

Annual Report 2010

Building on

In this report

<i>A letter from the Chair</i>	02
<i>A letter from the CEO</i>	03
<i>AMES settlement framework</i>	04
<i>About AMES</i>	06
<i>Arriving in Victoria</i>	08
<i>Learning the language</i>	12
<i>Pathways to employment</i>	17
<i>Supporting effective service development</i>	22
<i>Behind the scenes</i>	28
<i>Thank you</i>	30
<i>Governance summary</i>	32
<i>Financial summary</i>	35
<i>Glossary</i>	36

Strengths

Assisted more than 3300 refugee clients to settle in Victoria

Delivered more than 3.4 million hours of the Adult Migrant English Program

Supported nearly 650 clients through the Youth Program

Provided 312,000 VET contact hours

Assisted approximately 18,000 jobseekers

Coordinated more than 2200 volunteers

Supported nearly 1800 community events through the Multicultural Hub

A letter from the Chair

2010 was a year of planning, review and tendering for AMES.

The year began with our response to a series of tenders, including: the Adult Migrant English Program (AMEP), the Language, Literacy and Numeracy Program (LLNP), Distance and e-Learning Services and the Humanitarian Settlement Services (HSS).

Each tender gave us the opportunity to demonstrate the models of service delivery we had been trialling that benefit clients as they progress through various settlement services against a unique individual pathway plan. Services that respond to the needs and aspirations of refugee and newly arrived migrant clients.

As well, against a backdrop of review and reform in the Vocational Education and Training (VET) sector, the AMES Board endorsed a strategy to increase access for culturally and linguistically diverse (CALD) clients to VET that integrates language support as a bridge to further mainstream training or employment.

To guide our work a Settlement Framework was developed and finalised in 2010. It describes how services across AMES can be linked up and delivered in order to achieve short, medium and long-term settlement outcomes for newly arrived refugees and migrants.

The Framework acknowledges that to participate fully people must be given the opportunity to access services, connect with family, friends and the community and have a secure job. It provides a map of how settlement outcomes may be improved by working in partnership with others and building on our shared knowledge and capacity including the new settlers.

This framework was used to develop the AMES 2011–2013 Strategic plan which will see us continue to deliver important settlement outcomes in our core services: humanitarian settlement, education and training services and employment programs. In the next three years we will also expand our network of partners and alliances and continue to build an evidence base to influence and contribute to policy and program development.

In 2010 we farewelled our longest serving Board Member, Mr Paris Aristotle AM, Director of Foundation House. Paris' experience in the support of refugees contributed immensely to the design of our settlement services and partnerships. His tenure on the Board also ensured a consistent focus on supporting new and emerging communities and keeping client outcomes at the core of our work.

We also bid farewell to retiring Board member Helen Szoke and thank her for her valuable contribution.

We nominated for Ministerial approval four new Board Members who bring a wealth of industry and sector experience and influence to the Board.

They are Megan Boston, Chartered Accountant and Audit Committee member VHREOC; John Gibson, Barrister and President of the Refugee Council of Australia; David Howes, General Manager, Curriculum Division, Victorian Curriculum and Assessment Authority and Kathy Laster, Executive Director of the Institute of Public Administration Australia in 2010.

The new Board nominees are actively contributing through the Board advisory subcommittee structure, including Policy and Research, Stakeholder Management, Corporate Engagement and Internal Capacity.

In an enterprise entirely dependent for its survival and growth upon the outcome of competitively tendered government contracts, it is a great comfort for the Board to know that the AMES Executive and those responsible for our tender submissions are immensely experienced, extremely competent and always reliable. The Board thanks you all for your outstanding efforts over the past twelve months.

As always, my sincere thanks and gratitude to my Board colleagues and to all AMES staff and volunteers for their ongoing support and dedication to our vision of *full participation for all in a cohesive and diverse society*.



Graham Sherry, OAM
Chairperson

A letter from the CEO

The recent announcement that we are the preferred tenderer to deliver AMEP Distance and e-Learning Services nationally, the AMEP in our existing delivery regions and the HSS across Victoria endorses our efforts to develop service models which aim to exceed client expectations in humanitarian settlement, education, training and employment outcomes and support refugees and migrants to participate in the social and economic development of our local communities.

The Board's approval, in 2010, of our Settlement Framework and Strategic Plan 2011–2013, will provide direction and guidance for our work, innovation and improvement into the future.

Through our research and community consultation we know that the vast majority of participants in our programs want and need to work. Many have skills of which we are in short supply and many more have enthusiasm and willingness to contribute in whatever work they can.

Much of our service delivery, change and improvement, our partnerships, our community services and research efforts have been directed at assisting our clients to achieve their employment ambitions. The employment pathways projects undertaken by our education group, early counselling and individual pathway planning, development of a vocational training program which integrates with our English language training and bridges clients to further training or employment, are all aimed at improving opportunities for our clients to work.

Our employment team has made great progress in becoming a highly skilled specialist provider to culturally and linguistically diverse jobseekers.

Clearly, working with other settlement service providers, training organisations and employers is an essential part of our clients achieving their goals. We are very grateful for your contribution and support.

Our achievements are due to the commitment and expertise of our staff and the leadership of our senior management team. Thank you. Thank you also to our volunteers. Over 2200 of you have made a significant contribution to the achievements of our clients in settling, learning and working in Victoria.

Thank you to the Chair and Board of AMES for your support, guidance and advice during the year.



Ian McHutchison, OAM
Chief Executive Officer

AMES settlement framework

Key social and economic determinants of settlement			
Health and wellbeing <ul style="list-style-type: none"> • Good physical health and mental health • Access to key community and government services and resources • Involvement in settler and host community activities 	Education <ul style="list-style-type: none"> • English language proficiency • Access to education: <ul style="list-style-type: none"> – Pre-schools – Schools – Further Education and Training 	Employment <ul style="list-style-type: none"> • Access to social security and employment services • Supportive and safe workplaces • Secure employment 	Safety and Security <ul style="list-style-type: none"> • Safe, secure accommodation • Freedom from violence and discrimination • Bonding capital: with settler community • Bridging capital: with host community

Population groups: recently arrived refugees and migrants					
Families	Single people	Children	Youth	Women at risk	Rural communities

Settlement actions			
Direct settlement	Language tuition programs	Transition to work programs	Employment programs
Community capacity building	Mainstream education and training programs	Research and evaluation	Advocacy and policy reform

Priority settings and sectors for action			
Health services	English tuition providers	Employment services	Housing providers
Torture & Trauma services	VET providers	Social security	Justice services
	Schools	Workplaces	
Governments			
Local communities			

Short to medium-term settlement outcomes for individuals			
Health and wellbeing <p><i>Orientation</i></p> <ul style="list-style-type: none"> • Understands and can access Australian systems <p><i>Health – Physical and Mental</i></p> <ul style="list-style-type: none"> • Understands systems and can manage own health care <p><i>Financial Management</i></p> <ul style="list-style-type: none"> • Can manage banking and own finances <p><i>Social engagement</i></p> <ul style="list-style-type: none"> • Can participate socially 	Education <p><i>Education</i></p> <ul style="list-style-type: none"> • Understands systems and is enrolled in appropriate education program/s <p><i>English language</i></p> <ul style="list-style-type: none"> • Has oral communication skills • Has literacy and numeracy skills <p><i>Employment preparation</i></p> <ul style="list-style-type: none"> • Has vocational skill sets • Can access education, training or employment pathways 	Employment <p><i>Social Security</i></p> <ul style="list-style-type: none"> • Understands Centrelink system benefits and obligations <p><i>Employment</i></p> <ul style="list-style-type: none"> • Has access to job search support • Understands Australian workplace conditions and job opportunities • Has Australian work experience 	Safety and security <p><i>Accommodation</i></p> <ul style="list-style-type: none"> • Has safe, affordable and secure accommodation <p><i>Australian laws</i></p> <ul style="list-style-type: none"> • Basic understanding of critical laws <p><i>Family relationships/Youth</i></p> <ul style="list-style-type: none"> • Understands and can access services/programs <p><i>Bonding capital</i></p> <ul style="list-style-type: none"> • Has established connections with own settler community

Long-term settlement outcomes			
Health and wellbeing <p><i>Individual level</i></p> <ul style="list-style-type: none"> • Increased sense of belonging • Improved physical and mental health • Able to use mainstream services • Bridging capital established with local host community <ul style="list-style-type: none"> – Participants in community events and/or sport – Parents participants in schools <p><i>Community/Organisational level</i></p> <ul style="list-style-type: none"> • improved access to resources and systems of support <p><i>Societal level</i></p> <ul style="list-style-type: none"> • Greater health equity • Improved social inclusion 	Education <p><i>Individual level</i></p> <ul style="list-style-type: none"> • Understands and can use English for accessing services, work and social interactions • Can access and participate in mainstream education/training <p><i>Community/Organisational level</i></p> <ul style="list-style-type: none"> • Integrated education and vocational services <p><i>Societal level</i></p> <ul style="list-style-type: none"> • Equity of access to education and vocational services 	Employment <p><i>Individual level</i></p> <ul style="list-style-type: none"> • Has secure employment free from discrimination • Income is adequate to needs • Able to support newer members of settling community • Improved quality of life and life expectancy <p><i>Community/Organisational level</i></p> <ul style="list-style-type: none"> • Employers value diversity • Work environments free from discrimination <p><i>Societal level</i></p> <ul style="list-style-type: none"> • Greater economic activity • Greater wealth creation 	Safety and security <p><i>Individual level</i></p> <ul style="list-style-type: none"> • Has affordable, suitable and secure accommodation • Bridging capital established: feels safe and secure in local community • Free from violence and/or vilification • Understands and can operate within Australia culture, behaviours and the law <p><i>Community/Organisational level</i></p> <ul style="list-style-type: none"> • Inclusive, responsive, safe and supportive services and community <p><i>Societal level</i></p> <ul style="list-style-type: none"> • Increased community safety • Increased community harmony • Increased community cohesion

The AMES Settlement Framework

Over the past 60 years AMES has developed as a comprehensive settlement agency providing unique CALD specialist services.

To guide our work, a Settlement Framework has been developed that provides the conceptual structure for the AMES 2011–2013 Strategic and Operational Plans. It describes how services across AMES can be linked up to achieve short, medium and long-term settlement outcomes and how connecting to partner services and other networks may contribute to improved settlement outcomes.

In delivering our services, AMES operates with respect for human rights, consistent with relevant National legislation and International conventions. The protection and promotion of human rights in our daily work enhances our ability to work with our clients to achieve greater fulfilment of their aspirations and independence during their settlement journey.

AMES Settlement Framework has four domains that are considered to be key social and economic determinants of successful settlement. These are (1) Health and Wellbeing, (2) Education, (3) Employment and (4) Safety and Security.

A strengths-based approach also predominates our planning and will help us ensure that clients are at the core of all AMES services. This is consistent with a rights-based approach that requires involvement of clients in the development of services which directly impact on them.

These services and approaches ensure AMES expands and deepens our knowledge base while continuing to build our capacity as a settlement agency. It should be noted that for the vast majority of clients settlement is a non-linear

process. Therefore clients do not necessarily progress sequentially through our services. They may access services concurrently or may leave a service and then re-engage at a later date.

In 2011 AMES will commence delivery of new contracts in Humanitarian Settlement Services and the Adult Migrant English Program. We will also continue to provide employment services exclusively to CALD job seekers under our 2009 Job Services Australia contract.

These contracts will provide opportunities to explore and expand sharing of knowledge and expertise as changed approaches are developed and implemented. Additional vocational training programs will provide opportunities for clients to bridge the gaps between achievement of the shorter and longer-term outcomes articulated in the Settlement Framework.

AMES will also continue to build an evidence base to influence and contribute to policy development and will actively seek input from clients and client communities as part of this process.

In the next three years, AMES will also expand its network of partners and alliances providing increased capacity to link clients with the services required to achieve their medium and long-term goals. It will also provide partnerships to support cohesive and coordinated input to policy and debate on refugee and migrant issues.

