

# Strategic Plan 2012-2017



Settlement  
Services  
International

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# BACKGROUND


Settlement Services International Inc. (SSI) is the peak state-wide representative body for the 11 Migrant Resource Centres and Multicultural Services across NSW, and as such occupies a unique position in being able to coordinate and maximise the range of settlement services that are provided to new arrival communities, as well as meeting the longer term settlement needs for communities who have migrated in earlier periods.

A particular focus for SSI is on the safety, welfare and well being of children, young people and their families and we hold these at the forefront of our planning, actions and decisions. The active involvement of children and young people and families in decisions about their lives and the services they need is fundamental to our approach which is in essence person centred.

SSI is committed to ensuring that refugees, humanitarian entrants and other migrants in NSW are supported and resourced to fulfil their potential as members of the Australian community.

Formed in 2000 SSI has increased its service role through its funded responsibility to provide Humanitarian Settlement Services (HSS) across Sydney and through Western NSW. Through the development of a sophisticated centrally coordinated and locally delivered approach to HSS, SSI has developed an extremely valuable settlement capacity and service delivery model which has relevance beyond HSS and application across a range of other settlement support areas and programs.

In order to ensure that this capacity is maximised for the benefit of refugees and migrants to NSW, SSI has undertaken a strategic planning process to direct its future development. Through a consideration of internal and external issues SSI is preparing itself to fulfil its role as the state wide settlement peak in NSW.



## SSI's UNIQUE POSITION

One of the current issues in the settlement area in NSW is the lack of an integrated and coordinated settlement sector. SSI has both the capacity and the existing relationships to provide this coordinating role. With its current membership of strategically placed Migrant Resource Centres and strong stakeholder connections, SSI can not only deliver quality services consistently, it can also service to capture the settlement experiences of refugees and migrants, in order to inform the development of settlement planning and program design.

SSI is a unique structure and the only one of its kind in Australia. As such, it carries particular responsibility to provide leadership in the settlement area.



# VISION

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To achieve a society that values diversity of its people and actively provides support to ensure meaningful social and economic participation and to assist individuals and families reach their potential.

Our vision is also captured in our brand:

Settlement Support Independence.

# MISSION

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To be a leader in the settlement sector through the provision of settlement and support services that achieve independence for refugees and migrants and are underpinned by the lived experience of refugees and migrants.





# STRATEGIC AIMS 2012-2017

During the period 2012-2017 SSI will work with its members towards:


- Developing stronger and more effective stakeholder relationships to facilitate settlement of refugees and migrants into Australia;
- Enhancing organisational capacity and governance to ensure a fair, dynamic and effective organisation and an innovative and effective service model;
- Achieving organisational sustainability through enhancing the service set and relevance of SSI to refugees and immigrants;
- Facilitating a client voice in representation, advocacy and evaluation;
- Develop leading practices that address the needs of disadvantaged children.

# STRATEGIC DIRECTIONS 2012-2017

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## **1 Developing stronger and more effective stakeholder relationships to facilitate settlement of refugees and migrants into Australia**

- 1.1 Strengthen the relationships with settlement service providers in NSW (including MRCs) to enhance service capacity and innovative service models to meet the needs of refugees and migrants.
- 1.2 Identify key settlement stakeholders across a variety of networks and develop meaningful and mutually beneficial relationships so that the needs of refugees and migrants are placed on a shared agenda, and that stakeholders are engaged to support SSI's work.
- 1.3 Strengthen the relationships with the Department of Immigration and Citizenship and other relevant Departments and Authorities so that SSI's understanding of settlement issues can be utilised in policy and program development.
- 1.4 Build capacity in new and emerging communities to feed into the work of SSI and to have the skills to represent their own needs, wants and aspirations.
- 1.5 Strengthen relationships with Universities and research centres that have an interest in the refugee and migrant experience in Australia with the aim of facilitating a stronger evidence base and research agenda, giving particular focus to children in both family and Out of Home Care.



**2 Enhancing organisational capacity and governance to ensure a fair, dynamic and effective organisation and an innovate and effective service model**

- 2.1 Develop SSI as a fit-for-purpose organisation with the necessary policies, procedures, systems and workforce to meet the needs of clients and to deliver consistent service quality across its service model.
- 2.2 Develop an organisational culture which is inclusive and confident, and which maximises the potential of workers to fulfil their defined roles and responsibilities.
- 2.3 Achieve operational systems and processes that are client centred and that enable clients to achieve settlement outcomes in the shortest possible period.
- 2.4 Achieve a process of continuous improvement in systems and service delivery in which staff and external stakeholders can contribute to systems and service enhancements.
- 2.5 Develop internal and external communications to support systems and operational priorities and to keep the organisation connected and informed.





### **3 Achieving organisational sustainability through enhancing the service set and relevance of the SSI to refugees and immigrants**


- 3.1 Develop a diversified range of services through quality performance, service enhancement and workforce capacity building.
- 3.2 Deliver high quality HSS services to ensure contract compliance and to build the capacity for service extensions and enhancements through the vertical integration of services relevant to the refugee entry to Australia process including accommodation, employment and refugee youth support.
- 3.3 Pursue new horizontal service funding streams in areas relevant to children, young people and families that are relevant to the post HSS period of settlement for refugees and migrants. This could include providing an appropriate service for culturally and linguistically diverse children in Foster Care that complies with legislative requirements.
- 3.4 Develop capacity to establish social and business enterprises that can enhance the settlement outcomes of refugees and migrants.
- 3.5 Enhance training and other workforce development strategies specific to the current and potential SSI profile.



#### **4 Facilitating a client voice in representation, advocacy and evaluation**

- 4.1 Create opportunities and systems to record, transfer and translate client experience and to build capacity for first voice testimonials from clients.
- 4.2 Develop a knowledge capture and transfer capacity which will allow SSI to use client experiences to identify service gaps and to promote additional support needs.
- 4.3 Facilitate opportunities for clients to represent their own views and experiences through media and other public forums including fostering community leadership and enhanced media and communications skills.
- 4.4 Involve SSI clients in the evaluation of HSS and other settlement services.





**5 Develop leading practices that address the needs of disadvantaged children**

- 5.1 Enhance partnerships with migrant and refugee communities and develop the community infrastructure required to effectively support disadvantaged children.
- 5.2 Develop a research agenda where the needs of CALD children are documented, assessed and addressed.
- 5.3 Provide a culturally sensitive service for CALD children in Foster Care that complies with legislative requirements.
- 5.4 Increase expertise in the sector in the recruitment, assessment, training and support of culturally, religiously and linguistically diverse foster carers.



