



# **Strategic Plan**

## **2010/11 – 2013/14**

## Foreword

We are pleased to present the three year Strategic Plan for the period 2010/11 to 2013/14. The plan represents many months of consultations and discussions with stakeholders (international, national and local), clients, the Board, staff and senior management. In line with our value statement of “inclusion” we sought comment from mainstream services and organisations who now also service our clients and who we consider have an important voice and role to play in the development of future policy or service delivery for ASeTTS’ clients.

The strategic plan is framed in the context of a changing external environment where future government funding will necessitate ASeTTS to demonstrate service partnerships with other agencies. As an agency we will seek to broaden our relationships with both non government and government agencies and to form relationships with those mainstream agencies supporting our clients. The plan also recognises the growing complexity of issues faced by refugees and the need for a considered approach to responding to these needs.

This document will guide and direct ASeTTS’ development over the next three years. It will be a living document from which staff will derive their focus and breathe life into the organisation through the development of an operational plan. This strategic plan will also form the platform for measuring our overall organisational performance.

The Strategic Plan also addresses the need for continual improvement and recognises that no single approach will resolve our clients’ many and differing needs on their journey to recovery. ASeTTS will continue to provide holistic services that are responsive to growing need. We consider the expansion of our community and clinical programs together with research will be critical elements of our future development.

Our thanks go to the agencies and their staff whose insights, observations and experience were so important in shaping this document (a list of these is attached to this document). We value the willingness of these individuals and agencies to share their insights, their honest observations and their support in guiding us along the right path.

Renay Grech  
A/CEO  
ASeTTS

Udo Schutze  
Chairperson  
ASeTTS

## **Our Vision**

**A more peaceful and just world where human rights are recognised,  
violations of human rights are challenged,  
and torture and trauma survivors are supported.**

## **Our Mission**

**To provide holistic services that assist refugee survivors of torture and  
trauma to rebuild their lives.**

Note:

1. A refugee is 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..."  
*Article 1, The UN 1951 Convention Relating to the Status of Refugees*
2. ASeTTS on occasions may extend its services to peoples from a culturally and linguistically diverse background who have experienced torture or trauma in their country of origin.

## **Our Values**

Our work at ASeTTS is underpinned by the following values:

**Client Focus**

**Inclusion**

**Respect**

**Accountability**

## **Our Principles**

Our work is based on human rights and social justice.

We foster and promote a more inclusive and compassionate society.

We work with the strengths and aspirations of individuals, families and communities.

We focus on wellbeing and provide services in a holistic way, recognising the emotional, physical, social and spiritual needs of our clients.

We facilitate the capacity for communities to heal themselves.

Our approach is informed by evidence-based research and practice.

## Our Strategic Planning Context

Our strategic planning included engagement with a wide range of government, non-government and peak organisations plus staff and members of United Voices (ASeTTS' client group) to identify emerging trends and opportunities for ASeTTS.

Key messages were:

- The increased complexity of needs of refugees arriving in Australia today is well recognised and the Federal Government is seeking innovative responses from service providers.
- Human rights and social justice advocacy is regarded as critical to ASeTTS' vision and an ethical responsibility.
- Organisations are looking to ASeTTS to be the voice of the refugee community and provide informed analysis and solutions that lead the way forward.
- There is increased emphasis on evidence-based research and evaluation to inform service delivery.
- Major changes are happening in government and the mental health sector which could bring opportunities for ASeTTS, including the intent to transfer services to non-government organisations.
- A wide range of organisations in Western Australia include refugees amongst their client base but only ASeTTS regards refugees as their core business.
- A number of organisations are interested in partnerships with ASeTTS in research, advocacy and service delivery because of ASeTTS' expertise in engaging with refugee communities, understanding needs and delivering culturally appropriate trauma services.
- There are emerging changes in Government funding resulting from the Western Australian Economic Review Committee and the emphasis on community partnerships.

## Our Future Direction

Our strengths position ASeTTS to be the lead agency for refugees in Western Australia.

Our intent is to grow the size and capacity of ASeTTS and diversify our funding in order to increase our flexibility to meet client needs and ensure the long-term sustainability of the organisation.

Our core business will continue to be provision of services to refugees. Our areas of growth will focus on:

- Taking a lead role in coordinating comprehensive service delivery to refugees, advocating for their needs and representing the refugee community.
- Extending and enhancing our core business in trauma-related services and personal support.
- Strengthening our community capacity building together with refugee communities and other partners.
- Developing our role in research to provide the evidence base for service delivery, evaluation and advocacy.
- Addressing priority needs identified by our research (including settlement issues, isolation of women, youth, intergenerational conflict, domestic violence and mental health).
- Delivering fee-for-service consultancy including supporting the work of other agencies.

Alongside our services to refugees, ASeTTS may consider extending services to other culturally and linguistically diverse communities wherever appropriate.

