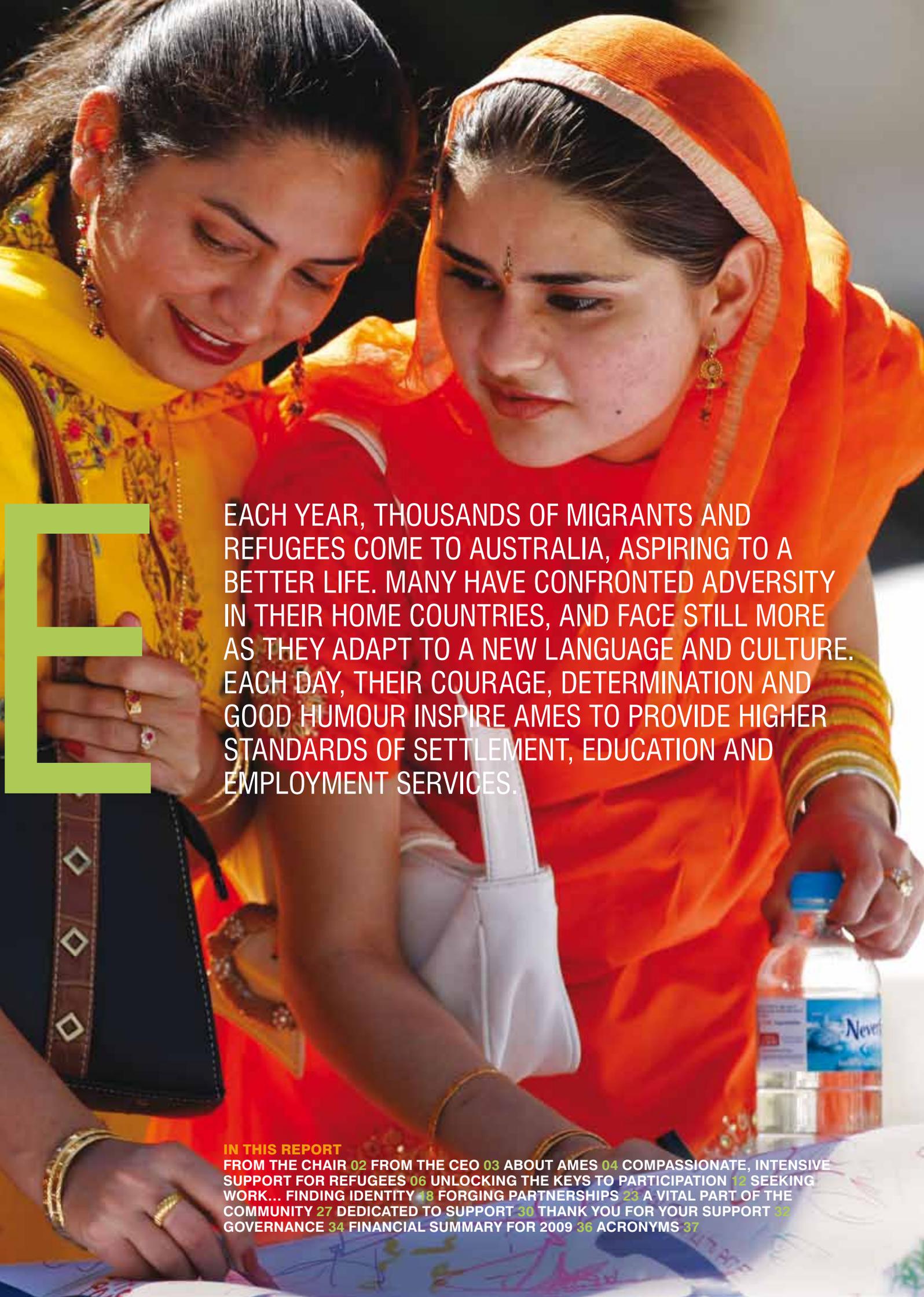


# ASPIRE



INSPIR



**E**ACH YEAR, THOUSANDS OF MIGRANTS AND REFUGEES COME TO AUSTRALIA, ASPIRING TO A BETTER LIFE. MANY HAVE CONFRONTED ADVERSITY IN THEIR HOME COUNTRIES, AND FACE STILL MORE AS THEY ADAPT TO A NEW LANGUAGE AND CULTURE. EACH DAY, THEIR COURAGE, DETERMINATION AND GOOD HUMOUR INSPIRE AMES TO PROVIDE HIGHER STANDARDS OF SETTLEMENT, EDUCATION AND EMPLOYMENT SERVICES.

**IN THIS REPORT**

**FROM THE CHAIR 02 FROM THE CEO 03 ABOUT AMES 04 COMPASSIONATE, INTENSIVE SUPPORT FOR REFUGEES 06 UNLOCKING THE KEYS TO PARTICIPATION 12 SEEKING WORK... FINDING IDENTITY 18 FORGING PARTNERSHIPS 23 A VITAL PART OF THE COMMUNITY 27 DEDICATED TO SUPPORT 30 THANK YOU FOR YOUR SUPPORT 32 GOVERNANCE 34 FINANCIAL SUMMARY FOR 2009 36 ACRONYMS 37**

# 53,313 CLIENTS IN THE PAST YEAR

## From the Chair

2009 saw many significant challenges and successes at AMES.

In our Settlement area, of particular interest was the establishment of an interim accommodation facility for newly arrived refugees in Maidstone. This outcome was partly in response to the tightening of the rental markets in Melbourne and is capable of accommodating up to 80 newly arrived refugees.

AMES has worked to open up opportunities with provincial communities that need employees in agribusiness and light industry and so more than ever and in keeping with Government policy we have increased the emphasis on regional resettlement.

This accords with our focus this year to assist new arrivals into appropriate employment pathways. The "Beyond the Refugee Journey" Conference in July certainly assisted that objective with over 400 refugees participating in a range of employment-focused sessions alongside a roundtable of senior business leaders discussing the issues facing refugees and newly arrived migrants to get a start in the Australian workplace.

My thanks to all the businesses who contributed to the roundtable and who continue to work with AMES and our clients.

Our education services continue to be the lynchpin of the organisation with over 12,000 clients utilising our Adult Migrant English Program (AMEP) services in the past year. The allied Language, Literacy and Numeracy Program (LLNP) has assisted over 700 clients toward their employment goals while the recent Department of Immigration and Citizenship's (DIAC) Employment Pathway Program (EPP) Pilots which provides employment planning alongside workplace training and experience supported another 700 clients in 2009.

This year, AMES was very excited to be awarded the Job Services Australia (JSA) contract for specialist Culturally and Linguistically Diverse (CALD) employment in Victoria in concert with a consortium of partners including Springvale Community Aid & Advice Bureau (SCAAB), SkillsPlus and Victoria University.

Our employment team has also restructured internally to refocus on job skills development and to better identify and develop training and work experience opportunities for our clients.

AMES increased research capacity also bore fruit with the release of reports into our Intermediate Labour Market (ILM) programs and the longitudinal study tracking a group of 250 of our clients as they move through the various stages of settling and working in Australia. AMES also released the results of the review undertaken by the Refugee Research Centre of the University of New South Wales, into our successful bespoke Community Guides Program.

I congratulate our CEO and his team for continuing to exercise equal measures of passion, pragmatism and insight in the delivery of our comprehensive range of services. Continuing congratulations to the AMES staff as well without whose passionate devotion to our vision success would not be possible.

I would also like to thank AMES Board members for providing us with a high calibre of skills and experience and for generously giving significant time to the operation of our advisory committees in Stakeholder Management, Enterprising Communities, Internal Capacity Planning and Policy and Research.

All of us at AMES continue to demonstrate our vision of full participation for all in a cohesive and diverse society.



**Graham Sherry, OAM**  
Chairman



Left to right:

## From the CEO

Midway through our 2008–2010 strategy, AMES is well positioned to help our clients achieve their potential.

More job opportunities, new technology support, more focused learning modules and greater ILM program participation were hallmarks of improved and increased service delivery across three key focus areas of employment, education and settlement.

AMES was also very pleased to be successful in the JSA employment services tender mid-year. We were able to quickly implement the new contract, identify more efficient delivery and ensure our clients could benefit from the new opportunities provided by the JSA process.

For our staff, engaging with our clients, hearing their stories and seeing their successes has inspired and energised us to continue to strive to support them in their aspirations in any way we can.

In this report, many of my colleagues talk about their experience with our clients. All remain passionate about ensuring that our clients can share in our vision of full participation for all in a cohesive and diverse society.

Others speak about having experienced our services first-hand as former clients. Their perspective, like those of an influx of new volunteers from newly arrived communities, is refreshing and encouraging with so many wanting to give back to their adopted country and to make it easier for those who come after them.

I am proud and grateful for the contribution they make to AMES. I am also mindful of the extensive contribution of our partners, contractors, supporters and volunteers who enhanced our delivery to over 53,000 clients in 2009.

AMES is also lucky to have a Board that is experienced and committed to the needs of refugees and new migrants. Their active involvement in many of our client activities and their counsel to me personally and to the executive team was both welcome and valuable this year.

Their support will be even more important as we address the challenges of 2010. Our settlement and education teams both face tenders and preparations have allowed us to review the way we have provided our programs and to refine our service delivery options.

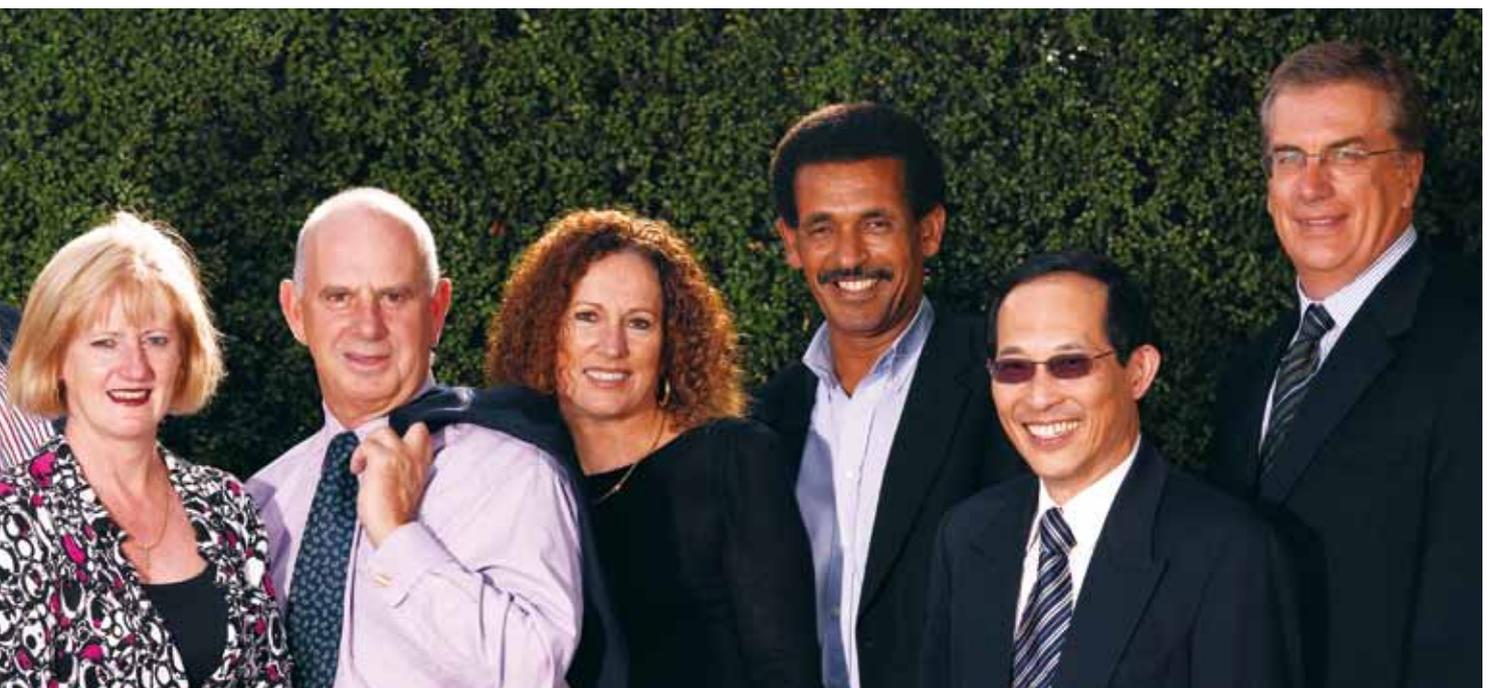
We will focus also on the issue of regional resettlement to overcome housing and employment issues that prevail in metropolitan Melbourne and work to realise the opportunities that changes to Vocational Education and Training (VET) delivery in Victoria may provide.

Meanwhile, ongoing changes to government policy and regulation in immigration, education and employment mean we will need to continue to adapt and be prepared to question the way we do things to get the best possible outcomes for our clients.

Our record in 2009 confirms we are equal to the task.



**Ian McHutchison, OAM**  
Chief Executive Officer



Lyn Walker, Charles Lane, Kerry Beer, Graham Sherry, Helen Szoke, Berhan Ahmed, John Lee and Ian McHutchison. Absent: Paris Aristotle and Ashley Dickinson

# 800

## PERMANENT AND FULL-TIME STAFF, REINFORCED BY A NETWORK OF OVER 2,000 VOLUNTEERS

### About AMES

For nearly 60 years, AMES has worked in Victoria to help refugees and newly arrived migrants reach their full potential as members of Australian society. We work at all levels of government, business and the community to help our clients achieve full economic and social participation.

