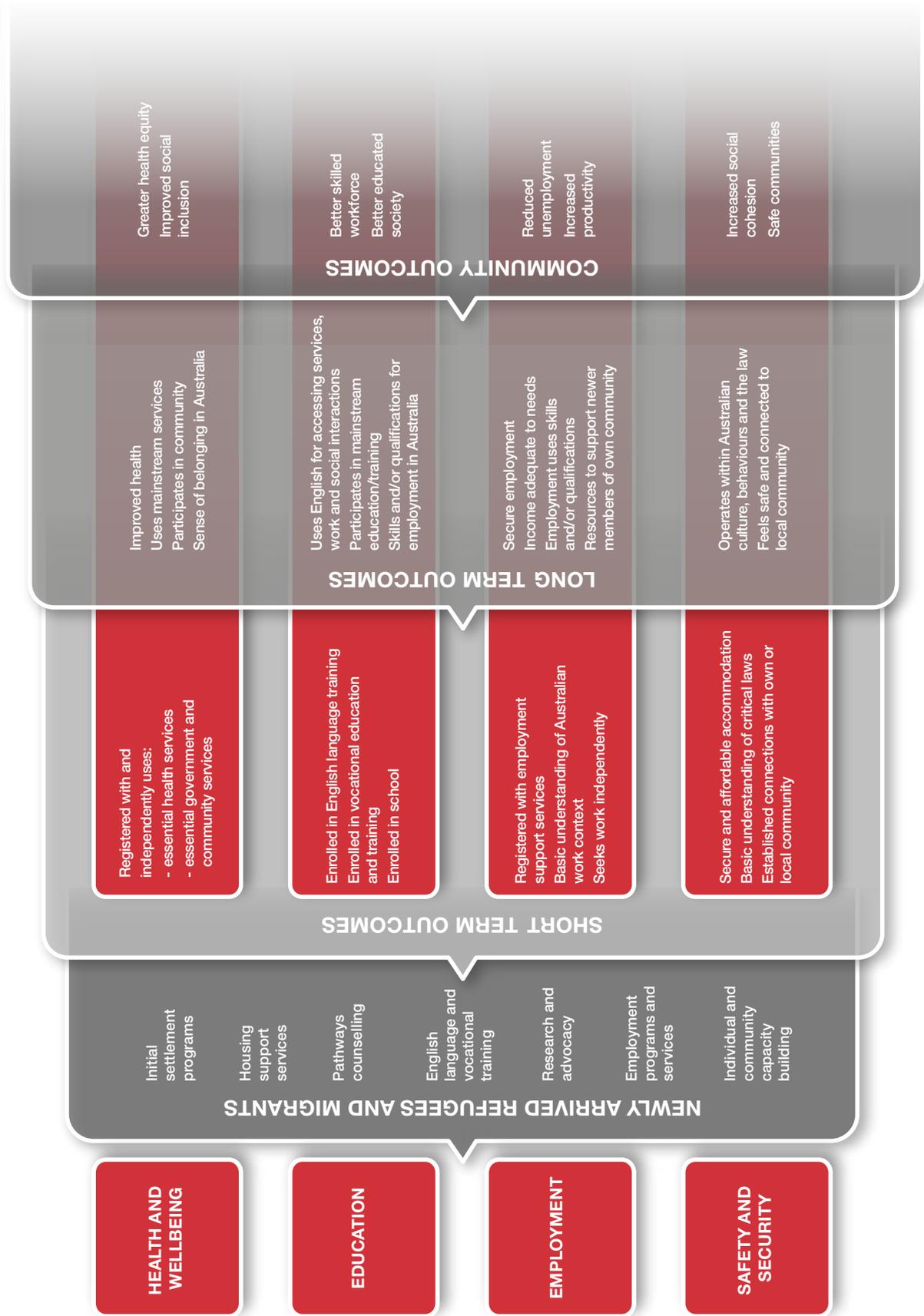
The delivery themes of this leadership model over the three-year period are:

- Year 1 (2014) – Establish the leadership program; delivering early wins.
- Year 2 (2015) – Accelerate the leadership program; scaling up delivery.
- Year 3 (2016) – Review leadership program outcomes; ensuring completion of strategic actions.

