



Settlement Council of Australia

# Annual Report 2010-2011

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# CHAIRPERSON'S REPORT



**Cedric Manen**  
Chairperson

I am pleased to present to you this annual report which details the considerable achievements of the Settlement Council of Australia during the year. This past year has been that of consolidation and development. The Settlement Council of Australia welcomed new members to the organisation, new staff to the team, and continued to advocate for and represent the interests of the settlement sector nationally. This report highlights some of our achievements.

## 1 Strategic Plan

During the year SCOA undertook a rigorous strategic planning process, which included a full facilitated planning day with the Executive Committee, and a nation-wide consultation on the draft strategic plan. The full planning day was an opportunity for the Executive Committee (including key past members) to devote time, attention and strategic thinking around SCOA's future goals and aims. From this planning day a draft plan was developed. Nation-wide consultations followed, during which the definitions, assumptions and priorities were discussed and refined.

The extensive consultation process resulted in a final Strategic Plan which has support within the sector and from key SCOA stakeholders. The Strategic Plan 2011-14 (attachment 1) has been helpful in guiding the development of the 2011-12 workplan, and in prioritising the activities of the staff and Executive Committee of SCOA.

## 2 Constitutional reform

A Constitutional Review Sub-Committee was formed to assess the relevance of our constitution in line with the outcomes of the strategic plan and national consultations. The SCOA Constitution has consequently undergone significant review including legal opinion. Amendments to this constitution will be presented to the members at the forthcoming AGM.

## 3 Governance and representation

SCOA strengthened its governance and representation during the 2010-11 financial year through developing terms of reference for Executive Committee Sub-Committees and defining the representation focus for State Executive Members. In addition SCOA has active working parties which progress SCOA initiatives. The process of national consultation has continued, creating a framework of feedback to levels of Government on sector trends and issues. The consultations have also enabled SCOA to develop strategies to better support a vibrant, dynamic and connected sector.

SCOA is a member of a range of key interagency fora and networks, which coupled with regular meetings with DIAC, provide a range of avenues for SCOA to advocate on behalf of the settlement sector about key issues, policy and service delivery. SCOA is a member of:

- DIAC/NGO Dialogue
- Centrelink National Multicultural Advisory Group
- Australian Partners of Religious Organisations
- UNHCR Annual consultations

## 4 Policy

During the 2010-11 year SCOA responded to a range of issues and consultations through a number of submissions. Responses were prepared through consultation with our membership and key stakeholders in the sector. Submissions have formed a significant part of SCOA's engagement with key stakeholders and have informed our policy development process. SCOA jointly hosts the National Settlement Policy Network meetings with RCOA.

During the year submission development and consultation process focussed SCOA's attention in a number of key areas in support of the sector including:-

- DIAC:
  - o HSS Review
  - o CCS Evaluation
  - o Humanitarian Intake for 2011-12
  - o Migration Program 2011-2012
  - o Response to DIAC SGP paper
- Joint Parliamentary Inquiry into Multiculturalism and Migration (including in person presentation to the Standing Committee on 17th June)
- DEEWR submission regarding recommendations on employment service improvements within Job Services Australia (JSA) and the Disability Employment Service (DES) for recent humanitarian entrant arrivals to Australia

The Joint Parliamentary Inquiry into Multiculturalism is an example that highlights SCOA representation during the year.

### **Joint Parliamentary Inquiry into Multiculturalism and Migration**

SCOA provided a submission to the Joint Parliamentary Inquiry into Multiculturalism and Migration, and was pleased when this submission led to an invitation to give an in person presentation to the Inquiry on 17th June. SCOA thanks Professor Andrew Jakubowicz for his assistance with the submission. The submission to the inquiry was prepared based on input from members and research on the issue, and covered key points such as:

- Strengthening the role of the Australia Multicultural Council
- Embedding multiculturalism into all government activities and services, a 'whole of government' approach to this key area
- Supporting the settlement sector through regulation, including the provision of charitable status and ensuring funding is sufficient to train and retain qualified staff.

The Executive was invited to meet with the Parliamentary Inquiry Committee which provided an opportunity for SCOA to speak on the points raised in the SCOA submission and address questions raised by the Inquiry. Giving evidence in person meant SCOA was able to speak directly to the wonderful work the settlement sector is doing across the country in support of our communities, multiculturalism and social inclusion.

SCOA congratulates the Australian Federal Government on the announcement of its Multicultural Policy in the past year and looks forward to ongoing dialogue in support of policy development in this area.

## **5 Stakeholder Relationships**

Stakeholder relationships are key to SCOA's advocacy and representation activities. SCOA has a comprehensive Stakeholder Management Plan which informs engagement and consultation processes with key stakeholders.

There has been ongoing dialogue and discussion with agencies such as RCOA and FECCA to further define our areas of interest in support of each other and the sector.

I would also like to thank Senator Lundy, her senior advisor Carla Wilshire and DIAC for their ongoing support, in particular Peter Tempelton and Karina Sommers. SCOA benefits from a productive robust relationship with DIAC, where regular meetings facilitate discussion on settlement policy, service delivery and assisting in providing feedback on the national settlement framework.

## **6 Leadership**

### **National Standards Framework**

SCOA developed a draft National Standards framework, which will be the subject of further work and consultation in 2011-12. This is a key area for SCOA and our membership. Developing a clear agreed understanding of settlement and core standards for settlement service provision will lay a strong foundation on which the settlement sector can build its competencies and innovative programs of support.

### **7 Human resources management and recruitment**

There were two key recruitment activities this financial year. In April 2011 Sky de Jersey was appointed as the Executive Officer. Conrad Gershevitch held the position of SCOA Executive Officer from October 2010 till March 2011. Conrad left SCOA to take up a position in NSW Health working in a workforce development research unit.

This year the Executive Committee also established the role of Membership Services Officer, a role designed to specifically provide additional support to members. Laura Anderson was appointed to this role in May 2011. Laura is responsible for supporting member services such as the website and the newsletter. With the addition of the MSO role SCOA has been able to enhance stakeholder and membership engagement.