Although based in Victoria, AMES is the single largest provider of settlement, education and employment services to refugees and migrants in Australia. We are the only organisation focusing on providing all three primary services to multicultural communities. This unique combination allows us to work alongside each client from their arrival in Victoria, to their eventual integration within the broader community.

Each client's unique background, goals and learning styles generate insights that enable us to build individual pathways and to adapt or create

bridging programs between our key primary services – from work experience and training, to ILMs and programs for skilled professional migrants. AMES also empowers clients to develop business ventures, either on their own or as part of our fast-expanding small and medium-sized social enterprises.

To lead our clients towards fulfilling and constructive futures, AMES employs more than 800 permanent and full-time staff, reinforced by a network of over 2,000 volunteers. Between them, they speak more than 75 languages. In the following pages, you'll meet some of them and learn about the work they do.

### Our vision

AMES overarching vision is for full participation for all in a cohesive and diverse society. We have identified key priorities to help realise this vision.

First, we aim to understand our clients' immediate settlement needs and longer-term aspirations for living in Australia.

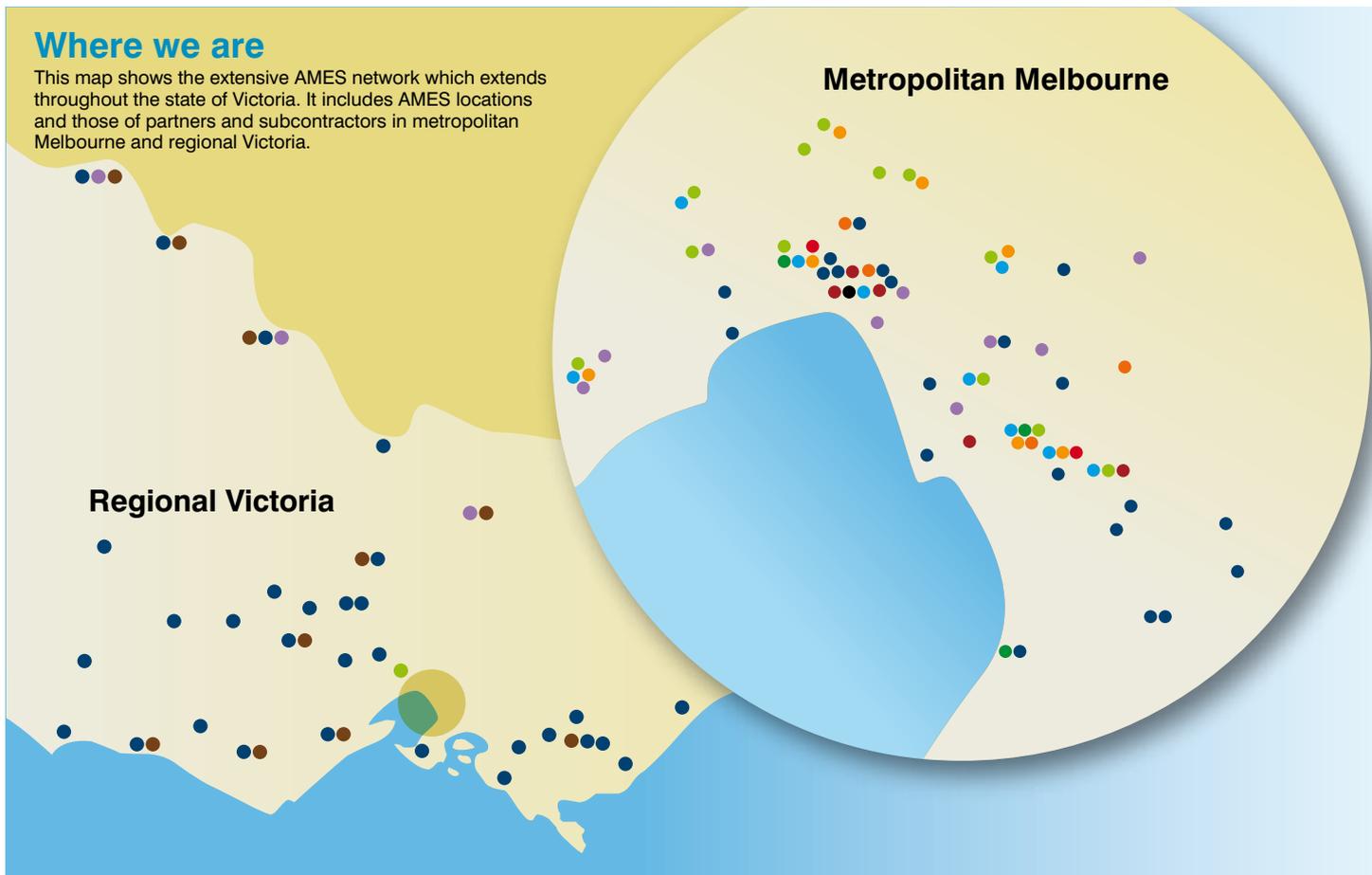
Next, we are responsible for developing and shaping AMES services to best meet these aspirations. At the same time, we must expand and strengthen our partnerships with government, business and the wider community to achieve the right outcomes for our clients.

Likewise, it is our priority to involve Victoria's many culturally diverse communities in developing and delivering our services.

Internally, we are committed to developing the skills and knowledge of AMES staff to realise our priorities effectively.

### Our clients

Each year AMES works with thousands of clients, predominantly providing settlement, education and employment support. Our clients are refugees and newly arrived migrants.



## Refugees

In contemporary Australian society, refugees tend to be identified as a single entity and are often labelled as “boat people”. However, the vast majority of refugees to Australia enter our sea and air ports, just like millions of migrants before them.

AMES subscribes to the United Nations’ definition of a refugee as a person who, “... owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion, is outside the country of his nationality, and is unable to or, owing to such fear, is unwilling to avail himself of the protection of that country...”

Under Australian law, people eligible for humanitarian (refugee) visas must live outside Australia and meet the United Nations definition of a refugee.

They must also prove there are compelling circumstances to support their visa application.

The Federal Government’s Integrated Humanitarian Settlement Strategy (IHSS) has two main groups of clients:

- Refugees subject to persecution in their home country. The United Nations High Commissioner for Refugees (UNHCR) identifies and refers most applicants under this category to Australia for resettlement. The Refugee category includes the Refugee, In-country Special Humanitarian, Emergency Rescue and Woman at Risk sub-classes.
- Special Humanitarian Program (SHP). These clients are subject to substantial discrimination, amounting to gross violation of human rights in their home country.

Anyone applying for refugee status in Australia is subject to a process that includes assessment by the DIAC, the Refugee Review Tribunal, federal courts and the Minister for Immigration and Citizenship.

All claims must fall under the United Nations Convention Relating to the Status of Refugees, and are judged on whether the applicant has “a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion in their country of origin”.

## Migrants

Except the nation’s indigenous people, everyone in Australia arrived as a migrant or is descended from migrants.

Today’s migrants fall under a broad range of classifications including students, temporary workers, permanent residents and undocumented workers.

AMES provides training to migrants and humanitarian entrants through a range of government-funded programs. Usually the funding body determines eligibility, although AMES also offers classes to self-funded clients. Eligibility differs across programs and can be enormously complex.

Generally speaking, however, three main criteria determine eligibility: age, level of English and visa sub-class.

These criteria cover a broad range of people settling in Australia – including refugees, people on spouse visas, those settling as part of a family reunion and business migrants and their families.

Each group has different needs, so AMES tailors programs accordingly. Our programs include low intensity classes for clients with low education levels, Saturday and evening classes for working clients, and bilingual settlement classes for humanitarian entrants.

We also offer work experience and employment-focused classes introducing clients to the Australian workplace, VET to meet employment requirements, and full-time settlement-focused English language classes.

### Regional Victoria

Ararat ●  
 Bacchus Marsh ●  
 Bairnsdale ●  
 Ballarat ●●  
 Bendigo ●●  
 Camperdown ●  
 Castlemaine ●●  
 Colac ●●  
 Daylesford ●  
 Echuca ●  
 Geelong ●●  
 Hamilton ●  
 Horsham ●  
 Keysborough ●  
 Korumburra ●  
 Kyneton ●  
 Maryborough ●  
 Melton South ●  
 Mildura ●●  
 Moe ●●  
 Morwell ●●  
 Portland ●  
 Robinvale ●  
 Rosebud ●  
 Sale ●  
 Shepparton ●●  
 Stawell ●  
 Sunbury ●  
 Swan Hill ●●  
 Traralgon ●  
 Warragul ●  
 Warrnambool ●●  
 Wonthaggi ●

### Metropolitan Melbourne

Melbourne ●●●  
 Berwick ●●  
 Boronia ●  
 Box Hill ●●●  
 Broadmeadows ●●●  
 Brunswick ●●  
 Carlton ●●  
 Chadstone ●●  
 Cheltenham ●  
 Coburg ●  
 Cranbourne ●●  
 Croydon ●  
 Dandenong ●●●  
 East Melbourne ●●  
 Fitzroy ●●  
 Flemington ●●  
 Footscray ●●●●  
 Frankston ●●  
 Glenroy ●  
 Glen Waverley ●  
 Hampton Park ●  
 Hawthorn ●  
 Heatherton ●  
 Hoppers Crossing ●

Moorabbin ●  
 Narre Warren ●  
 Noble Park ●●●  
 North Melbourne ●  
 Oakleigh ●●  
 Ormond ●  
 Pakenham ●  
 Prahran ●  
 Preston ●●  
 Richmond ●  
 Ringwood ●  
 Knoxfield ●  
 Springvale ●●●●  
 St Albans ●●  
 Sunshine ●●  
 Werribee ●●●  
 Williamstown ●  
 Yarraville ●

- HEAD OFFICE
- EDUCATION (AMES)
- EDUCATION (PARTNER)
- EDUCATION (SUBCONTRACTOR)
- EMPLOYMENT (AMES)
- EMPLOYMENT (PARTNER)
- SETTLEMENT (AMES)
- SETTLEMENT (PARTNER)
- SETTLEMENT (SUBCONTRACTOR)
- COMMUNITY (AMES)
- COMMUNITY (PARTNER)

# COMPASSIONATE, INTENSIVE SUPPORT FOR REFUGEES

## SUSAN CHOU ALLENDER

### GENERAL MANAGER SETTLEMENT

Susan Chou Allender has 20 years' experience in migrant and refugee settlement. She has an extensive background in strategic planning and policy development within AMES. She also has academic, training, research and program evaluation expertise in the community and education sectors, focusing on language acquisition, youth programs and cross-cultural communication.

More recently, Susan has focused on the resettlement experiences of refugees and the factors influencing successful settlement outcomes. She has helped establish several social enterprises and other bridging employment/social inclusion programs for new and recent arrivals to Victoria.

### 2010 – the year ahead

*In 2010, AMES will continue to innovate and seek new solutions that respond to ever-changing refugee arrival patterns. As the Victorian economy picks up, we seek to expand employment outcomes through our ILM initiatives.*

*In a year of competitive tendering, we are also mindful of the need to work doubly hard to preserve collaborative networks, referral protocols and joint action across the settlement sector – never losing sight of the clients at the heart of our service.*

*In 2010, we are committed to:*

- Continuing to lead excellent settlement service delivery in Victoria and successfully tender for IHSS programs
- Implementing a client-centred, strengths-based model of service delivery to foster self-reliance and empower clients to manage their own affairs
- Continuing to explore and implement new models of accommodation provision to IHSS clients
- Working collaboratively with state and federal governments, AMES divisions and community agencies to address clients' immediate and longer-term settlement needs and ensure they achieve sustainable settlement outcomes
- Trialling and implementing an onshore Australian Cultural Orientation (AUSCO) program in conjunction with AMES Education Division.
- Increasing our engagement with refugee youth.

### Sector challenges in 2010

*AMES settlement services for refugees are targeted to meet the complex needs of humanitarian entrants from regions affected by serious conflict. The unpredictable nature of these upheavals can create fast-changing caseloads, due to changes in volume of clients and the mix of countries from which they come. We are often challenged to adapt service delivery accordingly.*

*With the current growth in the number of sub-class 866 protection visa holders from Christmas Island, our challenge in 2010 will be how best to meet the needs of this large and often mobile group of clients.*

Compassion. Empathy. Practicality. Energy. Community. Government connections. These are just some of the things AMES staff and their service delivery partners must provide to refugees arriving in Victoria.

Each year, thousands of people from troubled regions around the world arrive with few possessions, seemingly limited prospects and scant knowledge of the English language and Australian way of life. At AMES, it is our responsibility to help these vulnerable individuals receive the support they need to build a better life.

AMES is contracted to provide settlement services through the IHSS, funded by DIAC.

### How we do it

The AMES IHSS program offers intensive assistance to people from refugee backgrounds during initial settlement; generally for the first six months after arrival in Australia. The program has assisted more than 12,000 people to settle in Victoria since 2005.

The key to the program's success lies in a collaborative case management team model overseen by multilingual Case Coordinators who provide intensive support and draw from a team of Welcome Guides, Housing Workers and Community Guides.

A Coordinator assesses each client's needs; then together with the client, develops and implements a plan to address them. The plan includes accessing other services within AMES and referring the client to external services.

Each Coordinator monitors and reviews the plan's progress to address the client's priorities, and to facilitate the appropriate use of resources in achieving positive outcomes.

Refugee and humanitarian entrants often arrive with little knowledge of Australian systems and services. The AMES IHSS program strives to help new arrivals gain this knowledge and manage their affairs independently.