AMES

Our vision and strategic direction

Full participation for all in a cohesive and diverse society

The 2008–2010 AMES Strategic Plan identified six key priorities to help realise this vision:

1. Understand clients' immediate settlement needs and longer-term aspirations for living in Australia
2. Develop and shape AMES services to best meet those needs and assist in achieving those aspirations
3. Expand and strengthen our partnerships to achieve the best outcomes for our clients
4. Involve culturally diverse communities in developing and delivering our services
5. Develop the skills and knowledge of AMES staff to effectively realise our priorities
6. Communicate client stories to inform future policy design.

These priorities underpin AMES approach to client service delivery and the platform on which our next three-year strategy will be based. The 2010 Annual Report illustrates our comprehensive approach to establishing these priorities at every level within the organisation.

AMES values

AMES creates models of decision making, leadership, management and participation that embody our values and aspirations for the broader society.

AMES demonstrates the connections between a just, prosperous and creative society and the diversity of its people.

AMES puts our knowledge, services, resources, research and business skills at the service of a society where people from all cultural backgrounds can learn and work together with mutual respect.

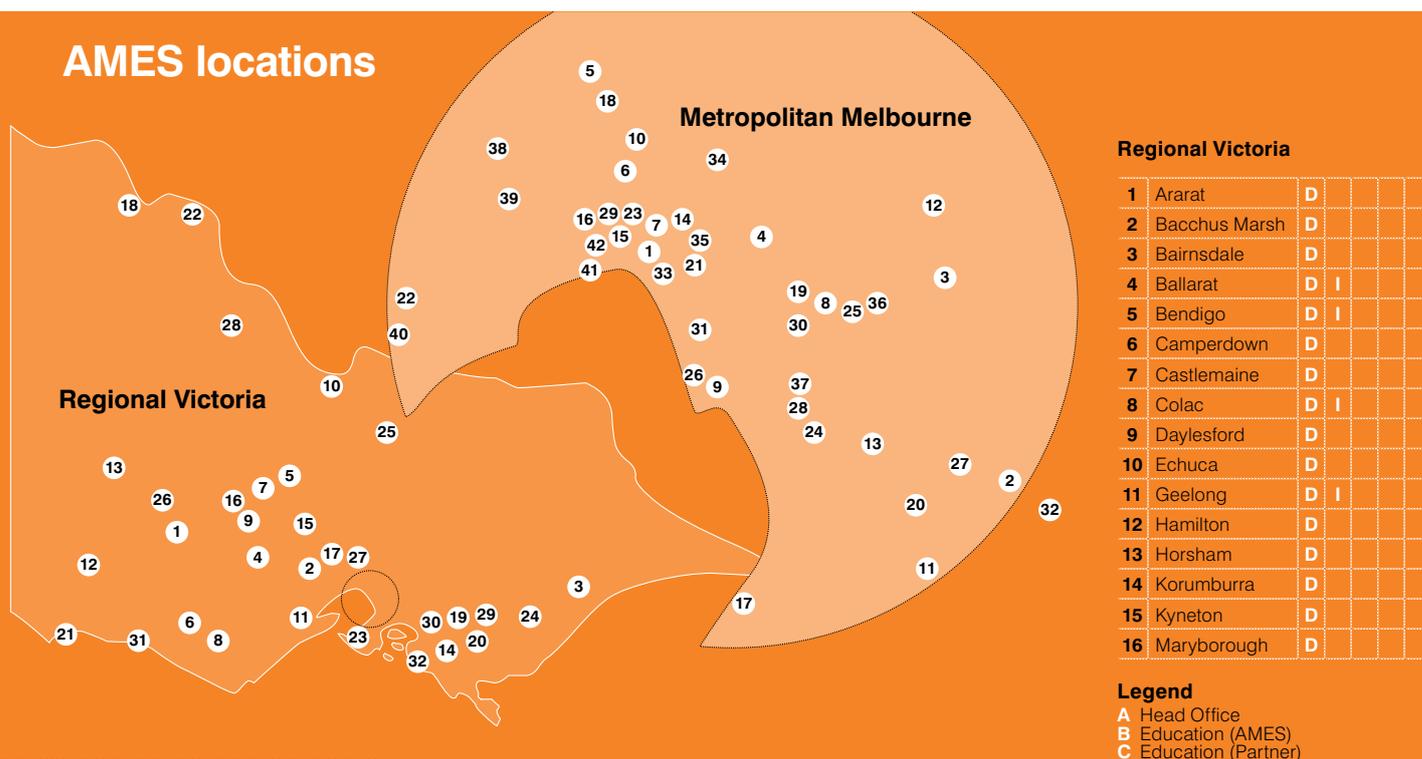
Working in partnership with other agencies, AMES facilitates respect for and understanding of diversity, and generates harmony between people from different cultural backgrounds.

AMES strives to contribute to a just society by balancing the economic, social and environmental considerations and outcomes in all our work.

Our staff are committed to demonstrating these values through their daily work:

- responsiveness
- integrity
- impartiality
- accountability
- respect
- leadership
- human rights.

AMES locations



Arriving in Victoria

An important change in 2010 was the development of a strengths-based approach to service delivery. This means staff focus on new arrivals' skills and attributes.

Individual client arrivals by visa category, 2008–2010

Arrivals to Victoria

Category	2008	2009	2010
Refugee (Off shore)	1964	1895	1393
Protection Visa Subclass 866 (On shore)	2	735	1092
SHP (Special Humanitarian Program)	1292	1689	829
Total	3258	4319	3314

In 2010 AMES assisted more than 3300 refugee clients to settle in Victoria. A team of over 70 AMES Settlement staff provided services targeted to meet the complex needs of people from regions affected by serious conflict. The IHSS provides intensive settlement assistance for refugees during their first six months of settlement. AMES and its consortium partners have delivered IHSS in Victoria since October 2005.

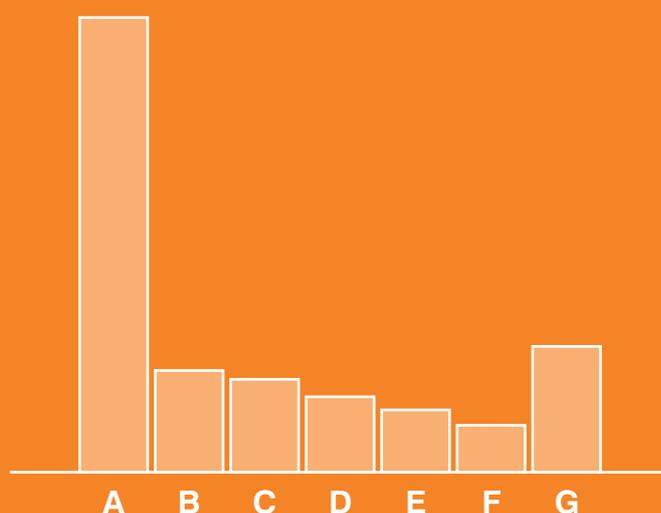
AMES works in partnership with Springvale Community Aid and Advice Bureau (SCAAB), Redback Settlement Services, the Brotherhood of St Laurence and Foundation House to provide the IHSS in metropolitan Melbourne. We also deliver the program in regional and rural Victoria through sub-contractors Ballarat Community Health Centre, Diversitat, Bendigo Community Health Services, Otway Community College, GO TAFE, Gippsland Multicultural Services, Sunraysia Mallee Ethnic Communities Council (SMECC) and Mallee Family Care.

Client cases by country of origin 2010

Country of Origin – Refugee (Off shore) Client Cases

A Burma	208
B Iraq	47
C Afghanistan	43
D Bhutan	35
E Ethiopia	29
F Congo	22
G Other	58

Note: 'Other' includes Sri Lanka, Iran, Somalia, Burundi, Liberia, Laos, Sudan, Eritrea, Uganda, Angola, Brazil, Côte D'Ivoire (Ivory Coast), Kenya, Nepal, Rwanda, Sierra Leone, Tanzania and Togo.



An important change in 2010 was the development of a strengths-based approach to service delivery. This means staff focus on new arrivals' skills and attributes, rather than what they might lack, and use these strengths to build a strategy that will help them become part of their new society. The strengths-based approach features significantly in the AMES Settlement Framework.

In May AMES tendered for the Humanitarian Settlement Services contract, demonstrating our track record of delivering a high standard of settlement services under the current IHSS contract.

Intensive settlement assistance

Case Coordinators

Case Coordinators draw on an extensive pool of internal resources including the Complex Case Support team, Settlement Information Officers, Settlement Volunteers, Welcome Guides, Community Guides, Housing Workers, interim accommodation facilities and AMES Education, Employment and Community divisions. Where necessary, Case Coordinators also link to external agencies for additional support.

The Case Coordinator monitors and reviews the client's settlement priorities, adjusting referrals and resources as necessary to help clients learn more about services and systems so they can manage their affairs independently.

Welcome Guides

For many clients, the journey to Australia can be stressful, daunting and challenging. In 2010, AMES allocated more than 100 Welcome Guides to new arrivals. Their primary role is to provide a friendly and reassuring welcome to clients in their first language. Many Welcome Guides have been through the same experience, so they often know first-hand the questions and concerns that the client will have.

Assistance in their first language helps clients understand crucial settlement information and express any immediate needs. Welcome Guides greet new arrivals at the airport and accompany them to their initial or long-term accommodation. They explain what will happen in the next few days, when the client meets their Case Coordinator.

Welcome Guides can also provide home orientation assistance, helping clients learn how to live in their new environment and explaining how to use unfamiliar domestic appliances safely and effectively.

Community Guides

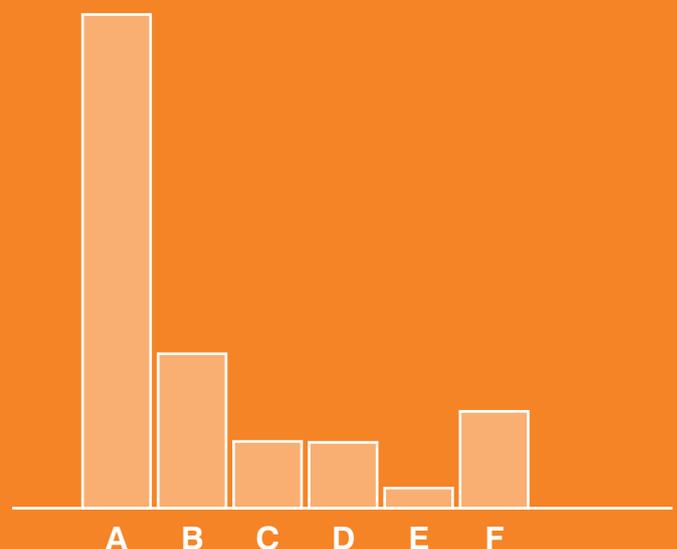
AMES Community Guides help orientate new arrivals to their local communities by providing practical and social support in their first language. AMES employs 148 Community Guides, who come from 23 different countries and speak 54 languages and dialects.

In 2010 AMES allocated Community Guides more than 400 times to help IHSS clients navigate their initial schedule of

Country of Origin – Protection Visa Subclass 866 (On shore) Client Cases

A Afghanistan	542
B Sri Lanka	169
C Iraq	73
D Iran	72
E Pakistan	22
F Other	106

Note: 'Other' includes Ethiopia, China, Kuwait, Burma, Rwanda, Uganda, Eritrea, Somalia, Zimbabwe, Egypt, India, Indonesia, Malaysia, Nigeria, Philippines, Turkey, Bahrain, Bangladesh, Cameroon, Colombia, Congo, El Salvador, Fiji, Ghana, Lebanon, Papua New Guinea, Romania, Sudan, Syrian Arab Republic, Tanzania, Vietnam and Stateless Persons.



activities. They accompanied clients to Medicare and Centrelink appointments and introduced them to banks, schools, places of worship and other local community facilities. They also showed clients where to shop economically, and familiarised them with using public transport and other aspects of Australian life.

During the year AMES inducted 47 new Community Guides to assist emerging communities from Iraq (target languages: Arabic, Assyrian, Chaldean), Burma (target languages: Karen and Chin) and Afghanistan (target languages: Dari, Farsi, Hazaragi and Persian).

The Community Guides program was developed not only to help newly arrived clients acquire essential information about living in their new country, but also to provide what may be their first job opportunity in Australia. Since the program began in 2005, AMES has trained more than 500 Community Guides. The number working at any one time has grown to 148. In 2010, more than 30 moved on to other employment roles within and outside AMES.