I would like to thank my fellow Executive Committee members for their contribution to SCOA during the year. SCOA continues to benefit from the

significant and ongoing contribution from the Executive Committee members, who give freely of their time and expertise in their roles, providing guidance, direction and feedback on the strategic direction of SCOA. A brief analysis of time contributions from the Executive Committee shows that Executive Committee members contributed in excess of 1,000 hours to SCOA during 2010-11 year.



**Cedric Manen**  
Chairperson

# EXECUTIVE OFFICER'S REPORT



**Sky de Jersey**  
Executive Officer

Taking on the Executive Officer's role in April 2011 has been a privilege and a pleasure. It has been exciting to be part of a year where SCOA has refined its strategies in support of the settlement sector particularly in three key areas:-

- Representation
- Sector engagement
- Management practice

## **Representation**

The year was filled with SCOA involvement in a wide variety of forums.

A few select highlights attended through the year include:

- UNSW Refugee Conference in June 2011 in Sydney
- Settlement Policy Network teleconferences in August, November, April and June
- Centrelink National Multicultural Advisory Group meeting in November in Canberra

## **UNSW Conference – Looking to the future, Learning from the past, A conference to mark 60 years of the Refugee Convention**

SCOA's participation in this key conference included co-hosting a plenary session with the Refugee Council, hosting a consultation on the HSS review and moderating panels within the academic stream. The UNSW Refugee Conference provided an excellent forum to connect with members and international settlement practitioners. The presentations and discussions, including many presentations from refugees and former refugees, covered a wide range of topics relating to settlement, covering the practical, lived and theoretical underpinnings of settlement service provision.

The Academics and Practitioners stream, held the day before the full conference started, included two sessions which SCOA moderated; on 'Service Delivery Challenges, Innovations and Responses', and 'Practitioner Service Delivery Reflections'. These panel presentations highlighted the innovative work being done in Australia and overseas to help refugees resettle. A recurring theme was the need for service delivery to be oriented towards refugee needs, acknowledging the central capacity and agency refugees demonstrate as they find solutions to the challenges they face in their settlement experience. Some presentations highlighted forthcoming research on conceptions of 'settlement', 'home' and 'safety' which promise to be interesting and informative for the sector, as it will give greater clarity to the 'lived experience' of the settlement process.

The major research report prepared by Professor Hugo "Economic, Social and Civic Contributions of First and Second Generation Humanitarian Entrants" was launched at the Conference also, highlighting the contributions humanitarian entrants make across Australia as they progress through their settlement journey.

## **Settlement Policy Network teleconferences**

SCOA has co-hosted with the Refugee Council of Australia a series of Settlement Policy Network (SPN) teleconferences during 2010-11 covering the following topics:

- Migration advice - August 2010
- Public discourse on Australia's refugee policies - November 2010
- Settlement experiences and challenges faced by ex-detainees - April 2011
- Settlement and Mobility – June 2011

The Settlement Policy Networks continue to be a key forum for engaging with the sector on emerging policy and settlement issues. The forums allow for a combination of presentation and discussion. Through the SPNs the sector has discussed the policy and practice implications of specific aspects of settlement, culminating in reports which have been used to further advocacy where needed. An example of this is the SPN on Settlement and Mobility, where the report from the teleconference was submitted to DIAC and the Centrelink National Multicultural Advisory Group to highlight the challenges facing the sector in relation to rapid relocation of refugees.

## **Centrelink National Multicultural Advisory Group**

SCOA is a participant in the Centrelink National Multicultural Advisory Group. This forum brings together a range of peak bodies such as SCOA, FECCA, RCOA and National Welfare Rights Network to discuss access and equity issues surrounding Centrelink service provision to people from culturally and linguistically diverse backgrounds.

Issues covered at the meeting included:

- Centrelink's community engagement
- An update on service delivery reform
- A presentation from the Karen community

- Employment issues such as disability access, job capacity assessments and a presentation from the Interdepartmental Working Group on Migrant and Refugee Employment pathways
- Housing & homelessness
- Community identified issues such as
  - o Interpreting services
  - o Capacity of current JSA providers
  - o Lack of specific JSA services for people from a DCALB
  - o CALD representation on consultative groups – real people at real levels
  - o Resourcing
  - o The need to be engaged in the process.

The Centrelink National Multicultural Advisory Group is a very productive gathering, with questions and information flowing between the non-government agency representatives and Centrelink staff, facilitating input and comments on policy and programs across the nation.

## Sector Consultation and engagement

### Membership engagement

SCOA has seen steady improvements in membership engagement, culminating in 9 new members during the year, taking the organisation to a total of 59 members. Thanks to those of you who completed our membership satisfaction survey. Through increased membership SCOA's engagement strategy has provided a representative voice to stakeholders including levels of Government.

SCOA is broadening its method of engagement with members. We have redesigned the newsletter format and the frequency of distribution. We have also used web based and teleconference technology in our engagement strategies.

A member information pack is given to all new members, detailing the benefits of membership and how to use the members-only sections of the SCOA website.

## Communication and collaboration

SCOA has actively delivered on its stakeholder management strategy through communication with members and sector stakeholders. SCOA staff and Executive Committee regularly attend a wide range of meetings and networks which provide opportunities to solicit feedback and make appropriate

representations. Communication has been enhanced through:-

- revitalising the website; and
- utilising technology to connect with our membership and sector stakeholders

SCOA continues to build strong relationships with the sector, focussing in particular on stakeholders such as related peak agencies (RCOA, FECCA, ACROSS and FASSTT). Key stakeholders were consulted as part of the Strategic Planning consultations and there are ongoing national consultations that occur on a regular basis. SCOA worked with RCOA and FECCA in June to clarify areas of focus and expertise of each agency and streamline communication and coordination between the three peak bodies.

## Website

SCOA re-launched its website – [www.scoa.org.au](http://www.scoa.org.au) in March 2011. The new website includes features for:

- Members only section including up to date access to submissions, reports and sector documents
- Uploading submissions, documents and photos
- Advertising jobs and vacancies
- Improved capacity to manage email campaigns to members
- Improved tracking methods for email campaigns
- Members and non-members can contact SCOA directly through the website with enquiry forms

SCOA has seen steady growth in website hits, as can be seen through the website statistics.