REFUGEE AND HUMANITARIAN ENTRANTS OFTEN ARRIVE WITH LITTLE KNOWLEDGE OF AUSTRALIAN SYSTEMS AND SERVICES. THE AMES IHSS PROGRAM STRIVES TO HELP NEW ARRIVALS GAIN THIS KNOWLEDGE AND MANAGE THEIR AFFAIRS INDEPENDENTLY.

# 4,191 INDIVIDUALS WERE HELPED TO SETTLE IN VICTORIA IN 2009

## Welcome to Victoria

Refugees are met on arrival by a Welcome Guide who speaks their own language and, in many cases, has been through a similar settlement experience. This gives refugees a reassuring and friendly presence in an unfamiliar and often bewildering new environment.

In 2009, the Welcome Guides service was extended to include home-based orientation services. Many refugees come from countries where very few people enjoy the home comforts most Australians take for granted. Welcome Guides accompany clients to their homes to help familiarise them with domestic appliances such as hot water systems, stoves and heaters; and to explain how to use them safely.

## Long-term housing support

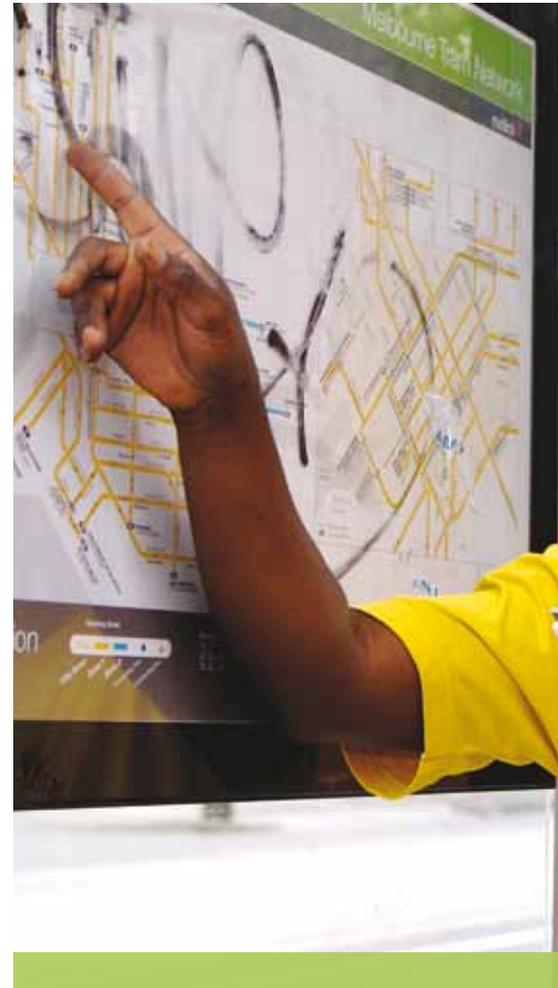
AMES provides initial accommodation for clients on arrival, and assists them by assigning a housing worker to find appropriate, affordable longer-term accommodation.

Over the past five years, the private rental market has become harder to enter, with a marked reduction in the availability of affordable housing stock. Refugee and humanitarian arrivals have been faced with limited access to housing, unaffordable rental prices and poor accommodation standards.

## Complex case support

Clients with settlement barriers such as profound disabilities or serious medical conditions are guided towards our Complex Case Support Program.

The program was developed to deliver services to clients whose needs extend beyond the scope of existing DIAC-contracted or funded settlement services. AMES manages the program with SCAAB and Eastern and Central African Communities of Victoria.



## Belthrand Habiyakare Community Guide

I come originally from Burundi in central Africa and came to Australia from a refugee camp in Tanzania. I arrived here in 2007 and was helped by AMES. As a Community Guide, I feel like I am returning the favour.

I believe my own experiences make it easier for me to build trust with clients. My work ranges from showing clients how to shop inexpensively to using the public transport system. But mostly I listen. Good communication helps the clients' confidence grow and then they will share more. And that means more can be achieved.

# 170+ COMMUNITY GUIDES FROM OVER 25 COUNTRIES, SPEAKING UP TO 60 LANGUAGES



*Orienting our clients to local area facilities and public transport*

## Community orientation

AMES also provides clients access to our Community Guides program during their initial settlement. Community Guides provide practical assistance and social support in the client's first language.

They take clients to important appointments in the first few weeks after arrival, such as Centrelink, Medicare and bank appointments. They also orientate clients to local area facilities and public transport.

The program benefits Community Guides as well as clients. For many, it is their first taste of employment in Australia; providing valuable experience to take into future jobs.

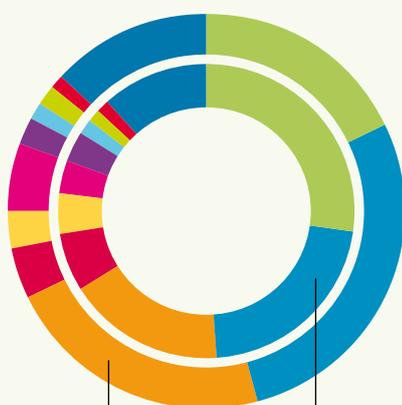
Since its inception in 2005, the program has trained over 500 Community Guides, and the number of Guides working at any one time has grown from 40 to more than 170. Community Guides come from over 25 countries, speaking up to 60 languages. By the end of 2009, almost 220 had found permanent roles in the Australian workplace.

## More services; brighter employment prospects

Throughout the settlement process, clients can access AMES education and employment services that suit their individual requirements. These include English language and vocational training opportunities such as work experience programs through our ILM programs.

For some clients, these services also provide a pathway into regional resettlement and employment that matches their skills and experience. Clients are finding work in regional centres like Shepparton, Colac, Mildura and Wonthaggi. In Shepparton, various clients from Melbourne have found full-time employment at piggeries and on egg and dairy farms.

### AMES SETTLEMENTS 2009 CLIENT PROFILE



INDIVIDUALS

FAMILIES

COUNTRY OF BIRTH	Families	Individuals
Afghanistan	472	749
Myanmar (Burma)	373	1178
Iraq	299	924
Ethiopia	113	185
Sri Lanka	75	131
Sudan	63	236
Iran	58	89
Eritrea	28	62
Bhutan	24	73
Tibet	23	35
Other	201	529

# 1,729

SETTLEMENT CASES WERE ADMINISTERED BY AMES CASE MANAGERS IN 2009

## AMES SETTLEMENT ACHIEVEMENTS AND HIGHLIGHTS 2009

### Tackling accommodation shortages

In December 2009, AMES established a larger interim accommodation facility in Maidstone to serve as a “staging post” for newly arrived clients.

Housing up to 80 clients, the facility is well placed to alleviate the ongoing difficulty of finding affordable private rental accommodation.

During their stay, clients can access sessions covering important information about their new community, including emergency services, Centrelink, Medicare and Foundation House (The Victorian Foundation for Survivors of Torture). They can also obtain information about their visa status and processes, find out how to apply for rental accommodation, and get to know their tenancy rights and responsibilities.

In 2010, the facility will provide information and linkages into employment and AMEP.

### Community Guides Program – a proven success

AMES commissioned the University of New South Wales’ Centre for Refugee Research to independently evaluate the Community Guides program. From January to July 2009, 40 Community Guides and 90 newly arrived refugees who had received their services came together to evaluate the program.

The study assessed the program as “a highly successful model for providing settlement support to individuals, while also having positive benefits for Guides, communities and services”.

Mr Richard Towle, UNHCR Representative of New Zealand and Australia, launched the evaluation on 21 July.



### Beyond the refugee journey

As a result of the Community Guides evaluation, AMES spearheaded the “Beyond the Refugee Journey” Conference.

The conference attracted over 400 refugee participants, along with support from public and private sector organisations that provided information to jobseekers.

Participants learned job-search strategies, interview tools and tips, recruitment processes and career pathways in various fields of employment.

The event also featured a roundtable that enabled employers to better understand the refugee experience, and created discussion about strategies to facilitate refugee employment.

### Supporting newly-arrived young people

Another highlight of 2009 was successfully settling a large number of Unaccompanied Humanitarian Minors (UHMs) on Protection Visa 866.

Conducted in the second half of 2009, the project involved close cooperation between AMES, the Department of Human Services (Refugee Minor Program), Foundation House, the Greater Dandenong and Casey City Councils, and South East Region Migrant Resource Centre.



*Providing practical English for use in everyday situations*

## Building health networks

During 2009, AMES continued to be involved in developing health networks in Melbourne's outer east and south-east regions. Again, an underlying strength has been the formation of cooperative working relationships between AMES, other settlement providers and health providers such as GPs, trauma specialists, refugee health nurses and Community Health Centres.

## Driver education

The learner driver project, which helps new arrivals learn to drive in Australia, continued to grow in 2009. Learner driver projects now operate in Footscray, Melton, St Albans, Sunshine and Noble Park.

AMES supervises these projects, many funded by VicRoads and the Transport Accident Commission (TAC), and lends vehicles so that volunteers can help refugees gain driving experience in Australian conditions. During the year, the project helped 26 refugees gain their full driver's licence.

AMES also facilitates the New Migrant Driving Working Group, which shares information and discusses the needs of newly arrived drivers. The Working Group includes representatives from VicRoads, TAC, Victoria Police, Victorian Multicultural Commission (VMC), DIAC, Consumer Affairs Victoria and the Royal Automobile Club of Victoria (RACV).



## Monica Elith IHSS Volunteer

Over the past year, I have been involved in settlement volunteering with AMES in the Eastern region. Through this process, I have had the unique opportunity to get to know many wonderful families as they go through the challenging experience of settling in Melbourne.

My work has been interesting and varied. At times I have helped refugee families find housing in Melbourne – a daunting task for them. Often I help clients through the process of arranging a doctor's appointment, and sit with them in the waiting room.

I have learned so much from these individuals and families. I have learned about strength and perseverance in the face of great difficulty. I have learned about hospitality and generosity through the many times I have been invited into refugees' homes and lives. I deeply respect these people who are so bravely making a new home in Melbourne, and I value the effect they have had on my life.

# UNLOCKING THE KEYS TO PARTICIPATION

## TERESA ANGELICO

### GENERAL MANAGER EDUCATION

Teresa Angelico has more than 30 years' experience in schools, universities and education system authorities. Her roles have spanned teaching, consultancy, research, tutoring, lecturing, program management, senior management, executive, company secretary and acting chief executive officer.

Teresa has been a member of the National Catholic Education Commission, Pastoral Research Projects Management Board and University of Melbourne Education Faculty Board.

*In 2009 AMES implemented a significant change in the approach to teaching English to refugees and migrants. We supported teachers through professional development and learning resources to contextualise English language learning.*

*We developed programs and resources to help clients learn appropriate levels of language to operate in community, workplace and educational or training environments beyond AMES.*

### 2010 – the year ahead

*During 2010, we will focus on continually improving our responsiveness to clients. We will place all English language learning into the context most appropriate for each client's needs (for example, English for settlement, training or working). We will strengthen our links with community groups and organisations, and continue to work collaboratively with our delivery partners.*

*We will improve the quality and range of services offered to our clients. Our counselling support service is a case in point. We will help clients to make informed choices, access advice at entry and exit points, and guide them through an individualised pathway.*

*As client settlement patterns evolve, so does the need for volunteer recruitment in different locations. AMES faces an ongoing challenge to ensure we have sufficient volunteers to match client demand. As community volunteering evolves towards a best practice model, AMES is reviewing its volunteer policy, practices and procedures to ensure compliance.*

*The DIAC tender was released at the end of 2009. Submitting the tender and preparing for the new contract commencing in 2011 will be a major project for the AMEP during 2010.*

*For some time DIAC and AMES have had converging views that future AMEP delivery will place more emphasis on assisting clients to meet their settlement and employment goals by offering a pathway planning service.*

*While AMES has previously provided this emphasis through the AMEP, the Request for Tender for the new AMEP contract has confirmed this direction through requirements that counselling will play a more prominent role in the services offered to clients and indicated a strong interest in services and information being provided to clients in their first languages, where those clients have difficulty accessing services in English.*

*2010 also moves us closer to significant changes in the funding and delivery of VET programs in Victoria. AMES is exploring the opportunities this provides to assist our clients into VET, as part of their settlement and employment pathways.*

It may seem obvious, but learning English is the key that opens up all aspects of life to new arrivals in Australia. It is the tool that enables people to embark on vocational education. It is a fundamental requirement for employment. Above all, it helps refugees and newly arrived migrants communicate with members of the wider community and realise their full potential in a new country.

Learning a second language can be an intimidating and potentially frustrating experience, particularly for older clients and those with low education levels.

With nearly 60 years' experience in language education, AMES is able to assess the needs of each client and direct them to an appropriate English language course.