AMES developed opportunities for accredited professional development in collaboration with Skills Stores. The Settlement Partnerships Unit organised a Recognition of Prior Learning (RPL) skills assessment for Community Guides with no Australian qualifications or local work experience than their Community Guide position.

The assessment was based on skills acquired during induction, monthly training sessions, report preparation, volunteer work where relevant, qualifications obtained abroad and on-the-ground experience as a Community Guide. Kangan Institute of TAFE conducted the assessment from February to November 2010. Eighty-three Community Guides graduated with a Certificate III in Community Services.

Through the Community Guides Unit, many Guides worked closely with other areas of AMES during the year. Forty Guides assisted the Employment division, providing bilingual support to CALD jobseekers. Twenty assisted the Education division by providing in-class bilingual support and acting as bilingual Customer Service Officers. These activities not only provided invaluable bilingual support across the organisation, but allowed Guides to increase their work skills and experience.

In 2010 the Community Guides Unit also worked and trained with other service providers and agencies wishing to reach new arrivals with important information.

Settlement Information Officers

In late 2010 AMES recruited 12 Settlement Information Officers to deliver formal information about day-to-day living matters to individuals, families and large groups in the Arabic, Burmese, Chin, Dari, Farsi, Karen, Nepali and Tamil languages. Topics included health, home safety and public transport. This information was reinforced with the ongoing support of Community Guides as appropriate.

Housing Workers

The AMES Housing Workers Program continued to grow and strengthen in 2010. Housing Workers broker long-term accommodation for new arrivals by advocating on their behalf; liaising with real estate agencies; providing tenancy training for clients; accompanying them to property inspections to familiarise them with the process; and dealing with other support organisations. By year's end, six Housing Workers were operating across northern, eastern and western metropolitan Melbourne.

Interim accommodation services

In 2010 the Maidstone interim accommodation facility continued to provide a safe haven for new arrivals until they secured longer-term accommodation. While at Maidstone, clients have access to sessions covering important information about their new country, including Centrelink, Medicare, Foundation House (The Victorian Foundation for Survivors of Trauma and Torture) and tenancy training. AMES Education and Employment divisions also deliver settlement, language and employment information sessions on-site.

Complex Case Support (CSS)

Complex Case Support facilitates IHSS delivery by providing additional support to clients experiencing multiple barriers that create complex settlement challenges requiring special assistance. These challenges may include mental illness, outcomes of torture and trauma, disability, chronic health issues, drug and alcohol abuse, homelessness and family violence.

These challenges are compounded when combined with the requirements of settling in Australia, such as learning English, adapting to new social customs and understanding the Australian way of life. AMES runs the CCS program in partnership with SCAAB, Eastern and Central African Communities of Victoria and a number of rural providers. The CCS team identifies each client's strengths, and supports their path towards independence.

Settlement Volunteers

In 2010, AMES Settlement Volunteer numbers grew by nine per cent. Settlement Volunteers supplement AMES Case Coordination teams by providing practical ongoing support in the following areas:

- appointments with service providers including medical, dental, social service, migration, insurance, utilities, community support services, education, accommodation, employment and transport
- familiarisation with local districts
- accommodation search – attending 'open-for-inspections' and providing tenancy advice
- initial housing – helping clients settle into initial accommodation, and assisting with cooking, cleaning, shopping and travel to education facilities
- social support for isolated clients
- transport – helping clients learn to use the Melbourne transport system in their local areas and to the CBD. Where public transport was not an option, volunteers drove clients to appointments.

Regional resettlement achievements

Regional resettlement activities continued to grow in 2010. Ballarat Community Health Centre (BCHC), Mallee Family Care and Bendigo Community Health (BCH) Services were subcontracted to provide IHSS Services in July 2010. DIAC also funded BCHC and Mallee Family Care to deliver the Settlement Grants Program (SGP).

BCH increased its range of services as the Karen community in Bendigo grew to 300, including many families who relocated from Melbourne. BCH provided short-term torture and trauma counselling services, delivered Complex Case Support services and became a Refugee Health Nurse employer. Hazeldene's Chicken Farm, a local employer, was particularly supportive of the Karen community, employing around 30 Karen men.

Geelong became one of the busiest regional settlement destinations during 2010. A large number of Congolese families arrived between July and November, and were well supported by AMES sub-contractor, Diversitat.

Sunraysia Mallee Ethnic Communities Council (SMECC) supported a large number of 866 ('unaccompanied minor') visa holders in 2010. SMECC advocated for these young people, liaised with local employers and worked closely with Adult Migrant English Program (AMEP) provider Sunraysia TAFE to facilitate summer English classes. SMECC also helped provide migration advice to clients in association with Spectrum Migrant Resource Centre.

During the year, Shepparton also supported many 866 visa holders as large numbers of interstate clients moved to the area in search of employment. The GO TAFE AMEP program became involved in tailoring pilot programs exclusively for 866 visa holders to address their employment needs. Seymour Meatworks became a major employment destination for

significant numbers of Afghans. GO TAFE also established a relationship with Florin Buhala and Associates to facilitate migration advice for 866 visa holders.

Support for clients also continued in Gippsland, through sub-contractor Gippsland Multicultural Services and in the Otways through sub-contractor Otway Community College.

Settlement highlights

Getting it right for young clients in regional Victoria

A major achievement for regional service providers in 2010 was settling and retaining unaccompanied minors on 866 visas in Geelong, Shepparton and Mildura. The intensive involvement of IHSS sub-contractors, along with recognising employment options and migration advice as priorities, ensured this success. Service providers took special care to maintain support to individual clients despite frequent arrivals, and to work extensively with local real estate agencies to secure temporary and long-term accommodation.

Community Guides: a valuable resource for our sector

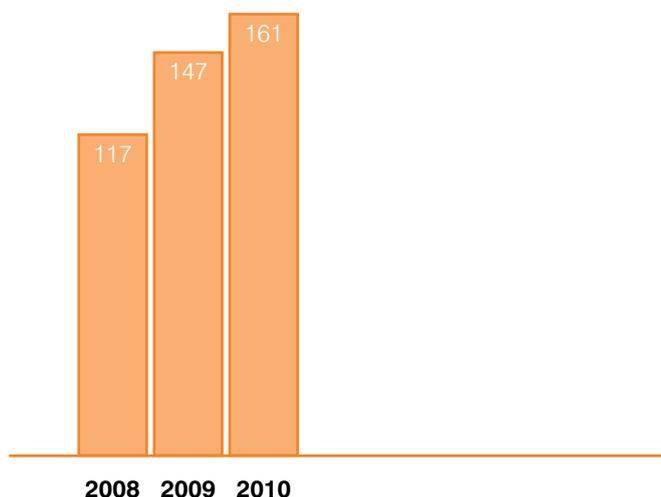
The Community Guides Program continued to gain recognition as a useful resource in the multicultural sector during 2010. Organisations including DIAC, Mission Australia, Parks Victoria, Bounce project, VicNet, Quit Victoria, VicRoads, the Australian Cultural Orientation Program, Victorian Electoral Commission, University of New South Wales, University of Adelaide, Refugee Council of Australia and the Settlement Council of Australia engaged Community Guides in a range of roles to facilitate successful information campaigns.

The benefits flowed both ways, as Community Guides increased their skills and work experience.

International recognition for Community Guides

In July, our Community Guides program was recognised by the UNHCR at its Annual Tripartite Consultations in Geneva. Vincent Cochetel, Assistant High Commissioner for Resettlement and Erika Feller, Assistant High Commissioner for Protection, launched the *AMES Resettlement Kit*. Developed by the AMES Settlement team, the kit included three publications focusing on the Community Guides program – *What Newly Arrived Refugees Say*, *From Strength to Strength: A Community Development Approach to Resettlement*, and *Refugee Resettlement: New Beginnings*. Over 200 copies were distributed, with particular interest from countries with growing resettlement programs including Japan, New Zealand, Sweden, Canada, Norway and Bulgaria.

Number of AMES Settlement Volunteers



Learning the language

Learning English can be a daunting task, especially for clients with lower levels of education.

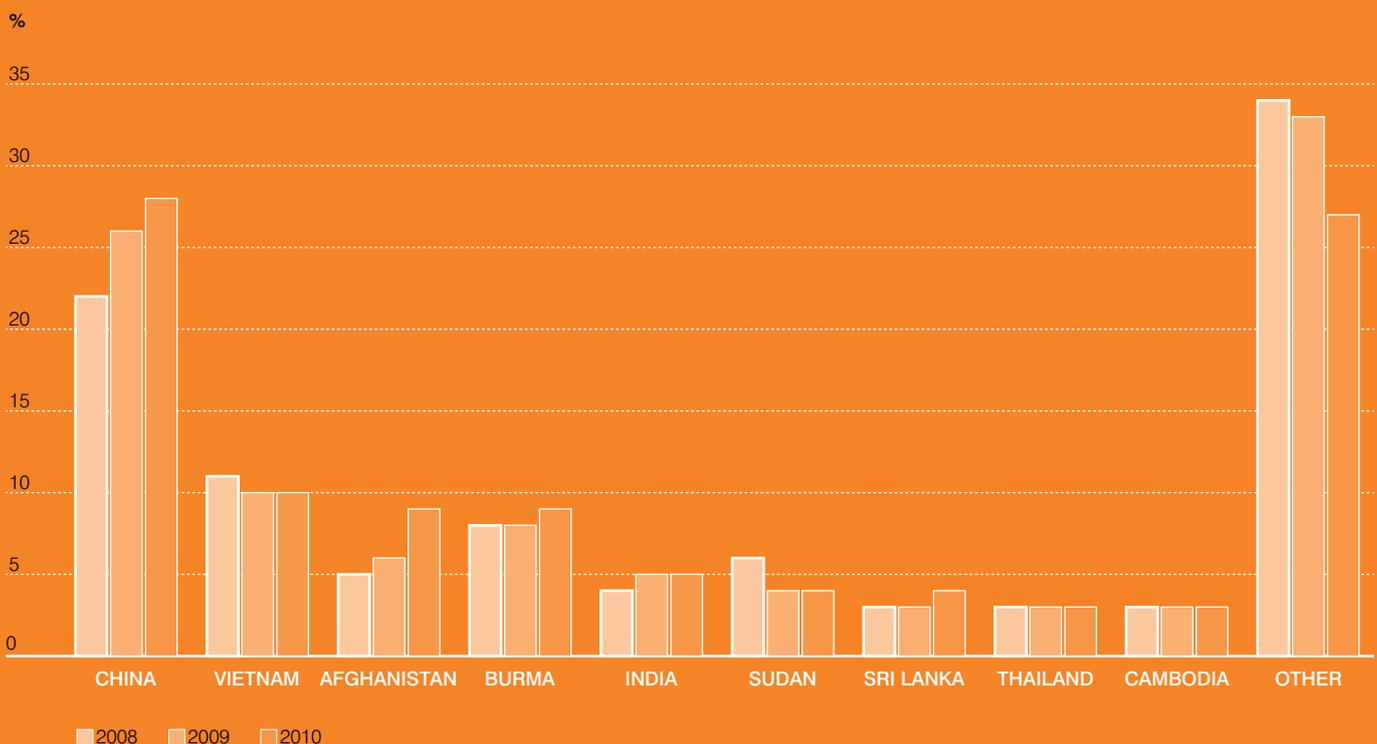
Learning English is a vital step towards settling successfully in Australia. More than half a million clients have learned English through AMES since 1952. Whether it is English for settlement, study, work or general use, learning the language helps new arrivals communicate with the wider community and realise their full potential in society.

AMES clients come to us with different backgrounds, education levels, learning styles and learning priorities. Learning English can be a daunting task, especially for clients with lower levels of education, but the challenge is just as great for new arrivals who have competing priorities, such as bills to pay and families to support.

AMES assesses each client's needs and provides the most suitable learning options from an extensive suite of programs with flexible delivery methods.

AMES has worked for nearly 60 years with federal and state governments to develop and deliver accessible, relevant programs for a range of English language learners. Clients may be referred to any of the following programs, in accordance with their needs, goals and eligibility. In many cases, this is not a linear process; clients do not necessarily progress sequentially through our programs. They face other priorities alongside their ongoing educational requirements. AMES undertakes counselling and assessment to ensure clients' needs are met as they move through the settlement process.