## Newsletters and email bulletins

During the 2010-11 year four newsletters were issued. The format of the newsletters was revised in June, both in terms of content and process of distribution. The newsletters are now sent out through the website, with links to relevant articles, which enables greater tracking of information of interest and relevance, helping shape content for future newsletters.

The Settlement News, through focus topics such as multiculturalism (March newsletter) and youth (May newsletter), has furthered SCOA's advocacy, highlighting the positive work being done around the country by SCOA members.

The Settlement News highlights best practice examples in each edition.

SCOA also sent out regular email bulletins to members throughout the year with information of relevance to our members.

## Media

SCOA also maintained engagement with the media during 2010-11. Media releases focussed on:

- Supporting the call for multiculturalism and its central place in settlement
- Congratulating the government on the announcement of the multicultural policy
- Commenting on the Hugo report and the importance of its findings for the settlement sector

## Management

During 2010-11 SCOA has enhanced its management through:

- Centralising SCOA administrative support structures in the Sydney Office including membership support and finance functions
- Engagement of interns to conduct further research on policy perspectives

SCOA transferred all administration functions to Sydney this year, moving the Accounts functions to the Sydney Office and employing Martyn Green as the Financial Officer. Centralising all the administration functions in one office has improved the flow of information and management within the organisation. Laura, our Membership Services Officer has been a welcomed addition in support of the growing complexity of membership matters. The SCOA team is small (3 staff, working 1.5 full time equivalent days between them), but efficient and effective.

SCOA also conducted a specific members satisfaction survey in June 2011 to gauge member's satisfaction with the organisation. The feedback from this survey was positive and useful to help guide the development of the 2010-11 workplan, especially in relation to membership engagement.

SCOA also began an intern program in May 2011, hosting two interns during May and June, who greatly added to SCOA's capacity to contribute to research and policy development. Work they undertook on best practice case studies and accommodation is being further developed.



**Sky de Jersey**  
Executive Officer

# PEOPLE OF SCOA



## Chair (Tasmania)

### **Cedric Manen**

CEO, Migrant Resource Centre (Southern Tasmania) Inc

Cedric has been the Chief Executive Officer of the Migrant Resource Centre (Southern Tasmania) Inc since April 2007, working with refugees and migrants in the areas of settlement, aged care, employment, youth and community development. Cedric has 27 years of corporate development experience and has lived, travelled and worked in over 43 countries spanning five continents. Cedric has completed post graduate studies at London Business School, undergraduate studies at Newcastle University, NSW and Sydney University of Technology, NSW.

Cedric has been on the SCOA Executive Committee for the past three years out of which he held the position of Treasurer for two years before being elected as the Chairperson in 2010. Since 2008, Cedric has also held the position of Chairperson of the Mental Health Council of Tasmania, the state peak body representing the mental health sector. Through this relationship Cedric participates on national boards and advisory committees concerning mental health and wellbeing.

Cedric was awarded the 2010 Tasmanian Public and Community Sector Manager of the Year at the Tasmanian Business Leader Awards in recognition of his significant community sector management achievements.



## Deputy Chair (NSW)

### **Ricci Bartels**

Manager Fairfield Migrant Resource Centre

Ricci has an Associate Diploma in Social Welfare. She has a particular interest in improving access for refugees and immigrants to settlement and mainstream services. Over the past 30 years Ricci has worked with refugee and migrant communities in Fairfield, Liverpool and Blacktown. Over this period she has worked as a case worker, a community development practitioner, TAFE teacher (Community Welfare), and service manager.

Currently the Deputy Chair of the Settlement Council of Australia, Ricci serves on a number of boards and professional bodies including: Sydney Grow employment Council, Families NSW Project Management Group, Department of Community Services Ethnic Advisory Group, Settlement Services International and Refugee Australia Foundation.

Ricci has written numerous seminar/conference papers on housing, employment, and access and equity. Most recently she published a paper called "A Reflection of Thirty Years in the Field" in the publication, *Voices from the Coalface: Practitioner Perspectives on the Challenges of Community-based Work*. John R. Owen and freidoon Khavarpour (eds).



## Treasurer (VIC)

### **Rosemary Kelada**

CEO, Spectrum Migrant Resource Centre

Rosemary is the CEO of Spectrum Migrant Resource Centre. Rosemary was formerly Finance and Corporate Services Manager and has held many positions at Spectrum over a period of 17 years, working with migrants, refugees, and in areas of aged care, employment and youth development in the community sector.

Rosemary is passionate about ensuring Spectrum continues to make a difference in the lives of migrants and refugees and dedicates boundless energy in achieving this with her Board, Executive Management Team and dedicated staff. During her 25 years of professional working life, she has held various roles in both the community and private sector, one of which was selling real estate, which she found immensely satisfying, because it gave her the opportunity to meet many interesting people from different backgrounds. She has a Master of Business (Accounting) and is a registered Migration Agent.

Rosemary is currently the Treasurer for Settlement Council of Australia (SCOA).



**Secretary (SA)**

**Eugenia Tsoulis**

CEO, MRC South Australia

Eugenia’s work spans a number of decades in multicultural policy development, education, mental health, the arts and industrial relations. She is currently the Chief Executive Officer of the Migrant Resource Centre of South Australia (MRCSA) which is responsible for the delivery of state wide on-arrival and general humanitarian settlement and community development and engagement services.

Her previous work history includes mental health practitioner, senior student counsellor, multicultural curriculum development consultant for the three South Australian universities and co-writer of the SA University Nursing Award, National Director for the Arts for a Multicultural Australia Bicentennial Project, and convenor of the first national conference, "Towards Cultural Democracy in the Arts". Through her previous role as Director of the Migrant Workers Centre, her research has included: Migrant Workers and the Vehicle Building Industry, Migrant Women, Training and Employment, Managing Cultural Diversity in the Workplace, Migrant Women and Participation in South Australia and "I Don't Dream in English" Migrant Artists and Community Arts.

Eugenia was co-founder of the Settlement Council of Australia (SCOA) and is the current Secretary. She is a member of the Australian Partners of Religious Organisations (APRO) and the SA Settlement Planning Committee as well as a number of other national and state committees

Eugenia has a Bachelor of Education and Master of Arts from the University of South Australia and Flinders University. She was awarded the Order of Australia in 1994 for services to multiculturalism and the arts and the ZONTA Woman of the Year Award in 2007. She is a published author and is passionate about advancing human rights and access and equity for all Australians through the development of an Australian multicultural society.