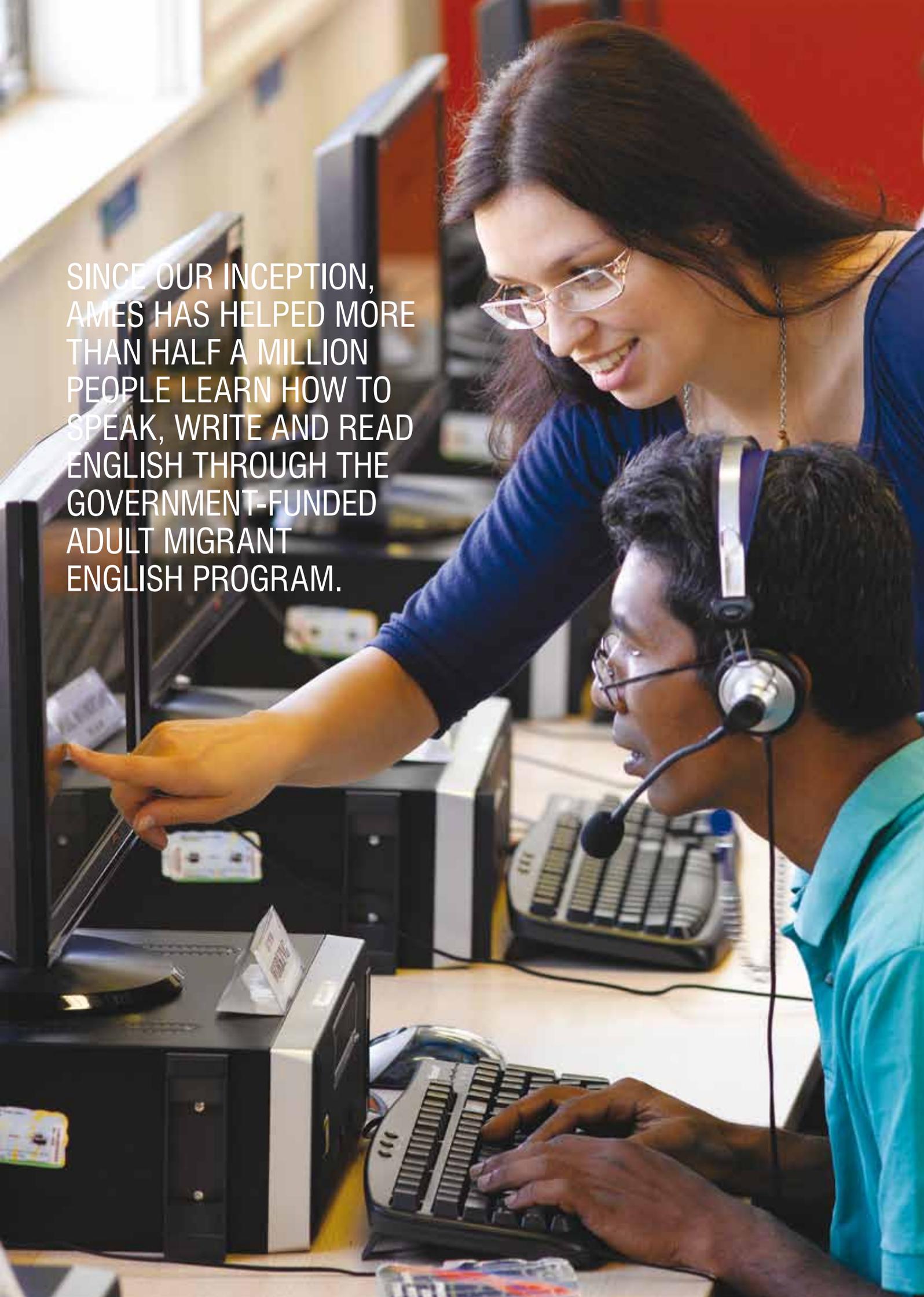
### How we do it

Since our inception, AMES has helped more than half a million people learn how to speak, write and read English through the government-funded AMEP. We manage the delivery of 510 hours' free English classes per client.

### On the ground

In 2009, more than 200 teachers delivered English classes to over 12,000 clients – totalling a staggering two and a half million hours of tuition. We worked with four delivery partners (Goulburn Ovens Technical and Further Education (TAFE), Holmesglen TAFE, Swinburne University and Victoria University) along with 41 sub-contractors.

We refined and extended AMEP courses, combining vocational English training with work experience. Courses were delivered at AMES and partner sites, ranging across areas as diverse as retail, hospitality, warehousing and insulation.



SINCE OUR INCEPTION,  
AMES HAS HELPED MORE  
THAN HALF A MILLION  
PEOPLE LEARN HOW TO  
SPEAK, WRITE AND READ  
ENGLISH THROUGH THE  
GOVERNMENT-FUNDED  
ADULT MIGRANT  
ENGLISH PROGRAM.

# 2,585,000 HOURS OF TUITION DELIVERED BY AMEP

## Learning for employment

Our LLNP provides language, literacy and numeracy training to help clients participate more effectively in training and the labour market.

29 teachers taught 500 clients at three AMES sites and two Holmesglen campuses during 2009. Through these classes, clients gained the opportunity to acquire key vocational competencies and develop their oral and written skills in simulated workplace environments.

In 2009, AMES and Holmesglen TAFE offered clients language, literacy and numeracy tuition directly related to future employment or vocational training in a range of specific industries.

These included business administration, community services, cleaning, hotel and kitchen hospitality, process work and retail. Through close regional consultation with AMES Employment, these industries were identified as providing realistic employment pathways within local industry and businesses.

## Learning at home

Clients are often unable to learn English in the classroom, particularly if they are under financial pressure to obtain work quickly, or if they have a young family. This can hinder them from continuing to learn English and completing their allocated 510 hours.

During 2009, more than 3,250 people benefited from the AMES Volunteer Tutor Program (VTP), by continuing to learn in the comfort of their own homes. In Melbourne, 16 staff from 13 AMES locations deliver the program, assisted by more than 1,750 volunteer tutors.

More recently, AMES introduced the Professional Mentor Program. Around 70 professional mentors meet with newly arrived skilled and professional migrants and refugees. The mentors address a range of job-seeking issues and generally support their mentee in the job search process.

## Learning at a distance

AMES provides the Distance Learning (DL) Program for clients who live outside the metropolitan area. It is delivered through nine education sites, including two partner sites: Diversitat at Geelong and Goulburn Ovens TAFE at Shepparton.

During 2009, clients and teachers increasingly embraced new technologies to enhance learning. We introduced mp3 players for voice recording and Skype for online communication. This added to the immediacy of client-teacher interaction, particularly for clients in remote areas and countries outside Australia.

## Cutting-edge online learning

AMES developed and maintains the Virtual Independent Learning Centre (VILC) at [www.virtualilc.com](http://www.virtualilc.com). The VILC has been providing high-quality online English language learning resources since 1997.

VILC is a specially built content management system with four streams: Realweb, Easynews, Listen to This and Checkout.

VILC is available for all AMES clients to use at education centres and from home. It is also available to clients from other English language providers on a subscription basis.

## Targeted learning for young people

The AMES Youth Program is a holistic program for newly arrived young people aged 18 to 25. It is based on best settlement practice for post-adolescent newly arrived young people – supported by current research by the Centre for Multicultural Youth (CMY), DIAC, and La Trobe University Refugee Research Centre.

The program aims to provide a supportive environment for meeting the complex learning needs and aspirations of 18 to 25-year-olds by developing their language skills for settlement, education, training and employment. The program also provides pastoral care through educational counsellors, trained youth program staff and partners such as Foundation House.

The program delivers English language training as part of the AMEP through a thematic-based curriculum which uses Youth Participation and Access Program (YPAP) principles and methodology. This means learning is placed in contexts relevant to the way young people live. Rather than teaching English purely from a textbook, we may encourage clients to learn through activities such as sports, art and drama.

Applied learning also means young people are involved in planning their own learning, rather than being passive recipients of information. Independent study skills, employability skills, information technology and e-learning are embedded within the program.

AMES also accesses the YPAP, funded by the Office for Youth. It provides grants to support young people aged 12 to 25 who face barriers to participation in community life.

It is a youth-led program designed around identified youth settlement needs, based on Youth Action Committee reporting and evaluation. We are currently delivering the second three-year program in the south-east and western regions. Activities include life skill acquisition, capacity building and civic engagement. The program also runs arts and theatre projects with La Mama Theatre in Carlton.

During 2009, AMES also delivered Ucan2 in partnership with Foundation House and CMY. The 16-week program introduces the Australian workplace, identifies employability skills and utilises a mentor program.

We also delivered sustainability programs in partnership with CMY and Environment Victoria.

We enjoyed the support of a range of organisations to deliver other youth programs, including the Australian Football League, Western Bulldogs, Royal Victorian Bowls Association, Victorian Ladies Bowls Association, Tennis Victoria, municipal councils, Victoria Police, Metropolitan Fire Brigade, State Emergency Service, Western Young People's Independent Network, La Mama, Sound House, Debney Park Secondary College, South East Local Learning and Employment Network, Local Community Partnership and Dandenong High School.

## Providing tools for learning

The AMES Resourcing, Learning and Innovation (RLI) Unit develops innovative solutions for AMES Education, other AMES divisions and external funding bodies. We have over 30 print, multimedia and online resources which are marketed nationally and internationally. Our clients include individual students and teachers, AMEP providers, adult and community education organisations, secondary schools, TAFEs and providers of English Language Intensive Courses for Overseas Students (ELICOS).

## International learning

AMES is also a registered ELICOS provider. Delivered at our Flagstaff campus, the course includes a 10-week English program for academic purposes, a 10-week General English course, and intensive five and 10-week programs focused on academic or vocational outcomes.

In 2009, our ELICOS clients came from more than 20 different countries including Korea, Taiwan, India, Columbia, Thailand, Japan and South America. At the end of 2009, AMES was exploring new markets including Indonesia and the Middle East.

## Training for a vocation

A combined focus from all AMES divisions delivers VET qualifications and units.

We delivered full qualifications in advanced English as a Second Language (ESL) Certificate of Spoken and Written English IV (CSWE), aged care, children's services and business.

We also delivered units from qualifications in retail, hospitality, vocational preparation, information technology, asset maintenance (cleaning) and transport and logistics (warehousing).

1,333 clients were enrolled in Adult, Community and Further Education State Profile funded hours; 838 on a fee for service basis and 13 through the Australian Traineeship Training Program.

## DIAC pilots

Late in 2008, AMES and our AMEP Partners (Goulburn Ovens Institute of TAFE, Holmesglen TAFE, Swinburne TAFE and Victoria University) began delivering the EPP and Traineeship in English and Work Readiness (TEWR) programs.

Funded by the DIAC, these programs are collectively known as the DIAC Pilots. They aim to help AMEP-eligible clients seeking employment to develop appropriate English language skills for work, and to learn about Australian workplaces and culture.

AMES and our partners delivered 67 courses between October 2008 and December 2009.

Work experience placements form a key component of each course. We created cross-divisional teams utilising the expertise of AMES Employment to source these placements in a wide range of industries. AMES Community and Policy staff and AMES Settlement staff have also helped develop a number of courses for refugee clients, such as the agricultural courses offered at AMES Noble Park and Werribee, meat industry courses at Werribee and insulation courses at Dandenong and Noble Park.



## Gladys Torres Assistant Education Unit Manager

Originally from Argentina, I have been working at AMES since 1993. I began as an emergency teacher and then became full-time. Today I work at the Springvale centre.

It's my job to maintain the day-to-day running of the centre, coordinate programs, contribute to the curriculum and liaise with the office staff and teachers. It's my aim to create a happy learning environment for our clients and contribute to their learning experience.

At AMES I see people grow and flourish. I have the opportunity to interact with a variety of cultures and help clients develop their language, confidence and self-esteem in the Australian environment. I like to think that all of our clients have the opportunity to fulfil their dreams.

# 312,832

## HOURS OF FUNDED VOCATIONAL TRAINING WAS DELIVERED

### AMES EDUCATION – ACHIEVEMENTS AND HIGHLIGHTS IN 2009

#### DIAC Pilots

During 2009, the Education Division greatly increased its delivery of DIAC's EPP and TEWR. By the end of the 2009–2010 financial year, the AMES Consortium will have delivered 94 programs at AMES and partner sites, across diverse fields like retail, hospitality, warehousing and insulation.

1,050 clients undertook the EPP and TEWR programs during 2009, including placement with around 400 employers. A total of 761 clients have completed the programs. Of these, 220 gained employment within 10 weeks of completing their course and another 214 moved on to further study. The progress of the remaining 327 clients will be tracked early in 2010.

#### Celebrating the AMEP

On 13 November 2009, around 400 managers, coordinators, teachers and support staff of AMES Education and Consortium partners from around Victoria attended the annual AMEP Consortium Day at the MCG. The theme "Celebrating the AMEP: pathways and participation" provided a focus on enhancing our clients' workforce and community participation.

#### High VET success rate

Our focus on VET programs in 2009 was rewarded when almost half the clients enrolled in the children's services programs gained employment after completing training. Amongst clients in our aged care programs, 57 per cent gained employment.

Of those gaining employment, 59 per cent were offered work by the organisations in which they completed their VET course practical placement component.

#### ELICOS

During 2009, AMES ELICOS successfully developed a new market in Taiwan, resulting in a broader cultural mix of clients from the Asian region. The program also welcomed more South Americans, bringing an even more vibrant mix of clients.

ELICOS also hosted three study groups; two from DIAC and one from the City of Melbourne. The DIAC groups included immigration officials from China, Thailand, Cambodia and Laos. The City of Melbourne group included government officials from the Tianjin Province in China.

#### RLI

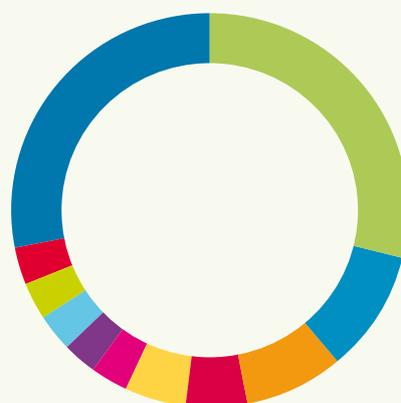
In 2009, the AMES RLI unit commenced a four-year Adult Community and Further Education (ACFE) funded project to enhance the capacity of Adult Community Education (ACE) organisations throughout Victoria to respond to CALD learners, particularly in newly emerging or rapidly growing rural communities.