Percentage of education clients by country of origin



Tools for learning

Adult Migrant English Program (AMEP)

Funded by the Department of Immigration and Citizenship (DIAC), the AMEP provides 510 hours of free tuition per client to help them speak, write, read and listen to English. In 2010, the AMEP assisted over 19,100 clients across the AMES-led Consortium, including nine AMES sites, with over 180 teachers delivering nearly 3.5 million contact hours.

Child care remains a key component of the AMEP, allowing more clients to learn English in the classroom. In 2010 AMES worked with 401 childcare providers to arrange care for over 1900 children. The need for child care was more pronounced in metropolitan Melbourne, accounting for 83 per cent of placements.

Alongside increasing student numbers at seven out of nine sites, AMES also invested significant time in service development and innovation across nine sites during 2010, in preparation for delivering the new AMEP contract commencing in 2011.

Service development focused on two key areas:

- pathway planning for all AMEP clients through an enhanced counselling service
- teaching and learning strategies for better client engagement, attendance and retention.

AMES also led a consortium of four partners and 32 sub-contractors to deliver the AMEP across other areas of metropolitan Melbourne and regional and rural Victoria.

Volunteer Tutor Program (VTP)

The VTP provides another level of support for the AMEP. Learners can arrange access to a Volunteer Tutor, who can help the client learn English at home, in a classroom or in an Independent Learning Centre (ILC). A tutor meets the client regularly to assist with day-to-day English and to practise speaking and listening. The VTP can be particularly useful for clients with low literacy levels, helping boost confidence before they enter classes.

Twenty AMES staff coordinated 2195 volunteers to deliver the VTP in 2010. Of these volunteers, 665 (30 per cent) were new to the program.

While home tutoring was still their main activity, volunteer tutors worked in a wider range of roles and settings to further meet the needs of client groups. These included site support for classes (conversation groups, settlement sessions and computer assistance), literacy and homework support, tutoring in subjects like mathematics and science, driving lessons and men's and women's groups. Volunteers also worked with clients in groups focused on common interests such as gardening, sewing, knitting and card-making.

An ongoing and innovative adaptation of the VTP is the Family Language Program, delivered from the Monash Medical Centre in Clayton for 15 years. Eligible AMEP clients are identified in the waiting area or referred by medical staff and offered a volunteer tutor. Alternatively, they can enrol in on-site classes to learn English that will assist them during pre-natal hospital visits, preparing for their baby's birth, being in hospital and

support options once they go home. While providing much needed support for pregnant clients, the program also acts as a valuable referral to the AMEP.

Distance Learning Program (DL)

In 2010 approximately 32 teachers at any one time delivered the DL program to nearly 1500 clients via nine AMES sites and at two partner sites: Diversitat in Geelong and Goulburn Ovens TAFE in Shepparton.

The DL program targets clients who are unable to visit a site to access their AMEP hours. Clients eligible for the AMEP use five hours per week, and private students access the program on a fee-for-service basis.

Through the DL program, clients have several ways to interact with their teacher: face-to-face, telephone, Skype or other means of online communication.

The program is delivered primarily using *It's Over To You*, an incremental four-stage course book and CD/DVD package containing send-back exercises with embedded assessment tasks and answers, aligned to the Certificate of Spoken and Written English (CSWE) 2008. The package is supplemented with *At Work in Australia*, a resource containing 10 units of employment-related content.

Youth Program

In 2010 the AMES Youth Program supported nearly 650 clients from six sites across Melbourne. The program uses a holistic approach for clients aged 18–25. English language training is tailored to address complex needs including settlement, education, training and employment. The program also provides pastoral care and support.

Youth clients learn English through an activity-based curriculum which supports their settlement needs and promotes social connection.

In 2010 AMES delivered the second year of a three-year Youth Participation and Access Program (YPAP) funded by the Victorian Government Office for Youth. This program employs hands-on activities to help clients with life skills acquisition, civic engagement, capacity building and information and referral. Activities in 2010 included:

- a three-day getaway to the Strathbogie Ranges
- skill development workshops in tennis, cricket, lawn bowls and AFL
- theatre and music-making opportunities with La Mama and Big West productions
- driving programs
- leadership development programs that led to two client initiated projects, 'AMES has Talent' and 'Youth Cultural Surprise!'
- 'Sharing Stories' a peer support program in conjunction with Mentone Girls Grammar School
- a Christmas gathering to welcome newly arrived refugees.

In 2010 AMES also partnered with Debney Park Secondary College and Dandenong High School to deliver customised Victorian Certificate of Applied Learning (VCAL) programs to nearly 40 newly arrived CALD youth with interrupted schooling. VCAL is an accredited senior secondary certificate and in this partnership AMES was responsible for delivering the literacy strand of the program.

The 16-week Ucan2 program, delivered in partnership with Foundation House and the Centre for Multicultural Youth, continued to introduce young refugees to the Australian workplace while providing mentoring and psycho-social support. This program is designed to assist clients to continue on a pathway of full-time study supported by part-time work opportunities.

The Youth Program enjoyed the support of many organisations in delivering its key projects during 2010. We thank Tennis Victoria, Royal Victorian Bowls Association, Spirit West, AFL, Cricket Victoria, Sports without Borders, La Mama, Big West, Shakespeare in the Community (Melbourne University), Fit to Drive, Keys Please (VicRoads), City of Greater Dandenong, City of Maribyrnong, Centre for Multicultural Youth, Foundation House, Centrelink, Western Refugee Health Centre, Western Young People's Independent Network, Western Edge, Mentone Girls Grammar School, Noble Park Aged Care Facility, Youthlinks, South East Local Learning and Employment Network, Department of Education and Early Childhood Development (DEECD), Dandenong High School, Debney Park Secondary College, Office for Youth, Southern Health and Southern Ethnic Advisory and Advocacy Council.

Vocational Education and Training (VET)

In 2010 AMES delivered VET courses to more than 2200 clients across 10 sites. We delivered 312,000 contact hours, including ATTP traineeships, fee-for-service hours and State-funded hours through Adult, Community and Further Education (ACFE) across our Education, Employment and Social Enterprises programs.

Delivering full credentials or units around targeted skill sets, our VET programs focused on Certificate IV in Small Business Management; Certificates III in Aged Care, Children's Services, Asset Maintenance and Micro Business Operations; and Certificates II in Hospitality, Furniture Making and Business. Foundation Skills courses focused on Certificates I-IV in Spoken and Written English, and Certificate I in Vocational Preparation.

In August 2010 we established a separate VET division in anticipation of full funding contestability under the Victoria Training Guarantee from January 2011.

We developed a three-year Board-endorsed strategy to increase access for CALD clients to VET that integrates language support as a bridge to further mainstream training or employment.

In 2010 we migrated the VET database from Student Administration, Human Resources, Administration, Personnel, Education (SHAPE) to Strata, an Australian Vocational Education and Training Management Information Statistical Standard

Number of youth clients by site

Participants by site

A	Footscray	99
B	Werribee	32
C	Flagstaff	142
D	St Albans	29
E	Noble Park	181
F	Dandenong	161
	Total	644



(AVETMISS)-compliant database. This will enable us to report training delivery directly into the Skills Victoria Training System.

We also developed plans to launch a project in early 2011 aimed at reviewing training delivery policies and procedures across all AMES Commonwealth and State-funded programs, to streamline and ensure full alignment with National and State quality standards and regulatory frameworks.

Resourcing, Learning and Innovation (RLI)

RLI continued to develop innovative learning solutions for a variety of clients in 2010. It also made available more than 30 print, multimedia and online formats supporting English language learning around Australia.

During the year, RLI sold over 10,500 resources, generating revenue of more than \$230,000. Clients included individual students and teachers in Australia and abroad, AMEP providers, Adult and Community Education (ACE) providers, secondary schools, TAFEs and providers of English Language Intensive Courses for Overseas Students (ELICOS).

In 2010, RLI won funding from and partnered with the Workplace English Language and Literacy Program (WELL), an initiative of the Department of Education, Employment and Workplace Relations (DEEWR). The partnership produced *Speak Safe*, an occupational health and safety (OHS) awareness resource for CALD workers in a range of industry contexts including office, retail, warehouse, agribusiness, aged care and hospitality.

RLI was also approached by Footscray Community Legal Centre, Legal Services Board and the Victoria Law Foundation to develop and produce *Getting to Know the Law in my New Country*, a DVD explaining common legal issues for recently arrived migrants and refugees. Topics included driving, traffic infringements, receiving and paying bills, door-to-door sales, tenancy, Centrelink and family violence. The DVD is available through Legal Aid Victoria.

RLI continued to develop the award winning Virtual Independent Learning Centre (VILC) at www.virtualilc.com. The VILC has provided access to high quality online English language learning resources since 1997.

2010 saw the addition of another stream of VILC content. *Watch this!* is a collection of videos and activities for downloading to mobile devices. Produced with funding from the Telematics Trust, *Watch this!* received more than 88 subscriptions from clients including TAFEs, universities and community centres on multi-user licences.

English Language Intensive Courses for Overseas Students (ELICOS)

AMES is a registered ELICOS provider and in 2010 our classes continued to prove popular due to our considerable experience in delivering English language courses. ELICOS classes are delivered from the Flagstaff campus in Melbourne's CBD. They include 10-week English for Academic Purposes and General English courses, and five and 10-week courses designed for academic or vocational outcomes.

In 2010 client numbers grew by 11 per cent. Clients came from over 20 countries including Korea, Japan, Taiwan, Thailand, India and Columbia. A unique feature of our ELICOS program is that clients from a range of English language levels learn together. This gives our international clients exposure to a variety of cultures representing the true Melbourne demographic.

Volunteer Tutor Enhancement Program (VTEP)

VTEP provides training to better enable community organisations to manage volunteer programs that help refugees and new migrants who are not eligible for the AMEP. VTEP is provided at no cost through funding from DIAC.

AMES VTEP provides accredited training for English language volunteer tutoring; a training manual and tutoring resources; guidance and information for course coordinators; and workshops for volunteers and coordinators.

In 2010 AMES delivered VTEP to nearly 150 organisations, training almost 320 volunteer tutors. Particularly active organisations included the Asylum Seekers Resource Centre, Fitzroy Learning Network, Syndal Baptist Church and the Smith Family.

AMES delivered VTEP for several special projects throughout 2010:

- The Church of all Nations – African Social Inclusion program
- Centre for Multicultural Youth – Learning Beyond the Bell program for volunteers who led refugee youth homework clubs across Melbourne
- Jewish Aid Australia – Refugee Support project
- ACFE-funded project – Responding to CALD Learners project.

Key education highlights

Award-winning Resourcing, Learning and Innovation (RLI)

In November, the RLI team won the Lifelong Learning Award for its resource *That's Work!* as part of the eLearning Industry Association of Victoria Excellence Awards.

That's Work! is a workplace communication tool for elementary English learners. Presented at a gala dinner hosted by the eLearning Industry Association of Victoria, the award recognised *That's Work!* for innovation in design and development for lifelong learning.

ELICOS introduces two key new markets

In 2010 AMES ELICOS program tackled the issue of a national decline in international student numbers, by targeting business development efforts in the Middle East and South America; two markets that are relatively new for AMES. As a result, client numbers increased by 79 per cent and 47 per cent respectively.

ELICOS clients by country of origin

Country	2010	2009
India	3	54
Other	5	6
Asia Other	19	25
Middle East	29	6
China	30	25
Japan	42	39
Europe	53	34
Taiwan	79	89
Thailand	82	45
South America	162	87
Korea	266	276
Total	770	686

Citizenship course success

In 2010 DIAC commissioned AMES to deliver a new citizenship course at two education centres, Dandenong and Footscray. The course is made available to clients who have been unsuccessful in previous attempts to pass the citizenship test. In many cases these are students with significant learning barriers associated with language and literacy skills.

Both education centres delivered the course three times to 115 clients in the second half of 2010, with a success rate of 98 per cent. In 2011, AMES will extend delivery to its largest site in Flagstaff. AMES introduced the new course at a workshop during the AMEP Consortium Central Professional Development Seminar in June.