**Deputy Secretary (WA)**

**Michael O’Hara**

CEO Metropolitan Migrant Resource Centre WA

Michael is the CEO of the Metropolitan Migrant Resource Centre Inc. Western Australia and has held this position since 2006. Michael is a member of Multicultural Advisory Group to the Minister for Citizenship and Multicultural Interests. He currently holds the Deputy Secretary position with SCOA.

Michael has previously worked with Anglicare WA, Marriage Guidance NSW, Family Court, Adventure West, and is the author of fiction titles, The Blue Feather, 1997; The Island, 1996; and The Millstone, 1999. Michael’s qualifications include a bachelor of Social Work and Graduate Certificate in Professional Writing. Michael is also an Associate Fellow of the Australian Institute of Management (AFAIM)



**Member for NSW**

**Amanda Field**

Manager, Illawarra Multicultural Services

Amanda has been Manager of Illawarra Multicultural Services Inc. since 2003. She manages an organisation which provides a variety of community services to CALD individuals, families and communities in the Illawarra region. Amanda was appointed by the Department of Immigration and Citizenship to the NSW Client Reference Group in 2007 and served on that committee for 2 years. In 2009 she was nominated and approved as a member of the TAFE Advisory Board for the South East Region, NSW.

Amanda has been a member of the Settlement Service International (SSI) board of Directors since 2004, serving as both Deputy Chair and Chairperson during that time. Amanda is also a member of the Board of Trustees for the Connect Australia foundation, a foundation established by SSI in 2008.



### Member for Victoria

#### Jenny Semple

CEO South Eastern Region Migrant Resource Centre

Jenny Semple is the CEO of the South Eastern Region Migrant Resource Centre, Dandenong and Melbourne and has held this position for over 12 years, working with refugees and migrants in the areas of settlement, aged care, employment, youth and community development.

Jenny has previously worked for the Victorian government in various departments.

Jenny held the Executive Member for Victoria role within Settlement Council of Australia (SCoA) during 2010/2011 as well as being a co-founding member of this Council. Jenny is also a member of the Refugee Resettlement Advisory Council (RRAC). Jenny has also been a member of the board of Refugee Council of Australia (RCOA) for 5 years. Jenny sits on various local and regional committees in the community and with government departments. As a past Chair of the Settlement Council of Australia, Jenny has also attended, in 2008, the UNHCR NGO consultation meetings in Geneva.

Jenny's NGO qualifications include a BA in Sociology and Graduate Diploma in Management.



### Member for Queensland

#### Kerrin Benson

CEO, Multicultural Development Association

Kerrin Benson began working in the child protection system after graduating as a social worker from the University of Queensland in 1984. She spent the next five years at the Brackenridge Neighbourhood Centre.

In 1994 Kerrin joined Queensland Department of Housing as Manager of the Crisis and Transitional Housing Program. This area had a lead agency role in homelessness and managed grants to 180 community organisations across the State. After eight years with the Department of Housing, Kerrin moved to London, working as Assistant Director at Refugee Housing. It was here that her interest in working with refugees was galvanised and she began as CEO of MDA in 2004.

Kerrin is a member of the Minister's Council for Immigration Services and Status Resolution, the Lord Mayor's Multicultural Board, the Settlement Council of Australia and the Department of Immigration's Client Reference Group.

She was also a Member of the Board of Refugee Council Australia for two years.



### Member for ACT

#### Dewani Bakkum

Manager, Migrant & Refugee Settlement Services of the ACT

Dewani migrated to Sydney, Australia from Fiji in 1982, and moved to Canberra in 1995. Dewani joined the Fiji Australia Association (FAA) in 1998, where she served as Secretary, Vice-President, and President.

Dewani has been a member of the ACT Chief Minister's Advisory Committee to the office of Fair Trading for five years. She is also a past board member of the Migrant Resource Centre of Canberra and Queanbeyan, where she served in the roles of Secretary, Deputy Chair, and Chair of the board.

Dewani was awarded the FECCA Multicultural Award and the ACT International Women's Award for Multiculturalism in 2008.

Currently, Dewani is employed as the Manager for the Migrant and Refugee Settlement Services of the ACT (formerly the Migrant Resource Centre), and serves on the board of the Settlement Council of Australia.



**Member for NT**

**Marguerite Baptiste-Rooke**

CEO, Multicultural Community Services of Central Australia

Marguerite Baptiste-Rooke was born and educated in the Seychelles Islands, and further study in the UK and USA. She speaks French Creole, English and French. Migrating to Australia in 1989, she joined the Migrant Resource Centre (MRC) of Central Australia 21 years ago and was President of MRC (now the Multicultural Community Services of Central Australia) for 7 years. During her time at MRC as President, she initiated a research on Migrants and Refugee Population in Central Australia, and then MRC became Incorporated.

In 1995/96 she was a member of the Minister for Immigration's Settlement Advisory Council.

Marguerite is the Community Settlement Coordinator with the Multicultural Community Services of Central Australia. Her work focuses on the settlement of newly-arrived migrants/refugees and also coordinates the migrant community groups, organises multicultural events, and promotes multiculturalism in the centre of Australia.

Marguerite has been involved in various Community Organisation Advisory Board Territory and Nationally, and School Council. In 2004 she was elected on the Alice Springs Town Council as an Alderman for 4 year term 2004- 2008.

In 2004 she received the Multicultural Award for all her work and involvement with Multicultural Community.



**Executive Officer**

**Sky de Jersey**

Sky spent 5 years working with recently arrived refugees for the St Vincent de Paul Society, firstly managing direct settlement services, and then coordinating all migrant and refugee activities for the St Vincent de Paul Society in NSW. This role included membership on the Refugee Council Board, a position Sky retained while shifting sectors, spending time working in international development and intellectual disability. Spending 9 years as a teenager in Africa shaped Sky's engagement with the world, leading her to study anthropology and philosophy, culminating in a Masters in Applied Anthropology and Development Studies at Macquarie Uni.

Sky completed the Benevolent Society Sydney Leadership program in 2008.