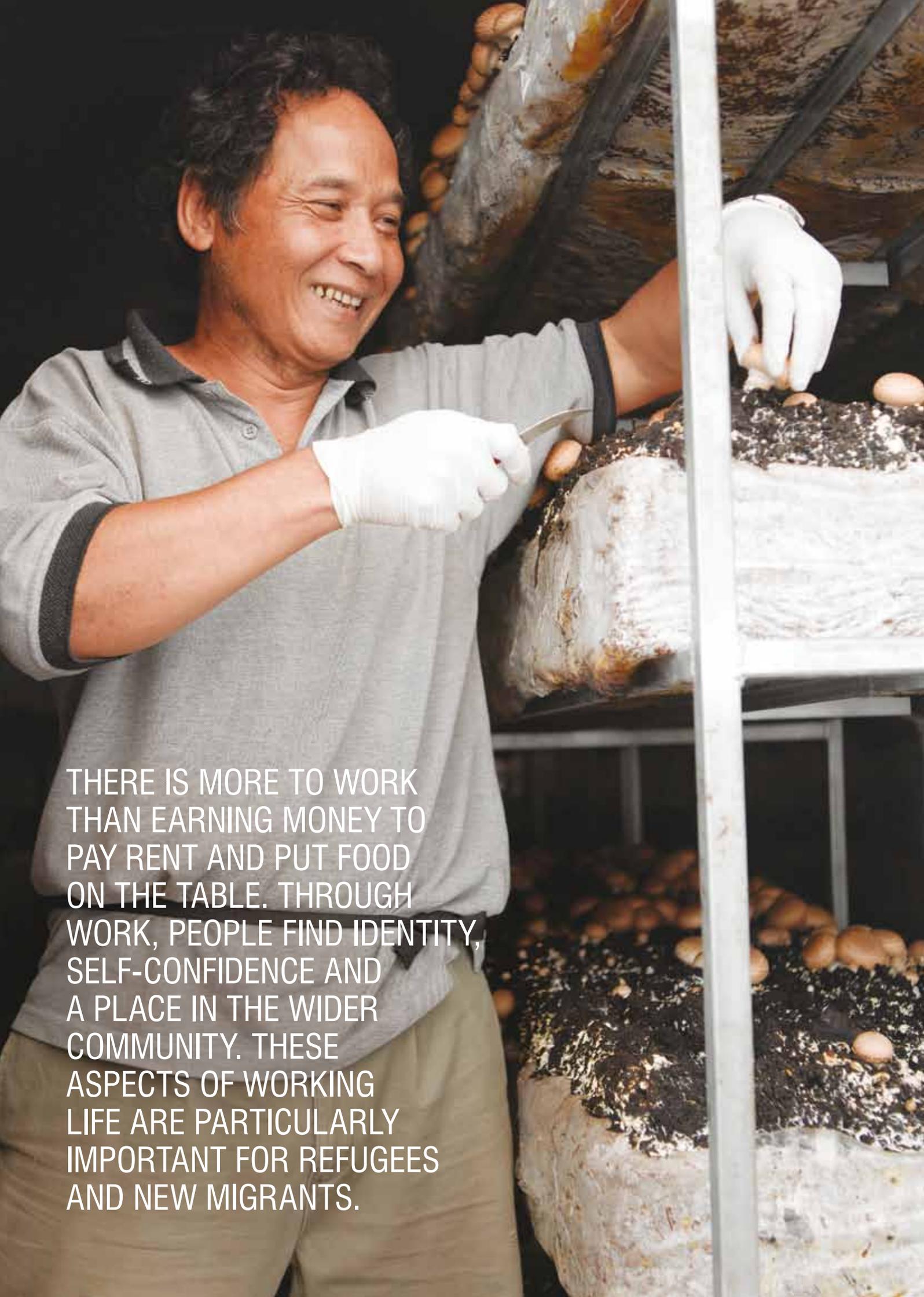
RLI also delivered two major projects for DIAC: developing the new citizenship resource book and test and practice questions, and the new Citizenship Course. RLI also developed learning resources for the Australian Human Rights Commission (*It's your Right* resource kit) and the Victorian Electoral Commission (*All About Voting*) launched at the AMEP Consortium Day in November 2009.

#### Implementing targeted programs for young people

AMES was pleased to implement a youth-specific LLNP program at Noble Park and – more importantly – to secure a further three years' YPAP funding from the Office for Youth.

AMES EDUCATION 2009 CLIENT PROFILE





THERE IS MORE TO WORK THAN EARNING MONEY TO PAY RENT AND PUT FOOD ON THE TABLE. THROUGH WORK, PEOPLE FIND IDENTITY, SELF-CONFIDENCE AND A PLACE IN THE WIDER COMMUNITY. THESE ASPECTS OF WORKING LIFE ARE PARTICULARLY IMPORTANT FOR REFUGEES AND NEW MIGRANTS.

# SEEKING WORK... FINDING IDENTITY

## ARY LAUFER

GENERAL MANAGER EMPLOYMENT (from February 2010)

Ary joins AMES with over 15 years substantial international experience in the aid and development sector. Most recently as Executive Officer and Regional Director for Marie Stopes International Australia, he was responsible for health service delivery to some of the most marginalised communities in Asia and the Pacific region. Prior to this, Ary worked for Plan International, living in and managing community development programs in countries including Vietnam, Mali and Guinea-Bissau.

He oversees the delivery of employment services and continues to guide the development of AMES as the largest CALD specialist JSA provider, providing training and employment pathways for thousands of job seekers each year.

*During 2009, AMES strategically partnered with SkillsPlus, SCAAB and Victoria University to tender for the JSA contract.*

*This partnership provides an opportunity to complement the strengths of each organisation, spread the operational responsibilities while improving outcomes for our clients and for employers. It allows greater focus on the individual needs of the clients. It also ensures a regional focus through building relationships with local communities and employers.*

### 2010 – the Year Ahead

AMES will continue to develop, strengthen and support relationships with employers who require the skills, training, enthusiasm and diversity that CALD jobseekers bring to their businesses.

*Following our divisional restructure in September 2009, consolidating the processes of the new contract will also be paramount to ensure we can meet the needs of the contract and our clients.*

*With a new leadership team in place, the year ahead for AMES Employment is full of potential. There will be continued opportunities for innovation and creativity in maximising economic and social outcomes for clients and employers.*

*We will also scope and develop employment opportunities in regional Victoria for clients. Developing strategic relationships with possible business partners and regional governments will be a key function of AMES ILM managers, working with our Community and Policy division.*

### Sector challenges in 2010

Agencies will need to consolidate their practices to meet the major reforms of 2009 including the introduction of the Job Services Agency and interrelated initiatives such as the Innovation Fund Panel, Jobs Fund and Employer Broker Panel.

*The changes in the midst of the global financial crisis pose new challenges for the industry as unemployment and job opportunities remain uncertain into 2010. This uncertainty requires the sector to think differently, explore new models, and improve collaborations while not losing focus on positive outcomes for clients and employers.*

*The manufacturing sector employs large numbers of people from a CALD background and is always hit hard during times of economic difficulty. In 2010, AMES will continue to work closely with many of these retrenched workers to provide support, retraining and new employment opportunities.*

*Relationships between employment services providers and the education and training sectors will be crucial to ensure job seekers can capitalise on emerging employment opportunities as the economy recovers.*

There is more to work than earning money to pay rent and put food on the table. Through work, people find identity, self-confidence and a place in the wider community. These aspects of working life are particularly important for refugees and new migrants facing the enormous challenge of settling in an unfamiliar environment.

### How we do it

AMES Employment works with other divisions to enhance the organisation's client services. The DIAC Pilots are a good example of this cross-divisional collaboration. They have enabled AMES to focus not only on clients' immediate needs, but their longer-term aspirations to contribute socially and economically to their new country.

### A new approach to employment services

In July 2009, the federal government Department of Education, Employment and Workplace Relations (DEEWR) established JSA. The agency folds seven employment service programs into one – giving clients a single entry point to a range of employment and training-related activities. The government simplified procedures and streamlined services to give job seekers (including those with non-vocational barriers or special needs) increased flexibility and access to tailored support and services.

While AMES primarily offers the services required through the JSA contract, we also provide a range of other specialised services.

## Helping professionals gain skilled employment

For example, our Skilled Professional Migrant Program (SPMP) assists overseas and locally qualified migrants to gain employment in their professional field in Australia. The intensive workshop-style delivery covers topics including résumé writing, reading job applications, telephone and interview skills, and Australian workplace culture. In 2009 SPMP counselled more than 150 clients.

The global financial crisis had a huge impact on employment in 2009, and this affected the SPMP. There was more demand for places at information sessions, and many clients were prepared to pay full fees as only limited funding was available to Health Care Card holders.

Employers are looking for prospective employees who can “value add” and can demonstrate what they have to offer and how they can contribute towards the organisation’s success. By contrast, many job seekers look at what a company can do for them, so it is important to help our clients change their perspective.

## Encouraging small business start-ups

The New Enterprise Incentive Scheme (NEIS) provides a range of services to assist unemployed people who want to establish a small business. Focusing mainly on areas of skills shortage, NEIS provides accredited small business training, business advice and mentoring for eligible job seekers, along with income support for up to 52 weeks.

In 2009, more than 100 clients began training with NEIS, while over 60 started businesses. The NEIS unit monitors the performance of NEIS businesses for the first year and provides advice and counselling.

## Opening employment pathways

At the end of 2008, AMES and our AMEP partners began to deliver the EPP and TEWR programs.

Utilising the expertise of AMES Employment, cross-divisional teams were created to source these placements in a wide range of industries. AMES Community and Settlement staff also helped develop courses for refugee clients in industries including agriculture, insulation and meat processing.

As mentioned previously, more than 1,000 clients undertook EPP and TEWR programs in 2009. Over 700 completed the program. More than 200 found employment within 10 weeks of completing their course, while another 200 have moved on to further study. The progress of the remaining 300-plus clients will be tracked early in 2010.



*Connecting our clients with the right local employers*

## Bridging the experience gap

Transitional employment programs typically focus on clients most removed from the labour market through language and qualifications barriers. The programs provide a bridge into the workplace through temporary paid work.

Employers often hire program participants after their temporary placements. Other participants use their increased confidence and experience – and new networks – to source work in their preferred industry.

In 2009, transitional employment activities included corporate projects, short-term work placement opportunities, case management, working with industry and employers on special small projects, employment-related professional development, participating in the “Beyond the Refugee Journey” Conference, attending networking events and sourcing regional employment opportunities for clients.

AMES worked closely with IBM, National Australia Bank and Australia Post to screen, interview and select participants from amongst our client base. (We also provided participating companies with training and ongoing advice on how to work with CALD clients effectively and sensitively). As a result of these special projects, eight clients gained full-time employment in the corporate sector in their professional area of expertise.

AMES also ensured ILM clients could access the DIAC Pilots and SPMP to facilitate entry into the industry of their choice. We also worked with a range of small and medium enterprises to ensure clients became familiar with Australian workplaces and culture.

In 2009, AMES welcomed the involvement of organisations including the Australian Tax Office, ANZ, City Autos, Essendon Football Club, Victoria Police, Department of Justice, Sinclair Knight Mertz (Engineering), Catholic Education, Victorian Employers’ Chamber of Commerce and Industry (VECCI), Civil Contractors Federation, Professional Recruitment Australia, Group Training Association Victoria, Skill Stores, Colac Otway Workforce and CRF Meatworks.

## New opportunities in horticulture

AMES continues to support new arrivals with employment opportunities in the horticultural sector. For the third year, we ran the Labour Hire Services for the Horticulture Sector program, helping new arrivals enter Australia’s workforce.

## Building community businesses

AMES helps clients and community groups to develop successful small businesses that align with community skills or needs. We do this in conjunction with partners and program supporters from government, private enterprise, community organisations and funding from the Department of Planning and Community Development (DPCD).

For the last four years, we have established a range of social enterprises in hospitality, catering, cleaning and agriculture. Some of these enterprises include:

### Catering

- Sorghum Sisters
- Cultural Cooks
- Canteen Plus
- Seven Stars, in partnership with the Centre for Education and Research in Environmental Strategies (CERES)

### Cleaning

- Magic Green Clean
- AMES-BSL Cleaning Enterprise (in partnership with the Brotherhood Of St Laurence (BSL))

### Agriculture

- Organic Mushroom (in partnership with CERES)

Through the creation of these businesses, AMES provides short accredited training courses in cleaning, hospitality, food hygiene, warehousing, asset maintenance, business administration, horticulture and occupational health and safety (OHS).



## Maha Mohamed Team Leader Werribee

My parents came from Eritrea. As a result of the war, they moved to Sudan, where I was born. Because of my father’s involvement in politics, it was not safe in Sudan so first, we left for Cairo. And from there we came to Australia. I’ve lived in a few places!

I completed high school in Sudan and then studied chemical engineering at Swinburne here in Melbourne. After graduation, I had a series of jobs and joined AMES in 2007. I became Team Leader at Werribee at the end of 2009.

For me, it’s not just a job; it’s more like family. Each client is different and they require different skills and responses. I’m learning how to deal with a wide range of personalities and respond accordingly.

# 517

## ENROLMENTS IN OUR SOCIAL ENTERPRISES TRAINING PROGRAMS



*Recognising the existing skills and experience of our clients*

### **Brunswick Industry Training Centre**

AMES training programs are provided at our education and partner premises as well as the various social enterprise facilities.

Training also occurs at our Industry Training Centre in Brunswick. The Centre provides a diversity of industry training to clients of AMES and its corporate partners.

Training courses and industry based work experience are directed to matching market demands with the employment needs of training participants.