Clients of our training programs and consultancy services continue to be individuals, communities and organisations working with refugees or other people from culturally and linguistically diverse backgrounds who are not refugees.

## Key Areas

Our strategic plan is delivered through three Key Areas:

- Services to Individuals, Families and Communities
- Advocacy
- Organisational Development

## Key Area 1: Services to Individuals, Families & Communities

### Our Goal

To provide services which respond to the emerging and increasingly complex needs of refugees

### Our Strategies

- 1.1 **Be proactive in shaping services and associated funding** by:
  - Ensuring best practice is reflected in interventions and services
  - Developing enhanced processes for consulting with clients to influence and direct service responses.
  - Informing government and other funding bodies of emerging client needs and how these might best be addressed.
- 1.2 **Position with key sectors with the potential to enhance services to refugees** by:
  - Exploring the funding and/ or partnership opportunities that exist within associated sectors (including health, mental health, families, children's services and the aged) to provide services to clients.
  - Developing relationships with key non-government organisations with shared values as potential service delivery partners.
- 1.3 **Coordinate and deliver culturally sensitive services** by:
  - Developing initiatives to address needs identified by our research (including settlement issues, isolation of women, youth, intergenerational conflict, domestic violence and mental health).
  - Maintaining and enhancing our relationships with refugee communities by:
    - Working with refugee communities to identify and address priorities.
    - Providing training to key community members to enhance their capacity to support their communities.
    - Further developing our targeted education programs to build community capacity.
  - Reviewing volunteer services and expanding service delivery.

### Our Performance Indicators

The following information will assist our evaluation and continuous improvement:

- Client and refugee community feedback on the range, efficacy and appropriateness of services.
- Number of new services developed.
- Feedback from funding agencies, partners and client groups.
- Research initiatives.

## Key Area 2: Advocacy

### Our Goal

To provide factual, concise information and advice to all sectors of the Australian community regarding the history and needs of refugees

### Our Strategies

- 2.1 **Strengthen local, national and international networks advocating for refugees** including partnerships with:
  - Refugee community organisations.
  - Professional and peak bodies.
  - Non-government organisations.
  - Key people able to influence government and community opinion.
  - FASSTT and the IRCT.<sup>1</sup>
  
- 2.2 **Address issues of social inclusion and exclusion for refugees** by:
  - Seeking positions of influence on key government and sector groups.
  - Providing public responses to key issues and initiatives for refugees either through public comment, deputation or media.
  - Celebrating and publicising events of significance for refugees.
  
- 2.3 **Develop the evidence base to inform advocacy** by:
  - Developing research partnerships, including peak bodies, universities and other agencies.
  - Publishing and promoting research and the actioning of research outcomes.
  
- 2.4 **Increase the understanding of, and response to, refugees by service providers** by:
  - Developing our training and awareness programs, products and online delivery.
  - Advocating on behalf of clients to ensure their right to access and receive appropriate and high quality services is upheld.

### Our Performance Indicators

The following information will assist our evaluation and continuous improvement:

- The extent to which ASeTTS is recognised by refugee groups and the broader community as a source of expert opinion and credible information on refugee issues.

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<sup>1</sup> FASSTT = Forum of Australian Services for Survivors of Torture and Trauma.  
IRCT = International Rehabilitation Centre for Trauma.

- The extent to which ASeTTS holds positions of influence on key government and industry bodies.

## Key Area 3: Organisational Development

### Our Goal

**To continue to develop ASeTTS as a professional and sustainable organisation and agency of choice**

### Our Strategies

**3.1 Actively pursue business development opportunities and diversification of funding sources by:**

- Researching the most appropriate structure for continuing the delivery and extension of our services.
- Developing and extending fee for service initiatives.
- Exploring a broad range of funding and income strategies required to support the work of the agency.

**3.2 Continue to enhance our people, skills and culture by:**

- Reviewing and enhancing our staff retention strategy.
- Enhancing staff training, professional development and career path planning.

**3.3 Develop leadership and governance by:**

- Creating succession plans for key positions within the organisation.
- Further developing middle management skills.
- Reviewing and enhancing Board governance.

**3.4 Increase our profile in government, business and community by:**

- Developing and implementing a communication plan focussing on key external stakeholders including the media.
- Reassess our name, logo and brand management.

### Our Performance Indicators

The following information will assist our evaluation and continuous improvement:

- Capacity to attract and retain quality staff.
- Level of growth in funding and extent of diversification in funding sources.

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- ❖ Ms Maria Osman                      Executive Director, OMI
- ❖ Dr Liz Pattison                      Strategic Planning Facilitator
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- ❖ Ms Brita Sydhoff                      Secretary –General International Rehabilitation Centre  
for Trauma
- ❖ United Voices                      ASeTTS' client group
- ❖ ASeTTS Board
- ❖ ASeTTS' staff
- ❖ ASeTTS' Senior Management Team
- ❖ FASTT Directors
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