**Membership Services Officer**

**Laura Anderson**

Laura graduated with a Bachelor of Psychology from Macquarie University, and began a career in Recruitment and Human Resources which saw her working across numerous corporate sectors. During her university years, Laura embarked on varied volunteer experiences including a lengthy period of time spent with Life Line as a telephone counsellor. After six years working in human resources, Laura was given the opportunity to manage groups of activities volunteers in the Immigration Detention Centre in Darwin, an experience which ignited her passion for working with newly arrived refugees and migrants. She joined the Settlement Council as the Membership Services Officer in May this year.

# SCOA MEMBER ORGANISATIONS

- |  |   |   |
|--|---|---|
| Access Services Inc                                  | Macarthur Diversity Services Inc                      | Multicultural Youth South Australia Inc                   |
| ACL  | Melaleuca Refugee Centre                              | Multilink Community Services Inc                          |
| African Communities Council of South Australia       | Metro Migrant Resource Centre                         | Murray Valley Sanctuary Refugee Group Inc                 |
| AMES (Victoria)                                      | Metropolitan Migrant Resource Centre                  | Murraylands Multicultural Network                         |
| Anglicare South Australia                            | Middle Eastern Communities Council of South Australia | Muslim Women's Association of SA Inc                      |
| Anglicare Sydney                                     | Migrant and Refugee Settlement Services of ACT        | New Hope Migrant Refugee Centre                           |
| Auburn Diversity Services                            | Migrant Information Centre (East Melbourne)           | Northern Area Migrant Resource Centre                     |
| Centrecare South Australia                           | Migrant Resource Centre Northern Tasmania             | Northern Settlement Services                              |
| Centacare Tasmania                                   | Migrant Resource Centre North West Region             | South Eastern Region Migrant Resource Centre              |
| Centre for Refugee Research                          | Migrant Resource Centre of South Australia            | Spectrum Migrant Resource Centre                          |
| Diversitat -Geelong Ethnic Communities Council       | Migrant Resource Centre Southern Tasmania             | Springvale Community Aid and Advice Bureau                |
| Edmund Rice Centre                                   | Migrant Settlement Services (Centacare Cairns)        | St George Migrant Resource Centre                         |
| Ethnic Communities Council of Queensland             | Multicultural. Community Service of Central Australia | St Vincent de Paul Society (NSW)                          |
| Fairfield Migrant Resource Centre                    | Multicultural Council of the Northern Territory       | Sudanese Community Assoc of Aust-SA                       |
| Fremantle Multicultural Centre                       | Multicultural Development Association                 | Sydney Multicultural Community Services                   |
| Gippsland Multicultural Services                     | Multicultural Families Organisation Inc               | SydWest Multicultural Services Inc                        |
| Horn of Africa Relief and Development Agency (HARDA) | Multicultural Youth Link South Australia              | The Australian Asian Association of Western Australia Inc |
| Illawarra Multicultural Services                     | Multicultural Services Centre of WA                   | The Hills Holroyd Parramatta MRC                          |
| Islamic Women's Association of Queensland Inc        |   | Townsville Multicultural Support Group                    |
| Limestone Coast Migrant Resource Centre              |   | YouthJET  |
| Liverpool Migrant Resource Centre                    |   |   |

Current as at 30.6.11



Permaculture Project, St George MRC



Hobart MRC Youth Program



Sudanese Independence Day, MCSA



Raspberry picking in Hobart, MRC Hobart

# TREASURER'S REPORT, FINANCIAL STATEMENTS, AND AUDITOR'S REPORT



## Rosemary Kelada

Treasurer

I am pleased to present to you the financial statements of the Settlement Council of Australia (SCOA) for the financial year ended 30 June 2011. The financial statements as presented have been audited by DFK Laurence Varnay, our appointed auditors; a copy of their report is included in this Annual Report.

Total income for the year was \$170,562 an increase of \$70,113 over the previous year. The increase was due to increased funding by DIAC (\$40,000), the write back of provisions not needed (\$21,563) and increased membership (\$9,144).

We remain thankful to the Department of Immigration and Citizenship (DIAC) for their support, and to our membership for their continued support.

After meeting office and staff costs of \$130,424 (last year: \$117,692), SCOA achieved a surplus of \$40,137 (last year: loss of \$17,244).

The strong increase in Membership income reflects both an increased number of members (from 50 to 59) and the results of introducing a revised membership fee structure.

Cash on hand at year end (\$48,502 [2010: \$27,696]) In conjunction with budgeted funding is sufficient for the continuation of SCOA's current activities.

As anticipated in last year's report, the SCOA financial function was relocated from Hobart to Sydney, the location of SCOA's Executive Office and a part-time Accountant appointed.

I would like to thank my fellow executive members for their significant 'in kind' support of SCOA.

**Prepared by Martyn Green, Finance Officer,  
on behalf of Rosemary Kelada, Treasurer.**

### Settlement Council of Australia Incorporated

ABN 27 963 821 157

#### Income and Expenditure Statement For the Year Ended 30 June 2011

	2011 \$	2010 \$
<b>INCOME</b>		
Government grant income	120,000	80,000
Membership income	28,620	17,476
Bank interest	91	686
Other income	23,850	2,287
	<u>170,561</u>	<u>100,449</u>
<b>EXPENDITURE</b>		
Accounting and audit	3,131	5,506
Amenities	74	179
Bad debts written off	-	3,670
Bank charges	419	372
Cleaning	-	257
Conference dinner	776	436
Consultancy	4,968	893
Depreciation	2,166	2,166
Equipment	2,796	-
Gifts and donations	207	-
Insurance	4,087	4,077
IT expenses	4,761	188
Marketing and advertising	225	-
Materials and resources	44	138
Meeting expenses	1,433	579
Memberships and registrations	1,205	573
Printing, postage and stationery	4,446	9,353
Rent, rates and taxes	17,245	15,281
Repairs and maintenance	13	-
Telephone	4,149	2,642
Travel	13,035	9,923
Wages and salaries	64,701	61,055
Other expenses	555	405
	<u>130,424</u>	<u>117,692</u>
Net Surplus/(Deficit)	40,137	(17,244)

The accompanying notes form part of these financial statements.