In 2009, these included electrical apprenticeships in partnership with RMIT, furniture restoration and toy-making through Work for the Dole programs with Matchworks and WorkSkills as well as picture framing, basic cleaning and OHS programs.

# 35,000+ JOBSEEKERS WERE ASSISTED IN 2009

## AMES EMPLOYMENT ACHIEVEMENTS AND HIGHLIGHTS 2009

AMES was successful in the 2009 JSA tender. We expanded our service delivery in Melbourne to 16 sites, commencing the new contract in July 2009.

Our SPMP team delivered eight programs to 159 clients.

AMES ILM was instrumental in delivering success at the Beyond the Refugee Conference in July 2009; providing the Jobs Expo component. More than 400 AMES clients attended the conference and Jobs Expo, and 24 employers provided information and client feedback. AMES has taken the Jobs Expo model and delivered it to other areas including Dandenong, Noble Park, Oakleigh and Springvale. We have also used the model to target specific communities, including Burmese and Afghani clients in south-eastern Melbourne.

Following employment counselling by our ILM team, five AMES clients gained employment at the Department of Education and Early Childhood Development, Department of Justice and Victoria Police.

In 2009, ILM also sourced 30 work placements for clients at businesses across Melbourne. Five clients gained employment immediately after their placements.

Now that participating employers are aware of the calibre and commitment of AMES clients all have committed to providing future placement opportunities.

### Social Enterprises Highlights in 2009

In 2009, AMES social enterprises generated revenue of more than \$1.3 million. During the year, the number of AMES clients enrolled for training grew to 517.

The Sorghum Sisters enterprise presented a unique event as part of the Melbourne Food and Wine Festival 2009. "Dine on the Nile" attracted over 120 guests who experienced a culinary journey down the Nile. The event attracted VIP guests including celebrity chef and festival Chair Matt Preston.

- The Sorghum Sisters were featured in the launch of the State Government's "A Fairer Victoria 2009 Strategy". Their story was published in the policy paper.
- The Sorghum Sisters featured in DIAC's "The Australian Journey – Muslim Communities" DVD
- The Cultural Cooks enterprise and its Noble Park Canteen were featured on the "Go for Your Life" Healthy

Canteen website as a case study for best practice in healthy lunch delivery to primary schools.

- Magic Green Clean won two cleaning jobs in 2009: an additional site with the City of Kingston, and an expansion of its service in Kensington Estate (the latter funded through the Jobs Fund). The "Urban Livable Communities" project aims to employ Kensington residents for two years, with the expectation that Magic Green Clean will grow and sustain its presence in Kensington and surrounding areas beyond the funding period. The project includes a significant evaluation component to help develop a framework for social procurement (a method designed to demonstrate and place value on the social benefits of the model). In the long term, this will enable social enterprises to compete more effectively for government contracts.
- The Brunswick Industry Training Centre provided opportunities for 209 clients in 2009, providing free furniture restoration to low income child care centres and kindergartens, developed a pilot apprenticeship program with RMIT, partnered with JSA providers on Work for the Dole initiatives and worked on service integration initiatives with AMES divisions, including a pilot course on picture framing with Employment Division.



### Pentair Water Australia Pty Ltd

When Pichet Paopiamsaub applied for a customer service position with Pentair Water in October 2009, he was unsuccessful. A highly qualified field engineer in his native Thailand, Pichet's strong accent and lack of Australian work history counted against him.

Following his unsuccessful interview, an AMES work placement officer approached Pentair and reverse-marketed Pichet as a candidate for a possible work placement opportunity. The company agreed.

Pichet was prepared to undertake basic entry-level work duties, which helped him gain a solid understanding of Pentair and its products. At the end of his placement, Pichet wrote to the MD requesting to extend his work placement. He was granted two more weeks with an allocation to the company laboratory to extend his skills further.

Pichet is a persistent, determined and focused man who does not give up easily. At the end of his second placement he wrote a second letter to the MD requesting a job at Pentair. He also said he intended enrolling in an after-hours forklift course.

His persistence paid off. Pichet was offered a three-month full time position in the laboratory starting in December 2009.

Pentair Water is an outstanding example of an employer prepared to give someone a go. AMES and Pichet put forward a proposition; Pentair listened and weighed up the situation. The company saw the long-term advantages of offering employment to a newly arrived migrant with excellent qualifications and an exemplary work ethic.

# FORGING PARTNERSHIPS

## CATHERINE SCARTH

### GENERAL MANAGER COMMUNITY AND POLICY

Catherine has over 20 years' experience in designing, implementing and evaluating innovative social programs in Australia and England. She has led the development and delivery of community services and social enterprises in a broad range of areas including employment, child and family services and financial inclusion.

Catherine has also developed a range of award winning partnerships with business and government, including SaverPlus and Progress Loans in partnership with ANZ. She is an accredited partnership broker through the Partnership Brokers Accreditation Scheme.

She was a foundational board member of Job Futures, a national employment services network, and is currently a foundation board member of Social Traders, supporting the development of social enterprise in Australia.

## 2010 – the year ahead

*2010 will be another challenging and creative year for the Community and Policy team. We will continue to build a solid evidence and knowledge base around new and recently arrived migrants, refugee and humanitarian clients, identifying barriers to their full participation and effective approaches to addressing these barriers.*

*This will include providing credible and reliable evidence that informs government and stakeholders on settlement policies and service innovations that will improve outcomes for clients.*

*We will work with our social enterprise teams to ensure the growth of Catering @ AMES and Magic Green Clean, and develop new social enterprises that increase the number and range of employment and training opportunities for clients.*

*AMES will continue to use social enterprises to promote healthy eating, targeting school communities and newly arrived migrants and refugees.*

*We will also undertake an evaluation of social enterprise projects to determine the economic and social dividends, and to develop ongoing analysis and auditing to ensure continuous measurement of social and economic benefits.*

## Sector challenges in 2010

*In a year when federal and state governments are going to elections, AMES has a great opportunity to contribute to policy development, based on sound evidence developed through our research and policy agenda.*

*Submission of tenders for the IHSS and AMEP will be a major project for the first half of the year. New service delivery models developed by government could change the approach and landscape of service providers. The Federal Government's emphasis on more localised approaches to service delivery means we will need to be able to respond quickly to local needs, act promptly and innovate at the local level.*

*As confidence continues to return to the economy in 2010, employers will be better placed to provide work experience and employment opportunities for our clients. AMES must be able to respond accordingly to match employers' needs to our clients' skills.*

AMES Community and Policy Division has responsibility for developing organisational capacity in policy and research, and for developing partnerships with corporate organisations to support their diversity programs and increase employment opportunities for all AMES clients.

## How we do it

Our role is to identify links between other AMES divisions for more effective delivery of programs and services, and act as a bridge for developing synergies between divisions. We have a particular focus on social enterprise and ILM program development.

We also coordinate AMES tendering processes and provide the organisation's corporate communications service.

## AMES Research and Policy Group

Advocacy cannot succeed without an evidence base. In 2009, our Research and Policy Unit worked within the settlement, education and training, employment and community areas to inform and underpin best practice in service delivery.

Operating independently or working with research partners, we run a range of ongoing programs to identify opportunities for clients, industry partners and the wider community, and to validate or improve our existing activities.

## In 2009, our projects included:

- *AMEP longitudinal study*

We began a longitudinal study in September 2008 with a representative sample of 250 newly enrolled AMEP clients. Wave 1 and Wave 2 interviews have now been completed. Wave 3 will be conducted in 2010. The study is collecting information such as clients' perceptions about how the AMEP supports their settlement, and the pathways into employment and community engagement that typically exist after clients complete the AMEP.

Focus group interviews and in-depth individual interviews have provided further qualitative data to validate the study's findings. A report has been produced on Wave 1 findings, along with fact sheets to disseminate findings to AMES and AMEP consortium partners.



Vital local experience provided to skilled migrants

- *Heading in the Right Direction: Migrants and Refugees in the AMES ILM Program*

This report documents the way AMES established and managed the ILM program, the barriers identified by participants and how AMES worked with participants to address them. A number of these clients have now taken up full-time positions at AMES.

The report also documented what AMES learnt, to assist and motivate other employers to establish similar programs.

- *Evaluation of DIAC Pilot AMEP Programs*

We worked with AMES Education division staff to assess the effectiveness of new programs delivered in the AMEP.

Quarterly analysis of results enabled AMES to test new approaches and share our insights with DIAC. Feedback from program participants provided valuable data to inform changes and improvements.

### Contributing to state and national policymaking

These research and evaluation projects have provided a bank of evidence to underpin AMES policy responses to state and federal governments on issues affecting newly arrived refugees and migrants. We provided input to the following government bodies:

- Department of Treasury (for the 2009 –10 budget)
- Victorian Competition and Efficiency Commission (on using government and community facilities)
- VMC on the Working Party on Settlement Issues (to help prioritise opportunities to improve settlement services)
- DIAC (to their IHSS Discussion Paper, regarding delivery of the next IHSS contract commencing in 2010).

## Competitive tendering processes

In 2009, AMES submitted and won tenders to provide new client services. These tenders included:

- DEEWR Innovation Funds, in partnership with CERES, to develop an enterprise to deliver organic fruit and vegetable packs to city workplaces
- DEEWR Jobs Funds, in partnership with Urban Communities, to develop an on-site enterprise to provide cleaning and grounds maintenance services in the Kensington public-private housing redevelopment
- DEEWR Teaching and Learning Capital Funds, to build new hospitality training facilities at Noble Park and the Multicultural Hub
- DIAC funds, to revise the citizenship test resource book *Becoming an Australian Citizen*, and to formulate test and practice questions and answers
- DIAC funds, to provide English language training for immigration officials from foreign governments
- DIAC funds, to support an AMES staff member to be part of an exchange program with AUSCO Exchange, designed to deliver settlement information offshore.

## Forging employer and industry partnerships

In 2009 AMES and Victoria University signed an agreement that aims to embed the cooperation and collaborative spirit developed over many years of working together. By working together to identify new opportunities, design and implement new services and share our expertise, both organisations will ensure positive outcomes for clients.

AMES also signed a three-year partnership agreement with VECCI. We look forward to working with VECCI to understand the needs of Victorian businesses, and to develop relevant work experience and employment programs for migrants and refugees.

## Integrating opportunities

Working closely with other divisions, the Community and Policy Division is heavily involved in leading the development and promotion of AMES social enterprises.

The Division works to identify and secure industry partners and promote the value of social enterprises for community building.

Community and Policy also take a leading role in coordinating divisional support and integration of ILM and social enterprise programs.

## Marketing and Communications

AMES Communications restructured in 2009 and appointed specialists in the key disciplines of corporate communications, publications, media and events management.

We instituted a two-year strategic communications plan, aligned to the AMES Operational Plan. The Plan focuses on seven key areas:

- Brand and positioning
- Hallmark events and signature programs
- Customer relationship management
- Media liaison
- Community engagement and sponsorships
- Internal communications and publications
- Promotions and photography.

During 2009 we also launched new AMES internet and intranet sites, and developed AMES NEWSBOX, an "instant online news function" providing the latest coverage of issues in AMES spheres of interest.

In 2009 AMES also ceased explaining its full name (Adult Multicultural Education Services). Under the "One AMES strategy", we will be known simply as "AMES" to demonstrate that we are one entity with diverse responsibilities.



### Marg Davis Pathway Counsellor

I have a background in education and joined AMES because, essentially, I found myself in the right place at the right time. I was doing a Teachers of English to Speakers of Other Languages (TESOL) placement at Springvale, where AMES delivered the AMEP. When the supervising teacher left, I stepped in. That was back in 1985!

As Pathway Counsellor for Education, I coordinate the counselling network, including working closely with Pathway Coordinators and Counsellors, and I also coordinate the SPMP. I enjoy working with fantastic colleagues across the organisation, but most of all I enjoy the diversity of our client group. It's amazing, interesting and challenging.

## AMES COMMUNITY AND POLICY ACHIEVEMENTS AND HIGHLIGHTS IN 2010

### Research and policy

- Seven successful tender bids
- Delivery of three key research projects
- Presentation of key AMES services at the Parliament of World Religions, including the Learner Driver, Social Enterprise and Youth programs.

### Social enterprises, conferences, presentations and events

Promoting the value of ILM and social enterprises is an important focus for the Division and in 2009 a range of presentations were made, including:

- Sustainable Living Festival, 21 February

- Sorghum Sisters' "Dine on the Nile" event, Food and Wine Festival, 14 March
- Career Development Association of Australia National Conference, 16 April
- "Enterprise Training and Employment Model", presented to refugee communities, 7 May
- Launch of the Victorian Government volunteer strategy, 11 May
- "AMES Social Enterprises: A Training and Employment Pathway" presented to National No Interest Loan Scheme Forum, 2-3 June
- "Ethical Purchasing: The Case of Sorghum Sisters Enterprise", presented to Clifton Hill Primary School students, 16 June
- "Vocational and Non Vocational Training and Work Experience in Social Enterprise", presented to AMES Employment Unit Managers, 19 June
- Catering pathway session, "Beyond the Refugee Journey" Conference, 22 July
- "AMES Social Enterprise: The Sorghum Sisters", Carlton Opportunities Roundtable Forum, 24 July

- Social Enterprise World forum – three speaking engagements in October
- Federation of Ethnic Communities' Councils of Australia (FECCA) – presentations at the national FECCA Conference, September
- Social Enterprise Global Forum, 6-8 October

### Communications

- Over 250 media articles in metropolitan and suburban newspapers
- Launch of "One AMES", including logo and upgraded publication designs
- Launch of new sponsorship guidelines on AMES intranet
- New intranet and internet sites
- Launch of AMES NEWSBOX



### Ravel Kirkwood Volunteer Tutor

On Thursday evenings I visit the home of Chinese migrants Ying Zheng and her husband, Wei Cai. Their English continues to improve, although Wei is slower than Ying as he has only been in Australia for 18 months.