Strengthening ACE provision for CALD learners

During 2010 AMES continued to manage the four-year 'Responding to CALD Learners' project, an ACFE Capacity Initiative. We delivered the following professional development activities:

- Managers Forum – two days in April, with 83 participants from 54 Adult and Community (ACE) organisations
- Regional Leaders Workshops – two days in June, with 12 leaders from 10 ACE organisations around Victoria
- Regional Workshop Delivery – 718 people from 106 ACE organisations at 62 workshops in all eight ACFE regions between August and November
- Regional Leaders' Reflection and Evaluation Workshop – one day in December 2010, with 12 leaders from 10 ACE organisations around the State.

Pathways to employment

While newly arrived refugees and migrants face the same pressures as everyone else to put food on the table and pay the bills, meaningful work opportunities also help them rebuild their identity in an unfamiliar environment, gain self-confidence and forge a place in the wider community.

In 2010 AMES Employment continued to work closely with external partners and other areas of the organisation to create a range of flexible, accessible employment programs that maximised social and economic opportunities for clients.

With each client, AMES Employment focuses on three key areas to produce the best possible results:

1. **Assessment and training.** We identify the client's skills and abilities to find the most suitable job and where possible, offer training options to equip the client with the right skills for the job they want.
2. **Finding the right job.** AMES has a list of vacancies ready-to-go. Our consultants can also broker opportunities by liaising directly with employers.
3. **Supporting the client while on the job.** Once the client has found a job, we continue to support them and their employer to ensure an optimum outcome for both parties.

While AMES primarily offered these services through the Job Services Australia (JSA) contract in 2010, we also provided a range of other specialised services and programs in conjunction with other AMES divisions and external partners.

Tools for employment

Job Services Australia (JSA)

In 2009 an AMES Consortium successfully tendered for the 2009–2012 JSA contract. The Consortium included AMES, SkillsPlus, Springvale Community Aid and Advice Bureau (SCAAB) and Victoria University.

In 2010 the Consortium Management Committee continued to manage performance, compliance, risk, strategy and innovation to ensure delivery of a high quality, integrated and relevant service to clients, specialising in services to CALD and young CALD jobseekers. As part of the 2010 Consortium:

- Victoria University delivered the New Enterprise Incentive Scheme (NEIS) in the Westgate Employment Services Area
- SkillsPlus delivered traineeships, access programs, productivity places programs and youth programs
- SCAAB delivered youth services, settlement services, volunteer programs and coordination and outreach services
- CERES delivered Work for the Dole programs and environmental social enterprise initiatives.

The Consortium provided services to approximately 18,000 jobseekers in 2010. Approximately 12,000 were existing clients, and around 6000 were new referrals.

Breakdown of existing clients by employment barriers

Stream type	Total jobseekers
Stream 1	2613
Stream 2	3505
Stream 3	4115
Stream 4	1540
Total	11,773

Stream 1: job-ready
Streams 2 & 3: some vocational barriers to employment
Stream 4: high vocational and non-vocational barriers to employment

Of the 11,773 clients, the top 10 countries of origin were:

Country	No. of clients
Australia*	2560
Vietnam	2120
China	692
Iraq	675
Burma	449
Afghanistan	433
Sudan	375
Turkey	356
Lebanon	330
Sri Lanka	271

* This group includes significant numbers of second generation job seekers from CALD backgrounds

Key facts

- The AMES Consortium worked with close to 3000 employers and recorded more than 5600 vacancies.
- Of these vacancies, 2162 were brokered (AMES-sourced) and 3460 were assisted.
- There were 10,475 jobseeker referrals (6988 referrals to brokered vacancies and 3487 referrals to assisted vacancies).
- There were over 4000 successful job placements, including 1589 brokered job placements and 2653 assisted job placements. Of the total job placements, 37 per cent achieved 13 weeks' employment for clients, and more than 40 per cent achieved 26 weeks' employment.
- There were more than 460 educational placements (one-year minimum courses) leading to over 330 outcomes in one-semester courses and 35 outcomes in two-semester courses.

Star Ratings

Star Ratings is the official performance system used by the Department of Education, Employment and Workplace Relations (DEEWR) for the JSA Contract. The system rates each site or region on how many clients they place into 13-week and 26-week outcomes, with higher weightings for the most disadvantaged clients. The system also applies weightings based on national average placements of all JSA providers.

In June 2010, DEEWR released the first public Star Ratings for the new contract. The AMES employment consortium's overall rating improved from March 2010. AMES Employment's Footscray site received the only CALD specialist five-star rating in Australia, placing it within the top five per cent of all JSA sites around the country. Westgate Region achieved a four-star rating, which was above the national average. Our Coburg and Dandenong sites also achieved four stars, and were two of just three CALD sites across Australia to do so.

New Enterprise Incentive Scheme (NEIS)

In 2010 AMES Employment delivered NEIS, a program designed to help unemployed people establish commercially viable small businesses. NEIS provides accredited small business training, financial assistance from DEEWR for up to one year, and one-on-one business counselling sessions, also for up to one year.

During the year, AMES delivered NEIS to 61 clients and assisted more than 30 of them to start their own businesses in 14 different industries.

Language, Literacy and Numeracy Program (LLNP)

Under this program, AMES delivers language training to help migrant and refugee jobseekers with language, literacy and/or numeracy difficulties to access employment and mainstream training. AMES began delivering a new LLNP contract in inner-east Melbourne in July 2010. By December, 23 staff were teaching 280 clients in 14 classes at AMES Box Hill and Flagstaff sites.

In 2010 CAE joined AMES as a new consortium partner in delivering the LLNP. CAE will focus on English-speaking learners with literacy and numeracy skills gaps. AMES has also been joined by sub-contractors Carlton Neighbourhood Learning Centre (CNLC) and Carringbush Adult Education. Both will provide language and literacy training in a community setting.

In September, AMES ceased delivering the previous LLNP contract in south-east Melbourne, after 12 years' successful delivery in conjunction with Holmesglen TAFE.

DIAC employment pathways programs

During the year, AMES and partners Holmesglen TAFE, GO TAFE, Victoria University, Chisholm TAFE, BRITAFE, Sunraysia TAFE and Diversitat continued to deliver the Employment Pathways Program (EPP) and Traineeship in English and Work Readiness (TEWR) program.

Funded by DIAC, these programs focus on supporting clients in to employment pathways. Content includes:

- workplace culture and practices
- developing language and communication skills in targeted workplace contexts
- one to two weeks' work experience
- occupational health and safety (OHS) training, along with hands-on skills training for specific industries
- résumé development/mock interviews
- job search tips for specific industries.

In 2010 AMES and partners delivered 75 EPP courses of 200 hours each to more than 1100 clients; achieving employment placements of over 26 per cent. Nineteen TEWR courses of 160 hours each were delivered to over 280 clients; achieving employment placements of close to 30 per cent.

The DIAC employment pathways programs team worked with over 320 employers to produce this result forging partnerships with several large companies who are able to offer multiple placements. For example, Kmart offers placements in at least eight locations and in several departments at those locations. Australian Hospitality Services places clients into numerous hotel chains around Melbourne.

Because work experience forms a key component of each EPP and TEWR course, most employment outcomes stem from the work placement opportunities provided. AMES Education uses the expertise of AMES Employment to source appropriate placements in industries including retail/customer service, aged care, office administration, hospitality, children's services, patient services, manufacturing, asset maintenance and horticulture.

In 2010 the DIAC employment pathways programs also achieved solid outcomes in further education. Almost 34 per cent of TEWR clients and 35 per cent of EPP clients commenced further study.

Skilled Professional Migrant Program (SPMP)

The SPMP assists overseas and locally qualified skilled professionals who have recently arrived in Australia to gain employment in their professional field in Victoria. Run as an intensive workshop-style course focusing on the Australian corporate job market, the SPMP works closely with AMES BusinessLink program, which gives clients the chance to attend networking events to provide insight into corporate recruitment processes.

After completing their course, SPMP clients are eligible for matching with a mentor who provides ongoing support and advice through the job search process.

AMES delivered the SPMP to 161 clients in 2010. These clients undertook a three-week workshop program, developing skills in résumé writing; job applications; telephone skills; effective communication; vocational counselling; interview preparation and practice; and understanding the Australian job market and workplace.

In 2010 AMES and IBM twice piloted the project, *Working: The Australian Way*. Corporate partners included Australia Post, Chandler MacLeod, Telstra and NAB.

During each two-day workshop, our partners advised 30 SPMP and EPP clients about their recruitment processes and requirements. Each client also participated in two mock interviews.

Evaluation of the first workshop in July indicated that our corporate partners believed 75 per cent of participating clients were immediately employable. After the second workshop in September, three participants gained employment with our partners. A further 60 per cent gained employment in their professional field because of the confidence and knowledge they gained through the workshop.

In late 2010, AMES hosted a corporate networking event at our Little Collins Street site. Over 80 SPMP clients attended and met representatives of Manpower, GE Capital, IBM, Telstra, Australia Post, CR People, Ticketmaster, Australian Taxation Office, Deloitte, University of Melbourne, Australian Industry Group, Australian Unity, BHP and ANZ.

Strengthening links with employers

Throughout the year, AMES worked directly with industry, creating customised staffing solutions for employers and employer groups to build further employment pathways for clients.

These initiatives typically focused on clients most removed from the labour market through language and qualifications barriers. AMES worked directly with employers and industries experiencing staffing problems to:

- ascertain their skill shortages and their needs for supporting CALD jobseekers in the workplace
- build flexible training and support programs for interested client groups.

Programs included client pre-screening, training, work trials and wage subsidies for eligible clients, post-placement support and an induction handbook.

In many cases, staffing solutions are created for regional and rural businesses, so relocation, accommodation and community outreach support may also be required. AMES can put together dedicated support teams with expertise across the employment, education, settlement and community development sectors to create optimum results for these employers, many of whom have little experience in dealing with CALD jobseekers.

Keeping abreast of industry needs

AMES continued to build and strengthen industry partnerships in 2010 by informing programs about employer needs and expectations, and ensuring the organisation became better placed to achieve positive employment outcomes.

Australian Industry Group (AIG)

In 2010, AMES formed a partnership with AiGTS, the Australian Industry Group's training services arm. Both organisations are working to create links between AMES Education's Youth clients (those aged under 21) and apprenticeships and traineeships offered by AIG employers in three industries: manufacturing, engineering maintenance and fabrication. In future, the project will also target AMES Youth clients (and possibly school leavers) registered through Job Services Australia and the AMES Employment division.

Manufacturing Skills Australia (MSA)

MSA is the national Industry Skills Council recognised by the Federal Government and the manufacturing and automotive industries to ensure that the skills needs of enterprises are being met. MSA employer members were referred to AMES with suitable vacancies for CALD jobseekers in 2010.

Social Enterprise Program

In 2010 AMES social enterprises continued to provide training and employment opportunities to migrants and refugees.

With support from government, private enterprise and community organisations, AMES social enterprises provided clients with a real job, hands-on training and support to move into the open labour market. During the year we consolidated our enterprises to focus on catering and cleaning businesses, and won almost \$2 million in government funding to support their growth and development.

Catering

Sorghum Sisters: commercial catering business focused on African cuisine.

Cultural Cooks: commercial catering business with a multicultural menu.

Cleaning

Magic Green Clean: commercial cleaning business operating in south-eastern and inner city Melbourne.

Through these businesses, AMES also provided short accredited training courses in cleaning, hospitality, food hygiene, asset maintenance and OHS.

In 2010, our social enterprises created training, practical placement and employment opportunities for over 100 clients and generated more than \$1.3 million in revenue.

Industry Training Centre

Guided by the AMES Community and Policy division, the Industry Training Centre delivers training programs tailored to industry needs. In 2010, AMES delivered six programs to 55 Work for the Dole clients, 48 trainees and 30 apprentices. The programs included OHS, vocational preparation and Certificate II in Furniture Making.

Our partners in developing these courses were MatchWorks, Kangan Batman TAFE, RMIT TAFE, Jesuit Social Services, Corrections Victoria, Job Prospects, SkillsWork and AMES Employment.

Clients undertaking the Certificate II in Furniture Making assisted up to 20 local childcare and kindergarten centres by refurbishing and updating playground equipment.

Key employment highlights

Spreading the word on successful DIAC employment pathways programs

AMES staff involved in delivering the Employment Pathways Program (EPP) and Traineeship in English and Work Readiness (TEWR) shared program outcomes at more than 10 conferences and training days across the adult education and VET sector in 2010.