1

## Settlement Council of Australia Incorporated

ABN 27 863 821 157

### Assets And Liabilities Statement As At 30 June 2011

	Note	2011 \$	2010 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	2	48,502	28,209
Trade and other receivables	3	4,400	2,571
<b>TOTAL CURRENT ASSETS</b>		<b>52,902</b>	<b>30,780</b>
<b>NON-CURRENT ASSETS</b>			
Office furniture and equipment	4	5,347	7,512
<b>TOTAL NON-CURRENT ASSETS</b>		<b>5,347</b>	<b>7,512</b>
<b>TOTAL ASSETS</b>		<b>58,249</b>	<b>38,292</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	5	15,666	35,912
Short-term provisions	6	1,460	1,370
Other accruals		1,900	1,924
<b>TOTAL CURRENT LIABILITIES</b>		<b>19,026</b>	<b>39,206</b>
<b>TOTAL LIABILITIES</b>		<b>19,026</b>	<b>39,206</b>
<b>NET ASSETS</b>		<b>39,223</b>	<b>(914)</b>
<b>MEMBERS' FUNDS</b>			
Accumulated surplus/(accumulated deficits)		(7,876)	9,658
Membership contributions		6,662	6,662
Current year surplus/(deficit)		40,137	(17,244)
<b>TOTAL MEMBERS' EQUITY</b>		<b>39,223</b>	<b>(914)</b>

The accompanying notes form part of these financial statements.

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## Settlement Council of Australia Incorporated

ABN 27 863 821 157

### Notes to the Financial Statements For the Year Ended 30 June 2011

The financial statements cover Settlement Council of Australia Incorporated as an individual entity. Settlement Council of Australia Incorporated is an association incorporated in Victoria under the Associations Incorporation Act 1981.

#### 1. Summary of Significant Accounting Policies

##### Basis of preparation

This financial report is a special purpose financial statements prepared in order to satisfy the financial reporting requirements of the Associations Incorporations Act 1981 (Victoria). The committee has determined that the association is not a reporting entity.

The financial report has been prepared on an accruals and is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

##### Property, plant and equipment

##### Plant and equipment

Plant and equipment are measured on the cost basis less depreciation and impairment losses.

##### Depreciation

The depreciable amount of all property, plant and equipment is depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use.

The estimated useful lives used for each class of depreciable assets are:

Computer equipment	3 years
Office furniture	5 years

#### 2. Cash and Cash Equivalents

	2011 \$	2010 \$
Cash at bank and in hand	48,502	28,209
	<b>48,502</b>	<b>28,209</b>

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## Settlement Council of Australia Incorporated

ABN 27 863 821 157

### Notes to the Financial Statements For the Year Ended 30 June 2011

<b>3. Trade and Other Receivables</b>			
		2011 \$	2010 \$
<b>CURRENT</b>			
Trade receivables		4,400	2,571
		<b>4,400</b>	<b>2,571</b>
<b>4. Property, Plant and Equipment</b>			
<b>OFFICE FURNITURE AND EQUIPMENT</b>			
Office furniture and equipment		6,678	6,678
At cost		6,678	6,678
Accumulated depreciation		(4,331)	(2,198)
<b>Total property, plant and equipment</b>		<b>5,347</b>	<b>7,512</b>
<b>5. Trade and Other Payables</b>			
<b>CURRENT</b>			
Unsecured liabilities			
Trade creditors		2,819	31,013
Grants received in advance		4,000	-
Memberships received in advance		200	500
PAYG tax payable		4,706	3,703
GST payable		4,241	696
		<b>15,666</b>	<b>35,912</b>
<b>6. Provisions</b>			
<b>CURRENT</b>			
Annual leave provision		1,460	1,177
Long service leave provision		-	193
		<b>1,460</b>	<b>1,370</b>

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## Settlement Council of Australia Incorporated

ABN 27 863 821 157

### Statement by Members of the Board

The Board has determined that the Association is not a reporting entity and that this special purpose financial report has been prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Board the financial report as set out on pages 1 to 4:

- Presents a true and fair view of the financial position of Settlement Council of Australia Incorporated as at 30 June 2011 and its performance for the year ended on that date.
- At the date of this statement, there are reasonable grounds to believe that Settlement Council of Australia Incorporated will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the Board by:

Chairperson   
Cecic Mann

Treasurer  - DEPUTY CHAIR  
Rosemary Kellada

Dated 17th October 2011

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**Settlement Council of Australia Incorporated**

ABN 27 983 821 157

Independent Audit Report to the members of Settlement Council of Australia Incorporated

Report on the Financial Report

We have audited the accompanying financial report being a special purpose financial report, of Settlement Council of Australia Incorporated, which comprises the assets and liabilities statement as at 30 June 2011, the income and expenditure statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by members of the Board.

Board's Responsibility for the Financial Statements

The Board of Settlement Council of Australia Incorporated is responsible for the preparation of the financial report and have determined that the basis of preparation described in Note 1, is appropriate to meet the requirements of the Associations Incorporation Act 1981 and is appropriate to meet the needs of the members. The responsibility also includes such internal control as the Board determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation of the financial report that gives a true and fair view, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the executive officer, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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**Settlement Council of Australia Incorporated**

ABN 27 983 821 157

Independent Audit Report to the members of Settlement Council of Australia Incorporated

Opinion

In our opinion, the financial report gives a true and fair view of the financial position of Settlement Council of Australia Incorporated as at 30 June 2011, and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the Associations Incorporation Act 1981.

Basis of Accounting and Restriction on Distribution

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Settlement Council of Australia Incorporated to meet the requirements of the Associations Incorporation Act 1981. As a result, the financial report may not be suitable for another purpose.

DFK Laurence Varnay  
Chartered Accountants

  
Colin Grady  
Partner

Level 7, 131 York Street, Sydney

15 September 2011

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# MINUTES OF THE AGM 2010

## Annual General Meeting 12th November, 2010

Settlement Council of Australia  
Location: Melbourne Multicultural Hub,  
506 Elizabeth St, Melbourne, Vic.  
Time: 10.00am

**10.00** Arrival and registration of delegates and guests – refer to Attachment 1 for the list of attendees.

**10.30** Ricci Bartels (Chair) welcomed attendees, acknowledged special guests: the Hon Laurie Ferguson (past Parliamentary Secretary for Multicultural Affairs and Settlement Services); Senator Kate Lundy (Parliamentary Secretary for Immigration and Citizenship); Paul Farrell (Global Manager, DIAC) and thanked AMES Victoria for their sponsorship of the venue and catering for the AGM.