Several months ago they were involved in a car accident. Their car was a write-off. Ying and Wei chose a replacement car which my husband and I thought was out of their price range, so we arranged for an RACV check. The car proved to be a "lemon". After many discussions and plenty of laughs, Ying and Wei bought a suitable second-hand car within their price range.

They are now close family friends and have gained confidence through learning English. They have since started their own small business and feel part of their local community and happy with their new lives in Australia.

# A VITAL PART OF THE COMMUNITY

## AHMED YUSUF

AMES Ambassador

Ahmed began his career in Kenya. He has been a key manager at AMES for several years, having worked as General Manager of communications, education and human resources at different times.

*Having stepped into a new role that had no precedents, one of my highlights so far is the sheer scope it offers, and through that, getting different parts of the organisation engaged and talking.*

*I am proud of my involvement in shaping volunteering in AMES and facilitating key events (particularly the inaugural men's camp).*

## 2010 – the year ahead

*The multicultural scene in Melbourne and Victoria in general remains a dynamic force behind communities living in harmony, and a contributor to the wealth of experiences that Victorians enjoy. AMES plays a part in this. As the largest single portal for new arrivals and migrants in general, AMES brings about a deeper understanding of people's cultures. Over time, new and emerging communities will take their place and play a leading role in shaping the outlook of multiculturalism.*

*While overall rates of volunteering in AMES remain high, the changing volunteer landscape presents challenges for us. People are increasingly time poor and want to know that giving up their time will make a real difference to someone's life. Volunteers also increasingly want to tailor their support to apply their skills and experience effectively. In many ways, we must move from a supply-side service to a demand-driven service, if we are to continue to meet the needs of volunteers and clients.*

## How we do it

Community engagement is vital for AMES to remain successful. Regular interaction with community leaders and information providers helps us tailor services to local issues and needs.

What's more, many AMES staff are leaders in CALD communities or have experienced AMES services first-hand. Their insights are invaluable to the organisation's service delivery.

## AMES Ambassador

In late 2008, AMES installed an Ambassador – someone who acts as the face, ears and eyes of our presence in local communities.

The AMES Ambassador:

- Connects us with CALD communities
- Represents us at community events
- Acts as a medium of informal communication with staff, volunteers and other stakeholders
- Listens to people's ideas and opinions
- Acts as a catalyst for action to improve client outcomes
- Can advocate for the organisation's strategic goals.

In 2009, the AMES Ambassador also assumed responsibility for overseeing the development of the new AMES volunteering strategy.

## Structured community consultations

In 2009 we undertook a quarterly formal consultation process. Communities associated with all three key focus areas – settlement, education and employment – are invited to discuss issues and concerns, and to provide suggestions to AMES regarding our interactions with their community members.

These consultations also provided a forum for third party organisations like Centrelink, the Refugee Council of Australia and UNHCR to deliver information that community leaders could pass on to their members.

## Informal consultations and local sponsorships

AMES site staff interact with community leaders and information providers on an informal basis almost every day. In 2009, many sites also offered their premises as community gathering places for meetings and special events.

In 2009, as part of the overarching AMES communications strategy, sites also formalised a process to identify sponsorship and event opportunities that benefited local communities from which our clients come.

Site managers also worked with other local service providers for larger events to promote client communities as part of the wider Australian community.

AMES ensured support for statewide festivals and events in 2009 including Harmony Day, Volunteer Week and Cultural Diversity Week; often through local activities.

AMES also introduced new guidelines to help communities understand how to approach us for funding.

# 25,000

## PEOPLE VISITED THE HUB OR ATTENDED AN EVENT IN 2009

### Increasing regional support

In 2009, AMES remained connected to regional communities directly, and through our regional partnerships.

We supported the Bendigo Festival and the women's Craft Group in Gippsland. We also delivered an infectious diseases clinic and interpreters' courses in Colac.

### Empowering women

From 20 to 22 November, more than 100 recently arrived women from a range of ethnic backgrounds gathered at Mt Eliza to celebrate the International Year of Reconciliation at the 7th Annual AMES Women's Camp.

The camp was established to empower women from all backgrounds and help them better understand the Australian way of life. Aged from 19 to 60, this year's participants came from over 30 countries and spoke more than 35 languages.

A particularly heart-warming result of the camp was the reuniting of two cousins who had not seen each other since leaving Africa. Neither was aware that the other was in Melbourne.

### First-ever men's camp

Following the success of its women's camps, AMES ran its first ever men's camp from 6–8 November in Rowsley, Victoria, supported by The Multicultural Advisory Unit of Victoria Police.

70 newly arrived migrants and refugees from 15 countries attended, along with six Community Guides, AMES staff, AMES Board members and representatives from partner agencies.

Information sessions from Victoria Police, Country Fire Authority, beyondblue, Australian Football League and Ecumenical Migration Centre helped break down communication and cultural barriers and disseminate valuable community information.

### The Multicultural Hub

The Multicultural Hub was a key focus for our energies during 2009. The Hub is a cooperative venture between AMES and the City of Melbourne, located opposite the Victoria Markets.

The Hub celebrated its first anniversary in 2009 and provides a venue for local communities to hold activities ranging from dance and sewing classes to annual general meetings.

One such activity in 2009 was "Hands at the Hub", an arts project utilising the skills of textile artist Amanda King. Community members created more than 600 decorated fabric hands in a series of creative workshops. Representatives of more than 40 countries contributed to this project. Two hundred hands will be sewn together to become part of a permanent display.

The Hub also created opportunities for AMES volunteers and work placement clients to assist with day-to-day operations and special events. Most of our volunteers speak a language other than English, enabling them to assist Hub users in their first language where appropriate. Work placement students from Victoria University, RMIT University, William Angliss Institute of TAFE, Northern Melbourne Institute of TAFE and AMES took advantage of the opportunity to work on projects at the Hub and gain valuable practical experience.

In 2009, the Hub hosted 958 events attended by more than 25,000 visitors and organised by 99 organisations.

We expect these figures to rise in 2010 following major renovations to the first floor including a commercial kitchen for catering and training, a new computer lab, new room combinations, consulting rooms and office desk facilities for community use.

The \$1.1 million renovations are jointly funded by the City of Melbourne, Victoria's DPCD and DEEWR through the Teaching and Learning Capital Fund.



### Ansam Sadik Community Liaison Officer

I was born and raised in Iraq. I arrived in Australia on Australia Day 2002. In Iraq it was not common for women to work; I was a stay-at-home mum. After arriving here, I studied at AMES and then trained as a Community Guide. I now work as a Community Liaison Officer at AMES in Preston and the Multicultural Hub on Elizabeth Street.

My role is to manage volunteers, to give them training and to match them with appropriate, interesting tasks. I also work directly with clients and because I come from a refugee background, I like to think I can help and encourage them. Dealing with multicultural clients really interests me. I want to meet different people and communities, and share their experiences.

# 2,000+ VOLUNTEERS ASSISTED AMES CLIENTS IN THE PAST YEAR

## INSPIRED TO VOLUNTEER

### AMES Volunteer Programs

Volunteers are essential to the services AMES provides. A highlight of 2009 was the increasing number of our volunteers who come from recently arrived communities. AMES volunteers make extraordinary contributions towards shaping Australian society by connecting people across cultures.

2009 was an important year for expanding the role of AMES volunteers. We developed a framework to guide volunteer activity (see below), and introduced new initiatives such as Job Clubs for clients seeking improvement in employability skills.

The number of volunteers, and the diversity of their roles, continued to grow during the year. At the end of 2009 there were 1754 volunteer tutors, 138 settlement volunteers (up from 33 in 2008), 70 professional mentors and 12 Multicultural Hub supporters.

Participation by AMES mentors involved in SPMP and ILM programs, volunteers at the Maidstone interim accommodation facility, and other volunteers providing specialist services, meant AMES was able to draw on the support of over 2,000 volunteers in 2009.

These volunteers are a diverse group – just like our clients. Ranging in age from 18 to 80, they come from over 70 countries and speak more than 40 languages. These volunteers seek to support new arrivals in the same way that others helped them when they first came to Australia.



*Acknowledging volunteers in a meaningful way*

Our volunteers contribute to programs and undertake a range of roles, including:

- AMEP home tutoring
- Supporting English language classroom delivery and the Independent Learning Centre
- Helping refugees and new migrants to attend appointments, navigate public transport and engage with their local communities
- Tenancy and housing support
- Working in our social enterprises
- Acting as professional mentors for skilled migrants
- Instructing clients in our learner driver programs
- Mentoring clients in our DIAC pilot programs
- Working at the Multicultural Hub.

In 2009 AMES formalised an overarching structure for volunteer engagement. The structure responds to three guiding principles:

- Development of a volunteering service that is accessible to all clients and supports their needs and pathways
- Use of volunteering to create outcomes for volunteers and clients
- Coordinated management of an expanding volunteering service.

### Celebrating volunteers – “Party with the Animals”

A key to a successful volunteering program is to acknowledge volunteers in a meaningful way. While our volunteer coordinators ensure ongoing support, encouragement and acknowledgement, the organisation also highlights their role during Volunteer Week, with events at our sites hosted by the AMES Ambassador and the AMES CEO.

In 2009, for the first time, volunteers and their families were invited to share an end-of-year event with AMES staff. Over 1500 members of the AMES family visited Melbourne Zoo in December and enjoyed a range of activities amongst the roar of lions and the trumpeting of elephants.

# DEDICATED TO SUPPORT

## DEVA COREA

CHIEF FINANCIAL OFFICER  
AND GENERAL MANAGER,  
FINANCE AND CORPORATE  
SERVICES

Before joining AMES, Deva worked with various private sector and not-for-profit organisations in Australia and overseas. He has more than 30 years' experience in finance and administration. He is a Fellow of CPA Australia and the Institute of Chartered Management Accountants (UK).

### 2010 – the year ahead

*One of our major projects for 2010 is to implement a new, user-friendly budgeting system that will enable us to better monitor actual performance against budget. We also plan to introduce a facilities management software system and investigate new personal computer technology.*

## Finance and corporate services

This Division provides the organisation with accounting, finance and administration services, information and technology support, and facilities sourcing and maintenance.

The Finance Unit prepares monthly financial reports for management and the Board, along with annual financial statements. The Unit helps operating divisions and business units prepare their annual budgets.

The Administration Unit looks after motor vehicle fleet management, records storage and management, print management, head office reception and contract registration.

The Facilities and Accommodation Unit is responsible for managing and maintaining AMES freehold and leasehold property assets.

The Information Services and Technology Unit provides information systems support services to AMES staff and clients including desktop support, server administration, application support, intranet services, helpdesk support and new business solutions. The Unit supports around 1500 computers across 20 sites.

## ROBIN ALLEN

GENERAL MANAGER,  
HUMAN RESOURCES

Robin has held senior consulting and management positions in both the public (federal and state government) and private sectors. Originally from a labour economics background, Robin has around 20 years' experience in generalist Human Resources (HR), specialist employee relations, industrial advocacy and mediation.

### 2010 – the year ahead

*Our Division will work to finalise and implement the HR Strategic Plan, including aligning HR strategy to AMES objectives in the areas of: organisational culture, succession planning, leadership development, recruitment and talent management.*

*We also expect to introduce key workforce management initiatives focusing on best practice predictive recruitment methodologies; identification and linkage of learning and development initiatives to key competencies; succession management, knowledge transfer and exit interviewing.*

# A SMALL ARMY OF COMMITTED PEOPLE WORKS BEHIND THE SCENES TO ENSURE AMES FUNCTIONS AS A PROFESSIONAL, EFFICIENT AND PEOPLE-FOCUSED ORGANISATION.

## Attracting, developing and valuing our staff

The HR Division supports and enhances AMES vision and strategic direction through developing practices that create a highly qualified, motivated and diverse workforce.

The Division advocates a work environment that recognises the contribution of each employee and treats every employee equitably. We are responsible for recruitment, retention, workforce planning; learning and development; employee relations and OHS.

In 2009 we played a key role in restructures of the Finance and Corporate Services Division and the Employment Division in Victoria. We also:

- Introduced new classification structures for AMES two key employment streams (teaching and administrative/managerial employees)
- Initiated a set of HR metrics as a strategic tool to inform the Executive about AMES business needs
- Developed new policies and procedures to support improved recruitment, probation and induction processes
- Commenced the process of re-aligning HR activities into four key areas; recruitment; learning and development; employee relations and HR operations
- Supported the AMES ILM initiative by providing employment opportunities for clients in several business areas.

## PETER THOMAS

GENERAL MANAGER,  
RISK AND CORPORATE  
GOVERNANCE

Peter has previously served AMES as Chief Financial Officer. Before joining us in 2001, he held senior financial management, corporate governance and risk management positions in the Victorian public service including the Department of Education, Ministry of Consumer Affairs and Department of Labour. He is a Fellow of CPA Australia.

## 2010 – the year ahead

*In 2009 we started shifting our traditional focus on audit to one of helping AMES identify and manage business risks to better achieve strategic and operational objectives. We will continue this shift in 2010.*

*We expect to improve the range and quality of our support services to the AMES Board and Committees, and to work proactively with the Board and operating divisions to help them identify business risks and develop strategies to address them.*

## Risk management and corporate governance

The Risk and Corporate Governance Division has general responsibility for corporate governance in AMES. We coordinate risk management and quality assurance activities across AMES and manage the internal audit program. We also provide executive support to the AMES Board; the Finance, Audit and Risk Management Committee; and the Appointments, Remuneration and Governance Committee.