Delivering employment results in regional Victoria

Coordinated efforts from all AMES divisions in 2010 generated strong regional employment results. We joined forces with the Nhill community and Luv a Duck, a major producer of duck products, to provide 26 full-time employment places for members of the 35-strong Karen community by the end of 2010.

To achieve this, AMES Employment sourced candidates and AMES Education delivered a tailored training package as part of the DIAC employment pathways programs. More than half the initial participants gained immediate employment, and the remainder were placed in a resource pool for future employment opportunities.

Industry recognition

AMES was one of only 10 not-for-profit organisations selected for profiling in the Jobs Australia publication *More Forces at Work*. According to Jobs Australia CEO David Thompson, the publication featured organisations that '... go way beyond their contracts to make Australia a better and more equal place, and to help the disadvantaged people they serve to realise their aspirations and their potential.'

Kate Ellis MP, Minister for Employment Participation, launched *More Forces at Work* at the Jobs Australia conference in October 2010.

Mentoring partnership under way

Post SPMP course mentoring picked up pace in early 2010 as a result of a partnership with engineering firm Sinclair Knight Merz (SKM). As part of its Corporate Social Responsibility program, SKM provided 23 staff who volunteered their time and expertise as Professional Mentors to 23 graduates of the SPMP. The program pooled skilled migrants and Mentors from a range of sectors including Engineering, Accounting and Finance and Marketing, providing clients with a sound opportunity to network and build relationships and progress towards their employment goals.

Forging community links

During 2010 AMES partnered with Victoria University and SkillsPlus to deliver Work for the Dole programs in the Melbourne community. AMES placed 383 clients into programs covering environmental grasslands, scout hall recovery projects, English at work and general maintenance of local community facilities.

Caravan manufacturing industry specialists

Over the course of 2010 AMES Employment forged a strong relationship with Supreme Caravans in Melbourne's north, placing over 50 CALD jobseekers in to sustainable employment. Due to the number of OHS issues in the caravan industry, AMES Community and Policy delivered a customised training program in partnership with RMIT TAFE – ensuring the Certificate II in Furniture Making contained specialised OHS modules, raising awareness of the issues and preparing our clients for the job.

During inspections throughout the year, WorkSafe continued to be impressed with our operations, and approached us to provide training and recruitment services for the caravan manufacturing industry component of its business.

Supporting diversity at work

AMES Employment is pleased to align with and support organisations that recognise excellence in initiatives related to employing and including people from culturally and linguistically diverse backgrounds.

AMES Employment was proud to sponsor the 2010 Diversity@Work Awards. AMES Employment General Manager, Ary Laufer, presented the award for 'Employment and Inclusion of Culturally and Linguistically Diverse Australians' to NAB, with a special commendation going to The Royal Women's Hospital.

Enhancing the capacity of AMES Social Enterprises

In 2010 AMES Social Enterprises grew considerably. Magic Green Clean began delivering the cleaning grounds maintenance contracts for Kensington Housing Estate. Employing a number of Estate residents as well as other skilled staff, the team achieved higher standards against specifications and within budget than the previous commercial contractor.

Cultural Cooks and Sorghum Sisters delighted Melbourne Food and Wine Festival participants with a nine-course tasting menu, and continued to impress at increasingly high profile conferences, events and festivals.

The AMES Social Enterprise model was featured at the Jobs Australia Conference in October. AMES presented the 'Being Enterprising with Food' session, which profiled the Sorghum Sisters and Cultural Cooks. The session explored the CALD-focused catering enterprise model, discussing practical issues and challenges faced by social enterprise practitioners in creating viable and sustainable businesses.

AMES successfully secured a DEEWR Jobs Innovation Fund grant of \$1.1 million to expand our catering operation – employing another 10 trainees. The funds are helping develop a commercial kitchen for Sorghum Sisters and a café on the Kensington Housing Estate.

We launched commercial websites for the Sorghum Sisters, www.sorghumsisters.com.au, and Cultural Cooks, www.culturalcooks.com.au, allowing customers to browse, order and enquire online.

Supporting effective service development

We encourage other organisations and people in the community to become involved with AMES and share their knowledge on the Australian way of life.

Ongoing community engagement is a vital element of AMES success. By consulting regularly with regional community leaders and information providers, we can tailor services to meet local issues and needs. We also educate the broader Victorian community about the issues our clients face. We encourage other organisations and people in the community to become involved with AMES and share their knowledge of Australia's way of life with refugees and new migrants.

Volunteering@AMES

In addition to running the Volunteer Tutor, Professional Mentor and Settlement Volunteer programs, we established more volunteering opportunities across all AMES divisions in 2010.

Volunteers are integral to our service delivery. Over 2288 AMES volunteers range in age from 21 to 80 and speak more than 90 languages. This diversity increased in 2010, with more younger people and those from refugee or migrant backgrounds signing up to volunteer at AMES.

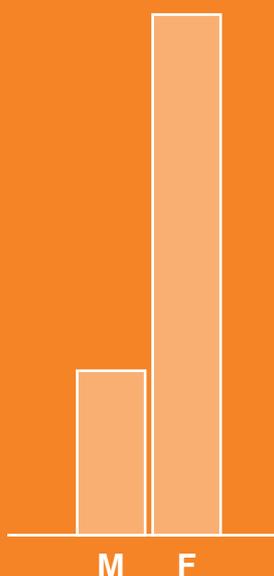
Many of our volunteers have a connection with the workforce; around half are employed full or part-time. Almost one-third are retired, while a quarter are not in the workforce.

Volunteer profile

Gender

M Male	24%
F Female	76%

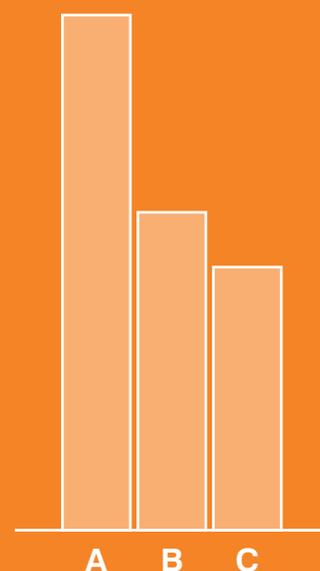
Note: These numbers reflect a higher requirement for female volunteers to support female clients at home.



Employment status

A Full-time or part-time	47%
B Retired	29%
C Not in workforce	24%

Note: Employment status figures are based on a sample and may not reflect the exact breakdown across the full number of volunteers.



Almost 60 per cent have experience of settlement and/or learning a new language, enabling them to assist our clients bilingually where appropriate. Of these, 27 per cent of our volunteers have a first language other than English, while almost one-third have a second language other than English. This adds a valuable dimension to the work they do with clients.

As the number and diversity of volunteers continues to grow, so does the range of skills they bring to AMES, and the variety of roles they perform. In 2010, nearly 2300 people volunteered with us. Most supported the Volunteer Tutor Program, but increasingly they took on other roles. These included helping clients during their initial settlement phase, mentoring skilled migrants, supporting the Multicultural Hub's activities (see page 24 for more information on the Multicultural Hub) and supervising vocational activities in our social enterprises and industry training centre.

A steering committee for the *Volunteering@AMES* project was established in 2010. The committee operates under three guiding principles:

1. ensuring the development of a volunteering service that is accessible to all clients and supports their pathways and needs
2. using volunteering to create meaningful and rewarding outcomes for clients and volunteers
3. coordinated management of an expanding volunteer service.

In 2010 AMES was also awarded \$175,000 in project funding by the Department of Planning and Community Development (DPCD) to lead the promotion and uptake of services and resources available on the *i can do that* volunteer portal. AMES hosted the portal launch at the Hub in September and appointed a project officer to ensure two outcomes:

1. engagement with CALD communities to raise awareness of individual volunteer opportunities
2. engagement with business to raise awareness of the best practice tool kit available for organisations establishing volunteer programs.

The project will also facilitate awarding further community grants to CALD groups to help develop their volunteer engagement and overall capacity to support their own communities.

It is a constant challenge for any organisation to find meaningful ways to thank and acknowledge its volunteers. AMES Volunteer Coordinators provide ongoing support, encouragement and acknowledgement, while the larger organisation celebrates their involvement during National Volunteer Week. We also asked our volunteers to join us in celebrating the end of 2010 at the Melbourne Zoo. For the second year, the celebration was highly successful, attracting more than 2000 volunteers and staff.

Age groups (based on 2288 volunteers)

A	21–30	17%
B	31–40	15%
C	41–50	13%
D	51–60	20%
E	61–70	26%
F	71–80	6%
G	Other	3%



The Multicultural Hub

A joint venture between the City of Melbourne and AMES, the Multicultural Hub provides a place for people from Melbourne's many different cultures to gather, work and learn in a supportive environment.

In 2010 the Hub underwent a significant \$1.4 million renovation funded by the City of Melbourne, the DPCD, and the federal Department of Education, Employment and Workplace Relations (DEEWR).

The City of Melbourne initiated the renovation to transform the building from an office space to a purpose-built community facility. The Hub now offers wheelchair accessibility; a commercial-grade community kitchen and training room; refurbished computer lab; four new meeting spaces; and data projection technology in two additional rooms.

Although minimal facilities were available in the first half of 2010, the Hub's popularity blossomed following the July relaunch and 54 per cent more events were recorded than in 2009. Throughout the year, more than 35,000 people attended 1787 events run by over 160 organisations.

The Hub ran free programs in English pronunciation and established a Job Club where staff and volunteers provided post-program clients with job search ideas and techniques. Participants also accessed computers, telephones, faxes and newspapers to search for employment during Job Club hours. These programs attracted 206 participants from 35 different countries.

The Hub also provided opportunities for AMES volunteers and work placement clients to support four permanent, five casual and two project staff members.

More than 100 volunteers provided administration, operational, events and project support to the Hub during 2010; gaining valuable on-the-job experience. Most volunteers were recent arrivals. Collectively speaking over 30 languages, volunteers were able to offer clients assistance in their first language where appropriate.

AMES Women's Retreat

The annual Women's Retreat brings together women from different backgrounds to celebrate their cultures and better understand Australian ways of life. The 2010 Retreat took place at Camp Manyung, Mt Eliza in November. In its ninth year, the Retreat attracted 81 AMES clients and four Community Guides, representing 24 different countries and 38 languages.

AMES Men's Retreat

The 2010 AMES Men's Retreat took place in October at the Lady Northcote campsite in Rowsley. In its second year, the Retreat attracted 78 clients from across AMES, including 68 newly arrived refugees. AMES staff, Board members, community guides and volunteers also attended. There were representatives from 14 countries, speaking up to 20 different languages.

The Multicultural Hub total attendance 2008/2010

Year	Attendance
2008	1,192
2009	23,028
2010	33,751



Supported financially by the Australian Federal Police and South East Water, the Retreat provides information about settlement and Australian culture and values, along with an opportunity for participants to interact others from different communities and cultures.

AMES Learner Driver Project

For many refugees, having a Victorian driver's licence is essential to a successful settlement outcome. Without a licence, they struggle to:

- seek employment and attend work
- attend study and job-oriented training
- take children to and from school and other activities
- engage with the wider community
- develop self-confidence and reduce dependence on others.

The AMES Learner Driver Program helps new arrivals learn to drive and gain their Victorian licence. In 2010 the Program coordinated nine projects, assisting newly arrived refugees from Burma, Iraq, Bhutan and many areas of Africa.

The Program provided cars to eight service providers and community organisations across Melbourne and regional Victoria. The Learner Driver project recruited 143 learner drivers who benefited from more than 1200 practice sessions offered by over 90 volunteers. More than 35 participants gained their licence in 2010.

Community consultations

Our quarterly formal Community Consultation program continued in 2010. AMES invited representatives from newly arrived communities to discuss areas of concern and provide feedback about service delivery and community needs. Topics discussed during 2010's quarterly consultations included settlement services; the role of police in the community; money transfer processes and laws; employment; vocational education and training; research and policy; and the 2011 AMES Consultation Plan.