**10.40** Ian McHutchison, on behalf of AMES, welcomed attendees to the Multicultural Hub, an initiative which spanned the three tiers of government – made possible by Melbourne City Council, the Victorian and Commonwealth Governments – he said AMES are a proud member of SCOA.

**10.43** Michael O'Hara (Secretary) provided apologies (Amanda Field, Illawarra Multicultural Services, and Kerrin Benson, Multicultural Development Association, QLD, Marguerite Baptiste-Rooke, Multicultural Community Services of Central Australia) and explained the order of proceedings.

**10.45** Ms Bartels introduced Hon Laurie Ferguson, paying tribute to him as approachable, supportive, knowledgeable and energetic. She said the sector is appreciative of his efforts and legacy and wished to take the opportunity of the AGM to acknowledge his contributions and to officially thank him.

**10.48** Laurie Ferguson thanked the Chair for her words. He commended the Multicultural Hub and Victoria's commitment to principles of cultural diversity (which he said were far more constructive than is the case in his home state, NSW). He expressed his belief in SCOA and his hope that the new Parliamentary Secretary and DiAC would continue this support. In particular

he noted the particular commitment that departmental staff had to their work, this is not being typical across the APS. He also paid tribute to his parliamentary colleague: Senator Kate Lundy.

**10.55** Ms Bartels thanked Mr Ferguson and introduced Senator Lundy noting with enthusiasm the constructive discussions she had held with her to date.

**10.57** Senator Lundy presented a prepared speech (see: <http://www.katelundy.com.au/2010/11/12/settlement-council-of-australia-annual-general-meeting/>) in which she affirmed the "unwavering commitment to a multicultural Australia" of the Labour Government. At the end of her presentation Mr Tesema (FACC) spoke as a community representative and praised Senator Lundy's words and expressed strong endorsement for the value and quality of settlement services in Australia.

**11.05** Ms Bartels thanked Senator Lundy, she asked the new SCOA Executive Officer to say a few words and to introduce himself to the membership.

**11.08** The Secretary Mr O'Hara tabled the 2009-10 SCOA Annual Report and asked if members would accept the minutes of the 2008-09 AGM

Moved that the minutes be accepted, by Eugenia Tsoulis,  
Seconded by Gail Ker.  
Unanimously accepted.

The Chair Ms Ricci Bartels presented her report and in doing so thanked the outgoing committee including executive members who had not renominated.

That the Chairperson's Annual Report (attached 2010 Chairperson's Report) be accepted

Moved by Dewani Bakkum,  
Seconded by Michael O'Hara.  
Unanimously accepted.

The Treasurer Mr Cedric Manen presented the Treasurer's report outlining SCOA's sound financial base

Mr Manen moved that the report be accepted,  
Seconded by Ms Jenny Semple.  
Unanimously accepted.

Mr Manen noted that the SCOA auditors were based in Tasmania due to his location in

Hobart but that financial management had been moved to Sydney

Mr Manen moved that the current auditors be appointed until such time as auditors are identified in Sydney to audit the 2010/2011 Financial Statements.

Seconded by Kamalle Dabboussy  
Unanimously accepted

**11.20** Mr O'Hara next declared that the election process would commence. He explained that the election would be over-seen by a Returning Officer who was independent of SCOA, and asked that Carmel Guerra (CEO of the Centre for Multicultural Youth) be accepted in this role. This was moved by Eugenia Tsoulis and seconded by Dewani Bakkum. The Secretary explained other aspects of the election process:

- only those member organisations fully paid-up by close-of-business 5 November could be considered financial, thus being allowed to vote in the election
- only those attending the AGM could vote if they had submitted properly completed proxy forms by close-of-business 10 November 2010. They could also vote on behalf of financial member organisations not present at the meeting
- officer bearers would be elected from the state/territory representatives (see Attachment 2)
- office bearers standing for election had to have been nominated for these positions and their properly completed forms submitted to the national office by 8 November 2010
- office bearer positions with only one nominee would automatically be appointed; those with more than one nominee must go through an election process
- nominees standing for election would leave the AGM, prior to election. Then they would be invited to return and present their case for election, each being timed and allowed three minutes speaking time
- after the nominees' presentations members were to complete ballot forms that had previously been

numbered, signed by the returning officer and handed to them based on the number of votes they brought to the meeting (ie: their votes and those of their proxies)

- voting will be by secret Ballot
- votes would be counted in private after the election by the Executive Officer and Returning Officer (each counting and rechecking); after the counting members would be advised only of the winning nominees

Mr O'Hara explained that the positions of Treasurer and Secretary were not being contested, having only one nomination for each role. On this basis Rosemary Kelada (from Victoria) was appointed as SCOA Treasurer and Eugenia Tsoulis (South Australia) appointed as SCOA Secretary.

For the position of Chair the nominees were Michael O'Hara (Western Australia) and Cedric Manen (Tasmania); the nominees for the position of Deputy Chair were Ricci Bartels (NSW) and Jenny Semple (Victoria).

**12.10** At the conclusion of voting and counting the Returning Officer declared that Cedric Manen had been elected to the position of Chair and Ricci Bartels to the position of Deputy Chair.

The new Chair, Mr Manen, closed the meeting by thanking all those who had attended the AGM, AMES for hosting the event, and the continued support of the membership. He thanked the outgoing committee and he looked forward to working collegiately with everyone involved with SCOA during his tenure as Chair, to build on its past achievements and to develop it further as the settlement sector's leading national advocate.