2009 was a particularly busy year for the Division. We conducted the tender process for the appointment of new internal auditors, we redesigned AMES Quality Management System; developed and implemented a risk-based internal audit program and a fraud and corruption control policy; and managed the re-registration of AMES as a Registered Training Organisation (RTO) and an International Organization for Standardization (ISO)-certified organisation.

The Division also coordinated the successful implementation of recommendations contained in the 2009 Victorian Auditor General's Review of Governance and Fraud Control within selected Adult Education Agencies.



## Janusz Gruntowicz Network & Infrastructure Coordinator

I was a client of AMES Collingwood, I did the AMEP and the pre-employment course from 1992 to 1993. I had really great teachers and on the last course I asked a teacher if I could do some work experience. She checked my qualifications, then approached the AMES IT manager on my behalf and asked for two weeks' work experience.

A month after I completed the work experience, I received a call from the IT manager saying that one of his staff had gone on leave and could I come in to help. Initially I did a bit of everything; it was general IT work on a casual basis. I went on to contract for AMES in a variety of roles including focusing on computer support and building the IT network.

Computer networks are an integral part of AMES business operations. They enable us to deliver the right outcomes for our clients. My job is to keep everything running and maintain services as optimally as possible – good network performance and maximum up-time makes life easier for staff and clients.

# THANK YOU FOR YOUR SUPPORT

**AMES sincerely thanks every one of our partners and supporters. Without you, we could not aspire to provide such a high calibre and diversity of settlement, education and employment services – nor could we strive to inspire our clients to reach their dream of becoming active participants in Australian society.**

- Accor
- Adult Community and Further Education
- Adult Community Education Sale
- Anglicare Victoria
- Arabic Welfare
- Ararat Neighbourhood House and Adult Learning Centre
- Australia Cares
- Australia Post
- Australian Catholic University
- Australian Centre for Languages
- Australian Federation of International Students
- Australian Football League
- 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
- Barnardos Australia
- Bass Coast Adult Education Centre
- Bendigo Regional Ethnic Communities Council
- Bendigo Regional Institute of TAFE
- Benetas
- Big Brother Big Sister
- Brimbank City Council
- Brotherhood of St Laurence Ecumenical Migration Centre
- Byrne Construction
- Campaspe College of Adult Education
- Carlton Community Lifelong Learning Hub
- Carlton Neighbourhood Learning Centre
- Carlton Primary School
- Carringbush Adult Education
- CatholicCare
- Central Gippsland Institute of TAFE
- Centre for Adult Education
- Centre for Multicultural Youth
- Centre for Refugee Research – University of New South Wales
- Centrelink
- CERES
- Cheltenham Community Centre
- Chisholm Institute of TAFE
- Church of All Nations
- 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
- Darebin African Resource Centre
- 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 Infrastructure, Transport and Regional Development
- Department of Innovation, Industry and Regional Development
- Department of Justice
- Department of Planning and Community Development
- Diversitat
- Eastern and Central African Communities of Victoria
- Education Centre Gippsland
- Environment Victoria
- Essendon Football Club
- Ethnic Communities Council of the South East
- Ethnic Communities' Council of Victoria
- Eumemmerring Primary School
- Farnham Street Neighbourhood Learning Centre
- Federation of Chinese Associations
- 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
- Fragapane Farms
- Fresh Exchange – Costa Exchange
- Gippsland Multicultural Services
- Glen Eira Adult Learning Centre
- Goulburn Ovens Institute of TAFE
- Grampians Pyrenees Regional Development Board
- Hampton Park Community Centre
- 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
- Kangan Batman TAFE
- Kensington Management Company
- Kensington Neighbourhood Centre
- Kensington Neighbourhood House
- Kensington Primary School
- Keysborough Learning Centre
- Kinglake Volunteers Group
- KU Children's Services
- KYM Employment 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
- Migrant Resource Centre Westgate Region
- Milpara Community Education Centre (Korumburra)
- Multicultural Arts Victoria
- Murray Valley Aboriginal Cooperation
- Narre Community Learning Centre
- 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
- Public Tenant Employment Team – Office of Housing
- Red Cross
- Redback Settlement Services
- Refugee Council of Australia
- Refugee Health Network
- RMIT University
- RMIT University – Apprenticeship Program
- RoadWise
- 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
- Southern Health
- Spectrum Migrant Resource Centre
- Springvale Community Aid and Advice Bureau
- St Vincent de Paul Society of Australia
- Sunraysia Ethnic Communities Council
- Sunraysia Institute of TAFE
- Sunraysia Mallee Ethnic Communities Council
- Swan Hill Rural City Council
- Swinburne University of Technology TAFE
- Tennis Victoria
- 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 Multicultural Commission
- Victorian TAFE Association



*Thank you for enhancing our client experience*

- Warrnambool City Council
- Waverley Adult Literacy Program
- Werribee Community Centre
- Westall Primary School
- Western Bulldogs Spirit West Services
- Whittlesea Community Connections
- Williamstown Community and Education Centre
- Wimmera Development Association
- Women's Health Enterprise (East)
- WORKCO
- Workskill
- Wyndham City Council
- Wyndham Humanitarian Network
- Yarraville Community Centre
- Young Women's Christian Association
- Youth Law

# GOVERNANCE

AMES is an autonomous Adult Education Institution, accountable to the Victorian Minister for Skills and Workforce Participation. It 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, one member elected by staff and the AMES CEO.



The AMES Board conducted twelve meetings in 2009 and held a two-day strategic planning retreat in August 2009.

Board Membership and Meetings		
Board Member	Occupation	Attendance at Board Meetings
Graham Sherry, OAM (Chair)	Lawyer and partner with Baker & McKenzie	11 of 12
Helen Szoke (Deputy Chair) *#	Commissioner, Victorian Human Rights and Equal Opportunity Commission	9 of 12
Paris Aristotle #	Director of the Victorian Foundation for Survivors of Torture	6 of 12
Kerry Beer *	Fellow of CPA Australia and Chief Operating Officer of Regency Media	10 of 12
Charles Lane *	Executive Director, Support for Change Ltd	9 of 12
Ashley Dickinson	Commander – Operations Coordination, Victoria Police	10 of 12
Lyn Walker	Executive Manager, Participation and Equity: VicHealth	8 of 12
John Lee *	Chartered Accountant and Consultant	9 of 12
Berhan Ahmed	Chair, African Think Tank	8 of 12
Josephine Boffa	Elected Staff Member (until November 2009)	7 of 11
Ian McHutchison, OAM #	CEO	12 of 12

Executive Officer: Peter Dedrick

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

# Member of the Appointment, Remuneration and Governance Committee

## Code of Conduct

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

## Board Member Training

Induction processes and training programs are tailored to meet the needs of individual members.

## Review of Board Performance

In 2009, the AMES Board conducted an annual self-assessment of its own performance. Additionally, the Finance, Audit and Risk Management Committee 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, Mr Charlie Chan retired from the Committee.

## Appointment, Remuneration and Governance Committee

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

## Advisory Committees

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

Policy and Research Advisory Committee

Stakeholder Management Advisory Committee

Enterprising Partnerships Advisory Committee

Internal Capacity Building Advisory Committee

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

## Organisational Structure/Senior Executives

### AMES BOARD

#### Chief Executive Officer – Ian McHutchison, OAM

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

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

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

#### General Manager Settlement Services – Susan Chou Allender

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

#### General Manager Education – Teresa Angelico

The General Manager Education is responsible for government-funded and fee-for-service education and training programs and the Resourcing, Learning & Innovation Unit.

#### General Manager Employment – Troy Fryar

**Ary Laufer** (from February 2010)

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

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

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

#### General Manager Community and Policy – Catherine Scarth

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

#### General Manager Human Resources – Robin Allen

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

#### AMES Ambassador – Ahmed Yusuf

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

# FINANCIAL SUMMARY FOR 2009

## Comprehensive Operating Statement For the year ended 31 December 2009

	2009 \$000	2008 \$000
<b>Continuing operations</b>		
<b>Income from transactions</b>		
Government contributions - operating	1,325	2,460
Government contributions - special purpose	41	33
Sale of goods and services	90,716	93,512
Interest income	867	946
Other income	1,491	822
<b>Total income from transactions</b>	<u>94,440</u>	<u>97,773</u>
<b>Expenses from transactions</b>		
Employee benefits	47,888	49,303
Depreciation and amortisation	1,382	1,777
Interest expense	77	72
Other operating expenses	48,691	51,409
<b>Total expenses from transactions</b>	<u>98,038</u>	<u>102,561</u>
<b>Net result from transactions (net operating balance)</b>	<u>(3,598)</u>	<u>(4,788)</u>
<b>Other economic flows included in net result</b>		
Net gains/(losses) on non-financial assets	(43)	(44)
Other gains/(losses) from other economic flows	544	(907)
<b>Total other economic flows included in net result</b>	<u>501</u>	<u>(951)</u>
<b>Net operating result – profit/(loss)</b>	(3,097)	(5,739)
<b>Other economic flows – other non-owner changes in equity</b>		
Changes in physical asset revaluation reserve	149	218
<b>Comprehensive result</b>	<u>(2,948)</u>	<u>(5,521)</u>

## Balance Sheet As at 31 December 2009

	2009 \$000	2008 \$000
<b>Assets</b>		
<b>Financial assets</b>		
Cash and deposits	14,486	21,313
Receivables	10,553	5,992
Investments, loans and other financial assets	3,394	3,386
<b>Total financial assets</b>	<u>28,433</u>	<u>30,691</u>
<b>Non-financial assets</b>		
Inventories	62	66
Property, plant and equipment	11,126	11,835
Other non-financial assets	592	1,157
<b>Total non-financial assets</b>	<u>11,780</u>	<u>13,058</u>
<b>Total assets</b>	<u>40,213</u>	<u>43,749</u>
<b>Liabilities</b>		
Payables	9,195	7,565
Interest bearing liabilities	727	1,140
Provisions	7,843	9,648
<b>Total liabilities</b>	<u>17,765</u>	<u>18,353</u>
<b>Net assets</b>	<u>22,448</u>	<u>25,396</u>
<b>Equity</b>		
Accumulated surplus/(deficit)	(1,773)	1,324
Reserves	1,315	1,166
Contributed capital	22,906	22,906
<b>Total equity</b>	<u>22,448</u>	<u>25,396</u>

The 2009 AMES budget took into account the expected costs of implementing the new Job Services Australia contract and responding to three major tenders. Due to these significant exceptional activities AMES budgeted for a deficit of \$1.12m in 2009.

During the year the Employment Division closed its New South Wales operations arising from the outcome of the Job Services Australia tender. As the economy recovered during the year the number of clients seeking assistance more or less remained static. This resulted in lower than expected revenue for the Employment Division. The decrease in revenue coupled with the closure of the Employment Division's New South Wales operations resulted in the division falling short of budget by \$2.8m.

**Note:** A complete set of audited accounts with notes is available in the AMES Governance and Financial Report 2009 or on our website [www.ames.com.au](http://www.ames.com.au)

# ACRONYMS

<b>ACE</b>	Adult Community Education
<b>ACFE</b>	Adult Community and Further Education
<b>AMEP</b>	Adult Migrant English Program
<b>AUSCO</b>	Australian Cultural Orientation
<b>BSL</b>	Brotherhood of St Laurence
<b>CALD</b>	Culturally and Linguistically Diverse
<b>CERES</b>	Centre for Education and Research in Environmental Strategies
<b>CMY</b>	Centre for Multicultural Youth
<b>CSWE</b>	Certificate of Spoken and Written English
<b>DEEWR</b>	Department of Education, Employment and Workplace Relations
<b>DIAC</b>	Department of Immigration and Citizenship
<b>DL</b>	Distance Learning
<b>DPCD</b>	Department of Planning and Community Development
<b>ELICOS</b>	English Language Intensive Courses for Overseas Students
<b>EPP</b>	Employment Pathways Program
<b>ESL</b>	English as a Second Language
<b>FECCA</b>	Federation of Ethnic Communities' Councils of Australia
<b>HR</b>	Human Resources
<b>IHSS</b>	Integrated Humanitarian Settlement Strategy
<b>ILM</b>	Intermediate Labour Market
<b>ISO</b>	International Organization for Standardization
<b>JSA</b>	Job Services Australia
<b>LLNP</b>	Language, Literacy and Numeracy Program
<b>NEIS</b>	New Enterprise Incentive Scheme
<b>OHS</b>	Occupational Health and Safety
<b>RACV</b>	Royal Automobile Club of Victoria
<b>RLI</b>	Resourcing, Learning and Innovation
<b>RTO</b>	Registered Training Organisation
<b>SCAAB</b>	Springvale Community Aid & Advice Bureau
<b>SHP</b>	Special Humanitarian Program
<b>SPMP</b>	Skilled Professional Migrant Program
<b>TAC</b>	Transport Accident Commission
<b>TAFE</b>	Technical and Further Education
<b>TESOL</b>	Teachers of English to Speakers of Other Languages
<b>TEWR</b>	Traineeship in English and Work Readiness
<b>UHM</b>	Unaccompanied Humanitarian Minors
<b>UNHCR</b>	The United Nations High Commissioner for Refugees
<b>VECCI</b>	Victorian Employers' Chamber of Commerce and Industry
<b>VET</b>	Vocational Education and Training
<b>VILC</b>	Virtual Independent Learning Centre
<b>VMC</b>	Victorian Multicultural Commission
<b>VTP</b>	Volunteer Tutor Program
<b>YPAP</b>	Youth Participation and Access Program



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