By request, a further 14 informal community consultations were organised for the Karen Youth Group, Bhutanese community, Afghani Women's Group, Hazaragi community, Assyrian/Chaldean community, Karen Communities in Noble Park and Werribee, and the Burmese Welfare Operation. Informal consultations provide the opportunity to discuss more specific issues including parenting, borrowing money, and legal matters.

Research and Policy Unit

AMES Research and Policy unit was established in 2008 to provide credible evidence to inform government and others on policies and practices that influence the settlement outcomes of refugees and migrants. The Unit conducts research and evaluation projects within AMES and with external partners, and prepares responses to federal and state government policy and discussion papers. The Unit undertook four research projects in 2010:

1. AMES longitudinal study

2010 was the final year in our three-year study of the settlement and employment experiences of 186 clients in the Adult Migrant English Program (AMEP). The final report of this project will be published in early 2011.

2. Urban Communities evaluation

This project evaluated the establishment of a social enterprise undertaken in partnership with Urban Communities and funded through DEEWR's Jobs Fund. The project will continue in 2011.

3. Regional refugee settlement

This evaluation looked at the capacity of emerging settlement locations in regional Victoria (Ballarat, Bendigo, Mildura and Swan Hill) to support the long-term settlement of refugees and humanitarian entrants. The project will continue in 2011.

4. Review of UCan2 within AMES Youth Programs

AMES has delivered UCan2 since 2007 in partnership with Foundation House and the Centre for Multicultural Youth (CMY). This review sought to identify ways in which UCan2 could fit most effectively within AMES youth programs.

Submissions to government

Our research and evaluation projects provided an evidence bank to support AMES policy responses to federal and state government positions on issues regarding newly arrived refugees and migrants. AMES also sought the contribution of clients and their communities in preparing these submissions during 2010:

1. **March** – submission to DEEWR in response to *Resourcing The Future: National Resources Sector Employment Taskforce Discussion Paper*
2. **May** – submission to Department of Education and Early Childhood Development (DEECD) and Department of Innovation, Industry and Regional Development (DIIRD) in response to *Stronger Futures for all Young Victorians: Discussion Paper on the Youth Transitions System*
3. **June** – submission to Department of Families, Housing, Community Services and Indigenous Affairs (FAHCSIA) in response to the *National Volunteering Strategy Consultation Paper*
4. **October** – submission to Skills Australia in response to *Creating a Future Direction For Australian Vocational Education and Training: Discussion Paper on the Future of the VET System*
5. **December** – submission to Job Services Australia in response to *Job Seeker Classification Instrument: Call for Comment from Specialist Providers*.

Communications

In 2010 the AMES Communications team delivered the second year of its Strategic Communications Plan, aligned to the AMES Operational Plan. The Strategic Plan addressed seven key areas:

1. brand and positioning
2. hallmark events and signature programs
3. stakeholder relationship management
4. media liaison
5. community engagement and sponsorships
6. internal communications and publications
7. promotions and photography.

During the year we focused on consolidating the 'One AMES Strategy'. In 2009 AMES ceased explaining its full name (Adult Multicultural Education Services) to demonstrate that we are one entity with diverse responsibilities. The 'One AMES Strategy' was reinforced with an internal communications campaign utilising roadshows, *The AMES News* (AMES internal online newsletter) and branding tools.

In partnership with Multicultural Arts Victoria, the Communications team also established *New Heartlands*, the inaugural Refugee Fine Art Prize. The Prize recognises and builds support for emerging refugee artists, and creates media opportunities for stories highlighting the skills and abilities that new arrivals bring to Victoria.

Alongside these high profile corporate activities, the Communications team continued to provide advice and guidance for all divisional communication and marketing activities.

Highlights in supporting effective service development

Volunteering awards

In May 2010, the *Volunteering@AMES* program won the Premier's Community Volunteering Achievement Award. The award celebrates and acknowledges Victorian not-for-profit groups and organisations that are making a significant and sustained contribution to their community's development through volunteering.

In November, AMES Oakleigh volunteer Meagan Wilson was one of 20 Australian postgraduate recipients of the 2011 round of the Prime Minister's Australia Asia Awards. Meagan has been a volunteer with AMES for two years. She is currently tutoring a mother of five from Burma.

Tender submissions

In conjunction with the Education and Settlement divisions, we prepared three major tender submissions for service delivery contracts during 2010. AMES tendered as the lead agency with various partners for the AMEP, AMEP Distance and e-Learning Services, and Humanitarian Settlement Services (HSS) contracts.

Grant submissions

In 2010 the Research and Policy Unit also coordinated four grant submissions:

- Victoria Law Foundation, July – for grants funding to undertake the 'Community Legal Education Bilingual Workforce Strategy for Victoria' project in partnership with Victoria Legal Aid (July 2010)
- DEEWR Employment Services Innovation Fund Round 3, July – to undertake 'Community Outreach: Refugee Women and Employment Projects' in Dandenong, Narre Warren South, Noble Park and Broadmeadows
- DEEWR, July – for provision of 'Professional Development Services by Registered Training Organisations to Applicants for and Participants in the Job Ready Program'
- Refugee Council of Australia, September – to participate in the Australian Cultural Orientation (AUSCO) Guest Trainer Exchange Program (Youth) 2010–2011.

Communications achievements

In 2010 AMES Communications delivered over 150 internal news stories, significantly increasing readership of *The AMES News* and creating wider exposure for projects across the organisation. Many of these stories were pitched to local, ethnic and mainstream media outlets in the print, broadcasting and online spheres; resulting in approximately 100 AMES-generated news stories over the course of 2010.

We consolidated the 'One AMES Strategy' by producing a branding kit for all staff, accessible via the intranet.

AMES launched the Refugee Fine Art Prize *New Heartlands* in partnership with Multicultural Arts Victoria, attracting over 50 entries from established and emerging artists from a refugee background. The prize and the opening night (attended by more than 150 people) helped refugee artists establish strong connections with the Melbourne visual arts industry and generated considerable support from local media.

Behind the scenes

Finance and corporate services

In 2010, a team of 28 people provided accounting, finance and administration services, information and technical support, and facilities services from AMES head office in Little Collins Street. The division has several units.

The Administration Unit is responsible for motor vehicle fleet management, records storage and management, print management, purchasing, head office reception and contract registration and storage. Major projects in 2010 included changing information and communication technology providers, and driving the development and implementation of the AMES Environmental Strategy.

The Strategy stems from our involvement with the Victorian government's ResourceSmart program. By joining this program in 2010, AMES has committed to making Victoria more sustainable for future generations.

The Finance Unit prepares monthly reports for the Board and management, along with annual financial statements. The Unit works closely with operating divisions and business units to prepare and manage their annual budgets. In 2010 the Unit overhauled processes, updated the organisation's finance system and managed user training and support during the changeover period. The new system is more functional and user friendly, allowing for better and easier budgeting. Working alongside the tender teams, the Finance Unit also delivered several complex costing models for all three federal government tender submissions in 2010.

The Facilities and Services Unit manages and maintains AMES freehold and leasehold property assets. In 2010 the Unit focused on improving systems and increasing the service level and speed of assistance, introducing an online facilities management maintenance program, improving communications and making job logging and tracking more efficient.

The Unit also increased efforts to optimise procurement methods and maximise returns from contractors and landlords. The Unit helped plan for delivering new contracts, sourced new tenancies, provided alterations to existing locations and increased floor space productivity to enhance the working and learning environment.

Other major projects included coordinating the Multicultural Hub refurbishment, developing a commercial grade kitchen, and developing aged care and motel training complexes at the Noble Park and Maidstone sites. We also oversaw relocation of the Ringwood Volunteer Program site, consolidated two floors into one at Little Collins Street, and coordinated the Box Hill site's expansion to two sites with classrooms and additional office space.

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

In 2010, the Unit migrated AMES to standard Microsoft operating systems (including managing the changeover from Groupwise to Outlook email systems), managed the transition of data and voice networks to a new supplier, migrated records management for AMES Settlement from Resman to the newly developed AMES Client Pathway system and implemented a new and more efficient helpdesk support system, Sysaid.

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

Human Resources (HR)

The role of the HR division is to support and enhance AMES vision and strategic direction by developing practices that attract, develop and retain a highly qualified, motivated and diverse workforce.

The division advocates a work environment in which the contribution of each employee is recognised and every individual is treated equitably. The division is responsible for a variety of services including recruitment, retention and workforce planning; learning and development; payroll; employee relations; and occupational health and safety.

To align the payroll function with HR Operations and avoid duplication, it was transferred from Finance and Corporate Services to HR in 2010.

In order to support AMES service delivery for the AMEP, LLNP, Employment and Settlement tenders, HR drafted a new agreement to replace the existing *AMES Administrative and Employment Staff Agreement 2008–2010* which nominally expired on 20 December 2010. Drafting commenced in September and negotiations with the union and independent bargaining representatives began in November and are expected to end in the first quarter of 2011.

Introduced in the second half of 2009, the Performance Planning, Review and Development (PPRD) process enables employees and managers to identify shared objectives and learning and development opportunities to help them deliver high levels of service to AMES clients.

In 2010 HR concluded the first full 12-month PPRD cycle for all eligible administrative and teaching employees (i.e. approximately 500 employees). More than 400 staff (ongoing and fixed-term administrative and teaching employees) participated in the exercise. Over half of these staff elected to apply for salary progression for developmental purposes. In most cases, managers recommended salary progression.

The division also developed key HR indicators selected from workforce data on a quarterly basis for consideration by the AMES Finance, Audit and Risk Management Committee (FARM) regarding voluntary turnover; unplanned absences; excess annual leave; lost time injuries and costs; and the number and cost of casual/sessional employees.

The HR division convened and chaired a panel with representation from the union, AMES and an independent member to determine employees' requests for a review of the gradings allocated to their positions after the 2009 introduction of a new classification structure for administrative and managerial employees. This process ended successfully in July 2010.

The division also continued to embed sound HR policies and procedures to ensure our work practices promoted adherence to public sector values and standards. This included implementing a number of recommendations arising from a 2008 audit of the division, to improve HR service delivery.

Risk management and corporate governance

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

During 2010 the division worked closely with program delivery areas and supported the organisation in implementing the *AMES 2010 Risk Management Plan* at divisional, regional and site levels. We worked with approximately 250 AMES staff to raise their awareness of new risk management methodologies. The resulting risk management plans informed the development of the *AMES 2011 Risk Management Plan*.

Throughout the year we provided extensive support in program delivery, assisting all relevant business areas to meet the Australian Quality Training Framework compliance requirements and related Victorian Registration and Qualifications Authority guidelines for VET requirements. We managed an external surveillance audit, confirming AMES ongoing compliance with its ISO 9001:2008 certification obligations.

The division also developed and delivered an induction program for new Board members. The program is designed to provide valuable insight into program delivery operations by combining formal induction sessions with site visits.

Workforce Data 2008 - 2010

Division		Number of staff			Equivalent Full Time		
		2008	2009	2010	2008	2009	2010
Employment	Employment – Administration	230	117	121	219.8	110.4	113.4
Education	Education – Administration	133	128	127	114.5	111	112.7
	Education – Teaching	152	143	160	127.8	119.9	132.7
Community and Policy	Community and Policy – Administration	114	23	28	100.5	20	24.1
	Community and Policy – Other	0	10	24	0	8.4	16.3
Settlement	Settlement – Administration	0	74	71	0	62.6	60.6
Corporate Support	Corporate Support – Administration	66	60	60	60	54.7	55.7
Casual and Sessional Staff	Casual & Sessional Staff – Administration	207	165	204	100.8	37.7	72.4
	Casual & Sessional Staff – Teaching	153	130	165	66.3	57	33.5
	Casual & Sessional Staff – Other	–	5	0	–	2.5	0
Totals		1055	855	960	789.7	584.2	621.4

Thank you

AMES acknowledges and thanks the many organisations that have contributed to and supported service delivery in the last 12 months.