## List of attendees

- Michael O'Hara** Director, Metropolitan Migrant Resource Centre, Perth
- Ricci Bartels** Manager, Fairfield MRC, Sydney
- Eugenia Tsoulis** CEO, MRC South Australia
- Gail Ker** CEO, Access Inc., Woodridge QLD
- Dewani Bakkum** Manager, Migrant & Refugee Services, ACT
- Cedric Manen** CEO, MRC Southern Tasmania
- Jenny Semple** CEO, South Eastern Region MRC, Melbourne
- Rosemary Kelada** CEO, Spectrum
- Michael Martinez** CEO, Diversitat, Geelong
- Conrad Gershevitch** Executive Officer, SCOA national office, Sydney
- Nola Randall-Hohk** Parramatta MRC
- Ian McHutchison** CEO, AMES Victoria
- Melika Yassin Sheikh-Eldin** Manager, Settlement Partnerships, AMES Victoria
- Zuzanna Orme** Centacare, Tasmania
- Kamalle Dabboussy** CEO, Liverpool MRC, Sydney
- Anthony Abate** Executive Officer, MRC, North West Inc, Melbourne
- Con Pagonis** MAV, Multicultural Affairs Advisor, Melbourne
- Endashaw Tesema** Federation of African Communities' Councils
- Carmel Guerra** CEO, Centre for Multicultural Youth, Melbourne
- Jill Gillespie** ACL
- Michael Cox** ACL
- Ross Buscemi** New Hope Foundation, Melbourne
- Hon Laurie Ferguson MP** Member for Werriwa, past Parliamentary Secretary for Multicultural Affairs and Settlement Services
- Senator Kate Lundy** Senator for the ACT, Parliamentary Secretary of Immigration and Citizenship
- Paul Farrell** Global Manager, Citizenship, Settlement and Multicultural Affairs, DIAC
- Agnes Kumar** Director, Settlement Grants Section, DIAC

## List of state/territory representatives – 2011-2012

New South Wales	Ricci Bartels; Amanda Field
Victoria	Jenny Semple; Rosemary Kelada
Queensland	Kerrin Benson
Australian Capital Territory	Dewani Bakkum
South Australia	Eugenia Tsoulis
Tasmania	Cedric Manen
Northern Territory	Marguerite Baptiste-Rooke
Western Australia	Michael O'Hara

# STRATEGIC PLAN 2011-14

**Key sections, particularly the goal, achieving the strategic plan, and the priorities of the Strategic Plan 2011-14 are included here.**

## **SCOA's GOAL, VISION & OBJECTIVES**

### **PURPOSE**

SCOA is the national peak body that represents and advocates for the needs and issues of the settlement sector

### **GOAL**

SCOA helps ensure the best possible settlement outcomes for Migrants and people of refugee background, the settlement sector and funding bodies

### **VISION**

An equitable, respectful and inclusive Australia where effective settlement outcomes provide every opportunity to humanitarian entrants and migrants to fully participate in society and realise their full potential.

### **OBJECTIVES**

To advocate on behalf of the settlement services sector to help ensure the best settlement outcomes for migrants and people of refugee background.

To achieve this objective SCOA has identified five broad, sector-wide, strategic goals.

#### **ENSURE EFFECTIVE CONSULTATION AND ENGAGEMENT BY:**

- maintaining ongoing dialogue with the settlement services sector and to improve settlement outcomes;
- collaborating with partners in the non-government sector, academia, business and government agencies, and
- engaging on issues of importance with the sector.

#### **REPRESENT THE SETTLEMENT SECTOR BY:**

- lobbying and advocating on behalf of the settlement services sector and its clients to government, the media and other organisations, and
- meeting with and providing advice to ministers, their advisors and their departments.

#### **PURSUE AN EVIDENCE BASE BY:**

- advocating for and participating in research activities, funding, gathering data from settlement services and other sources to inform advocacy such as submissions, reports and research collaborations;
- identifying gaps in knowledge about communities, services, programs and policies, and advocating that these gaps be addressed;
- advocating for an expansion of the research activities, funding, and data-collection processes relating to humanitarian entrants specifically and CALD Australians generally, and
- develop a SCOA members' database on services and best practice that members can access.

#### **PROVIDE LEADERSHIP BY:**

- providing strong, persuasive, proactive and evidence-based advocacy on behalf of the settlement sector;
- consulting with, and accurately reflecting, the interests of the settlement sector and, consequently, its clients, and
- developing and promoting best practice, quality assurance and service standards in the settlement sector.

#### **IMPROVE GOVERNANCE BY:**

- maintaining a current Constitution to reflect SCOA's goals, vision and objectives;
- modeling accountability, transparency and ethical conduct to both the sector and to its clients, and
- pursuing continuous evaluation processes.

#### **SCOA will achieve its objectives through:**

- effective representation | advocacy
- engagement
- consultation
- communication – including through web technology and media engagement
- research
- policy development
- developing National Settlement Standards which will provide an effective benchmark for best practice in settlement service delivery, and a framework for quality assurance
- preparing and disseminating submissions and position papers
- partnerships
- participation
- priority-setting
- stakeholder management
- sectoral capacity development and governance
- political lobbying and expanding influence
- increasing the organisation's funding base and increasing its sustainability

## ACHIEVING THE STRATEGIC PLAN

SCOA will measure success in achieving its Strategic Plan through:

### Consultation and engagement

- the quality and number of consultations with SCOA members;
- the quality and range of responses prepared by SCOA to calls for submission and comment;
- monitoring SCOA members' feedback, and
- maintaining a high quality web space which facilitates communication and information sharing within the sector.

### Representation

- SCOA submissions which articulate clear policy positions on behalf of the settlement sector;
- participating in appropriate meetings and fora representing the settlement sector;
- continuing to publish a high quality newsletter addressing sector issues and highlighting examples of best practice in settlement service delivery, and
- promoting best practice examples and good news stories within the sector and media.

### Evidence base

- SCOA and members participation in research in the settlement sector;
- facilitating development of a national settlement data set, and
- development of web-based examples of best practice case studies and resources for members.

### Leadership

- the quality and range of advocacy that SCOA provides on behalf of the settlement sector;
- collaboratively developing best practice and service standards for the settlement sector, and
- expansion in the quality and range of partnerships with SCOA.

### Governance

- an expansion in the membership base of SCOA;
- maintaining a current constitution;
- SCOA maintaining a strong sustainable financial position, and
- executive participation which supports the achievement of SCOA's goals.



Diversitat House at Serendip Sanctuary



Kamal Ibrahim of Melbourne Heart Football Club at the Diversitat Northern Community Hub with AMEP students.



1400 people enjoy MDA World Refugee Day



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