In Year 1 of the leadership program, AMES will complete the following actions:

Strategic objective	2014 outcomes
<b>Service Delivery Model</b>	<ul style="list-style-type: none"><li>• Completed the initial design and commenced testing of the AMES integrated service delivery</li></ul>
<b>Partnerships</b>	<ul style="list-style-type: none"><li>• Planned the incremental partnership strategy</li></ul>
<b>Influencing</b>	<ul style="list-style-type: none"><li>• Continued AMES corporate, government and stakeholder engagement strategy</li></ul>
<b>Organisational Strength</b>	<ul style="list-style-type: none"><li>• Developed and implemented an AMES-wide leadership program</li><li>• Achieved operational efficiency gains</li></ul>

# Framework for Social and Economic Participation



# Our Framework supports short and medium term settlement outcomes, and the transition to long term social and economic participation for recently arrived migrants and refugees.

This framework acknowledges that, to be socially included, people must be given the opportunity to:

- access services
- connect with family, friends, work, personal interests and local community
- deal with personal crisis
- have their voice heard and secure a job.

Therefore, the aim of the AMES Framework is the settlement of migrants and refugees as measured by reduced disadvantage, increased social, civic and economic participation, and a greater voice, combined with greater responsibility.<sup>1</sup>

## Settlement

Migrant and refugee settlement is an understood process. Settlement is *'the process of adjustment to a new society [which] is an ongoing, dynamic process and involves the interface of the social, psychological and political dimensions of the person/group entering Australia and the society that receives them.'*

Success or otherwise of settlement cannot be solely dependent upon the person/group immigrating. Due to the complex nature of the settlement process, the time of settlement varies for different people and groups.

The resettlement of each individual is a combination of interacting factors, including the nature of social problems, welfare developments within the communities, and in the host society, i.e. Australia.<sup>2</sup>

## Determinants and Transitions

AMES Social and Economic Participation Framework has four domains that are considered key social and economic determinants to successful settlement:

- (1) health and wellbeing
- (2) education
- (3) employment
- (4) safety and security.

Elements of some domains can be achieved concurrently. Others rely on precursors.

For many individuals the pathway to settlement involves early intensive support, then transitioning to increased independence.

Some individuals, however, experience a series of highs and lows, with settlement progress punctuated by setbacks.

An individual or family's personal resources, pre-arrival experiences and the degree of choice in leaving their home impact on the resources needed and the time frame to achieve successful settlement.

## AMES as a Settlement Provider

AMES is a comprehensive provider of services for refugees and migrants, and works with large numbers of people who are in their early settlement phase.

The Settlement and Asylum Seeker Programs Division works with Refugee and Humanitarian Entrants in Victoria while AMES Education works with these and other newly arrived migrants.

Our Employment Division provides a specialist service for refugees and migrants to assist in the task of gaining employment and economic security.

AMES is supported by a wide range of settlement and mainstream agencies to deliver services.

## A strengths-based approach

AMES uses the Social and Economic Participation Framework to actively engage refugees and migrants in decisions and processes related to their own settlement.

This strengths-based approach recognises the resilience of refugees and migrants and builds on their strengths to achieve settlement outcomes.

It also recognises that settlement is a shared responsibility between the host community and the newly-arrived.

<sup>1</sup> Social Inclusion Principles in Summary – Australian Social Inclusion Board, November 2008

<sup>2</sup> Gopalkrishnan, Narayan (2005) Cultural Diversity and Civic Participation In Queensland Centre for Multicultural and Community Development, University of the Sunshine Coast



# OUR VISION

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

**AMES**

ABN 49 056 993 913

**Head Office**

Level 4  
1 Little Collins Street  
Melbourne VIC 3000

GPO Box 4381  
Melbourne VIC 3000

Tel 13AMES (2637)  
Email [communications@ames.net.au](mailto:communications@ames.net.au)

[www.ames.net.au](http://www.ames.net.au)



**Published:** February 2014