- Accor
- Adult Community and Further Education
- Adult Community Education Sale
- Arabic Welfare
- Australia Post
- Australian Catholic University
- Australian Centre for Languages
- Australian Football League
- Australian Industry Group Training Services
- Australian Hospitality Services
- Australian Human Rights Commission
- Australian Pacific Inns
- Australian Tax Office
- AUSVEG National Body
- Bacchus Marsh Community College
- Baker & McKenzie
- Ballarat Regional Multicultural Council
- Bass Coast Adult Education Centre
- Bendigo Regional Ethnic Communities Council
- Bendigo Regional Institute of TAFE
- Benetas
- Big Brother Big Sister
- Box Hill TAFE
- Brimbank City Council
- Brotherhood of St Laurence Ecumenical Migration Centre
- Campaspe College of Adult Education
- Carlton Neighbourhood Learning Centre
- Carrington Adult Education
- Central Gippsland Institute of TAFE
- Centre for Adult Education
- Centre for Multicultural Youth
- Centre for Refugee Research – University of New South Wales
- Centrelink
- CERES
- Chandler Macleod
- Cheltenham Community Centre
- Chisholm Institute of TAFE
- City of Greater Dandenong
- City of Kingston
- City of Melbourne
- Community College East Gippsland (Bairnsdale)
- Consumer Affairs Victoria
- Corangamite District Adult Education Group
- Cutting Edge – UnitingCare
- Daylesford Neighbourhood Centre
- Department of Education and Early Childhood Development
- Department of Education, Employment and Workplace Relations
- Department of Families, Housing, Community Services and Indigenous Affairs
- Department of Human Services
- Department of Immigration and Citizenship
- Department of Innovation, Industry, Science and Research
- Department of Justice
- Department of Planning and Community Development
- Diversitat
- Eastern and Central African Communities of Victoria
- Education Centre Gippsland
- Environment Victoria
- Endeavour College of Natural Health
- Ethnic Communities Council of the South East
- Ethnic Communities' Council of Victoria
- Farnham Street Neighbourhood Learning Centre
- Fitted for Work
- Fitzroy Learning Network
- Fitzroy Legal Service
- FKA Children's Services
- Flemington and Kensington Community Legal Centre
- Football Federation (Victoria)
- Footscray Community Legal Centre
- Foundation House – The Victorian Foundation for Survivors of Torture
- Gippsland Multicultural Services
- Glen Eira Adult Learning Centre
- Goulburn Ovens Institute of TAFE
- Hampton Park Community Centre
- Hazledenes Chicken Farms
- Hobsons Bay City Council
- Holmesglen Institute of TAFE
- Horn of Africa Communities Network
- Hume City Council
- IBM Australia
- Immigration Museum
- Islamic Women's Welfare Council of Victoria
- Jobs Australia
- Kangan Batman TAFE
- Kensington Neighbourhood Centre
- Kensington Neighbourhood House
- Kensington Primary School
- Keysborough Learning Centre
- KU Children's Services
- La Mama Theatre
- La Trobe University

- Legal Service Board of Victoria
- Link Employment and Training
- Liquor, Hospitality and Miscellaneous Union
- Living and Learning in Cardinia
- Loddon Campaspe Multicultural Services
- Luv a Duck
- Matchworks
- Maurice Blackburn
- Melbourne University –Students in Free Enterprise
- Melton Toyota
- Mercure
- Merinda Park Learning and Community Centre
- Metropolitan Ambulance Service
- Metropolitan Fire and Emergency Services
- Migrant Information Centre (Eastern)
- Migrant Resource Centre North West Region
- Multicultural Arts Victoria
- Murray Valley Aboriginal Cooperation
- Narre Community Learning Centre
- NAB
- National Employment Services Association
- Nelson Alexander, North Carlton
- New Australian Media
- New Hope Migrant and Refugee Centre
- Noble Park English Language School
- Noble Park Primary School
- North Melbourne Language and Learning
- Northern Melbourne Institute of TAFE (NMIT)
- Novotel Glen Waverley
- Otway Community College
- Outer Eastern Literacy Program
- Parks Victoria
- Peninsula Adult Education and Literacy
- Platinum Caravans
- Red Cross
- Redback Settlement Services
- Refugee Council of Australia
- Refugee Health Network
- RMIT University
- RMIT University – Apprenticeship Program
- Royal Victoria Bowls Association
- SBS
- Settlement Council of Australia
- SkillsPlus
- South East Local Learning and Employment Network
- South East Melbourne Manufacturers Alliance
- South East Water
- South Eastern Region Migrant Resource Centre
- South West Institute of TAFE
- Southern Grampians Adult Education
- Spectrum Migrant Resource Centre
- Springvale Community Aid and Advice Bureau
- St Vincent de Paul Society of Australia
- Sunraysia Institute of TAFE
- Sunraysia Mallee Ethnic Communities Council
- Supreme Caravans
- Swan Hill Rural City Council
- Swinburne University of Technology TAFE
- Telstra
- The Drum African Family Centre
- Transport Accident Commission
- United Nations High Commissioner for Refugees
- University of Ballarat
- Urban Communities
- VicHealth
- VicRoads
- Victoria Police
- Victoria University
- Victorian Employers' Chamber of Commerce and Industry
- Victorian Equal Opportunity and Human Rights Commission
- Victorian Farmers Federation
- Victorian Immigrant and Refugee Women's Coalition
- Victorian Ladies Bowling Association
- Victorian Legal Aid
- Victorian Multicultural Commission
- Victorian TAFE Association
- Warrnambool City Council
- Waverley Adult Literacy Program
- Westall Primary School
- Western Bulldogs Spirit West Services
- Whittlesea Community Connections
- Williamstown Community and Education Centre
- William Angliss Institute of TAFE
- Workskill
- Wyndham City Council
- Wyndham Humanitarian Network
- Yarraville Community Centre
- Young Women's Christian Association
- Youth Law

Governance summary

Establishment

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



The AMES Board conducted ten meetings in 2010 and held a two-day strategic planning retreat in August 2010. Board members who began or retired during the year attended fewer meetings.

Board Membership and Meetings

Board Member	Occupation	Attendance at Board Meetings
Graham Sherry, OAM (Chair) [#]	Lawyer and partner with Baker & McKenzie	9 of 10
Charles Lane (Deputy Chair) [#]	Executive Director, Support for Change Ltd	10 of 10
Helen Szoke [#]	Commissioner, Victorian Human Rights and Equal Opportunity Commission	9 of 10
Paris Aristotle [#]	Director of the Victorian Foundation for Survivors of Torture	1 of 1
Kerry Beer [*]	Fellow of CPA Australia and Chief Operating Officer of Regency Media	1 of 2
Ashley Dickinson [*]	Commander – Operations Coordination, Victoria Police	9 of 10
Lyn Walker	Executive Manager, Participation and Equity: VicHealth	8 of 10
John Lee [*]	Chartered Accountant and Consultant	9 of 10
Berhan Ahmed	Chair, African Think Tank	8 of 10
Ian McHutchison, OAM [#]	CEO	9 of 10
John Gibson [^]	President, Refugee Council of Australia	3 of 4
Kathy Laster [^]	Executive Director Institute of Public Administration Australia	2 of 4
David Howes [^]	GM, Curriculum Division, Victorian Curriculum and Assessment Authority	3 of 4
Megan Boston [^]	Chartered Accountant and Audit Committee member VHREOC	3 of 4

Executive Officer: Peter Dedrick

* Member of the Finance, Audit and Risk Management Committee

Member of the Appointment, Remuneration and Governance Committee

^ These members contribute to the Board as observers.

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 in 2010, Board Members participated in site tours and visited Melbourne's Tullamarine airport as refugees arrived.

Review of Board Performance

In 2010, the AMES Board conducted an annual self-assessment of its performance. The Finance, Audit and Risk Management Committee also assessed its own performance.

Finance, Audit and Risk Management Committee

The Finance, Audit and Risk Management Committee monitors and reports to the Board on matters relating to financial performance, resource management, internal audit and risk management. During the year, Kerry Beer and Helen Szoke retired from the committee. Ashley Dickinson became a member of the committee in March 2010. Megan Boston became a member of the committee in November 2010.

Appointment, Remuneration and Governance Committee

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

Advisory Committees

The Board has established the following committees to assist AMES Executive in implementing operational planning objectives, and to develop proposals for endorsement by the Board:

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

The Advisory Committees allow Board members to engage in developing initiatives to address operational planning priorities, and to contribute their skills and expertise at an early stage. This creates timelier and better considered policy initiatives.

Organisational Structure/Senior Executives



Financial summary

Statement of Comprehensive Income For the year ended 31 December 2010

	2010 \$000	2009 \$000
Continuing operations		
Income from transactions		
Government contributions – operating	1,629	1,325
Government contributions – capital	1,048	41
Sale of goods and services	97,966	90,716
Interest	940	867
Other income	1,068	1,491
Total income from transactions	102,651	94,440
Expenses from transactions		
Employee benefits	43,548	47,888
Depreciation and amortisation	1,138	1,382
Interest expense	28	77
Supplies and services	40,708	35,707
Other operating expenses	12,581	12,984
Total expenses from transactions	98,003	98,038
Net result from transactions (net operating balance)	4,648	(3,598)
Other economic flows included in net result		
Net gains/(losses) on non-financial assets	-	(43)
Other gains/(losses) from other economic flows	(24)	544
Total other economic flows included in net result	(24)	501
Net result from continuing operations	4,624	(3,097)
Other economic flows – other non-owner changes in equity		
Changes in physical asset revaluation reserve	228	149
Comprehensive result	4,852	(2,948)

Balance Sheet As at 31 December 2010

	2010 \$000	2009 \$000
Assets		
Financial assets		
Cash and deposits	23,956	14,486
Receivables	7,479	10,553
Investments and other financial assets	3,254	3,394
Total financial assets	34,689	28,433
Non-financial assets		
Inventories	68	62
Property, plant and equipment	10,992	11,126
Other non financial assets	526	592
Total non-financial assets	11,586	11,780
Total assets	46,275	40,213
Liabilities		
Payables	10,706	9,195
Interest bearing liabilities	363	727
Provisions	7,906	7,843
Total liabilities	18,975	17,765
Net assets	27,300	22,448
Equity		
Accumulated surplus/(deficit)	2,851	(1,773)
Reserves	1,543	1,315
Contributed capital	22,906	22,906
Total equity	27,300	22,448

After two previous years of organisational investment and consolidation, AMES returned to surplus in 2010. The effects of various measures taken to improve financial sustainability in the organisation were realised in 2010. While the sustainability of Employment Services remains challenging, there has been a significant financial improvement over the last year.

The cash balance has also increased in 2010 as a result. This cash balance will serve to cover investment in community strengthening initiatives, working capital and capital expenditure requirements. AMES invests internally generated funds in community strengthening projects such as Social Enterprises that provide pathways for clients to secure permanent employment, the Multicultural Hub and Community Support activities. Working capital is necessary to meeting cash requirements for daily operations. Capital expenditure will need to be incurred in implementing the major service delivery contracts that have been retained through competitive tendering processes, including addressing facilities requirements.

Note: A complete set of audited accounts with notes is available in the AMES Governance and Financial Report 2010 or on our website.

Glossary of terms

ACE	Adult and Community Education
ACFE	Adult Community and Further Education
AMEP	Adult Migrant English Program
CALD	Culturally and linguistically diverse
CSS	Complex case support
CSWE	Certificate of Spoken and Written English
DEECD	Department of Education and Early Childhood Development
DEEWR	Department of Education, Employment and Workplace Relations
DIAC	Department of Immigration and Citizenship
DIIRD	Department of Innovation, Industry and Regional Development
DL	Distance Learning Program
DPCD	Department of Planning and Community Development
ELICOS	English Language Intensive Course for Overseas Students
EPP	Employment Pathways Program
HSS	Humanitarian Settlement Services
IHSS	Integrated Humanitarian Settlement Strategy
ILC	Independent Learning Centre
JSA	Job Services Australia
LLNP	Language, Literacy and Numeracy Program
NEIS	New Enterprise Incentive Scheme
OHS	Occupational health and safety
RLI	Resourcing, Learning and Innovation
RPL	Recognition of prior learning
SGP	Settlement Grants Program
SHP	Special Humanitarian Program
SPMP	Skilled Professional Migrant Program
TEWR	Traineeship in English and Work Readiness
UNHCR	United Nations High Commissioner for Refugees
VCAL	Victorian Certificate of Applied Learning
VET	Vocational and Education Training
VILC	Virtual Independent Learning Centre
VTEP	Volunteer Tutor Enhancement Program
VTP	Volunteer Tutor Program
WELL	Workplace English Language and Literacy Program
YPAP	Youth Participation and Access Program

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