



Settlement
Council
of Australia

Implementing the Settlement Sector Quality Framework

A BEST PRACTICE

TOOLKIT





Settlement
Council
of Australia

Acknowledgements

This resource was written by Andrew Cummings for SCoA, 2021.

About SCoA

The Settlement Council of Australia is the peak body representing the vast majority of settlement agencies across Australia providing direct services and support to people from migrant and refugee backgrounds.

Our members include organisations large and small, who are committed to the successful settlement of migrants and refugees across the country. Their services range from greeting new arrivals at the airport, through to assisting them to secure housing, learn English, make social connections, access services and find their first job. Australia's settlement services are recognised as being among the best in the world.

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Contents

1. Introduction	3
2. Embedding the Settlement Sector Quality Framework in Your Organisation	3
Recruiting New Staff	4
Job Descriptions	5
Job Interviews	6
Staff Induction	7
One-to-One Support, Team Meetings and Staff Development	7
Organisational Policies and Procedures	7
Planning, Monitoring, Evaluation and Reporting	7
Examples from Settlement Agencies	7
3. Using the Settlement Sector Quality Framework to Enhance Practice	9
Introduction	9
Reflecting on Practice.....	9
Activity 1: Exploring Key Principles and Practices	10
Activity 2: Further Reflections on Key Principles and Practices	11
Activity 3: Exploring the Key Principles and Practices - Case Scenario	12
Activity 4: Key Principles and Practices - Reflection Sheet	13
Activity 5: Key Principles and Practices Discussion Cards	14
Activity 6: National Settlement Outcomes Standards Discussion Cards	17
Activity 7: Exploring the National Settlement Outcomes Standards in Practice	20
Activity 8: Team / Interagency Community of Practice	22
Activity 9: Reflection Questions - Focusing on Standards, Principles and Practices ..	23
Activity 10: Reflection Questions - Focusing on Excellence	24
Using the Activities in Chapter 3	25
4. References	26

1. Introduction

The Settlement Sector Quality Framework was launched by the Settlement Council of Australia (SCoA) in 2020. The Framework supports settlement agencies across Australia in their pursuit of high quality service delivery by providing a clear description of the intended outcomes of effective settlement support - as described in the National Settlement Outcomes Standards - and the 10 Key Settlement Sector Principles and Practices that form the foundation for achieving these Standards. Together, the 10 Standards and the 10 Key Principles and Practices define the core business of quality settlement service delivery.

This toolkit has been developed to assist settlement agencies to understand and implement the Framework by providing practical tips and resources, as well as case studies highlighting how settlement agencies have used elements of the Framework within their organisations.

2. Embedding the Settlement Sector Quality Framework in Your Organisation

In order to maximise the usefulness of the Framework, it is important to use the Framework - and the range of resources that have been developed to support it - in as many different ways as possible. Some of the ways that your organisation can do this include:

- ▶ Mentioning the Framework in job ads when recruiting new settlement workers
- ▶ Using the Framework as a basis for questions in job advertisements and job interviews for settlement worker roles
- ▶ Ensuring that all settlement agency staff receive a copy of the Settlement Sector Quality Framework as part of their induction process
- ▶ Referring to the Framework - and incorporating specific Standards, Principles and Practices from the Framework - in your organisation's policies and procedures
- ▶ Using the Standards, Principles and Practices of the Framework as a basis for exploring situations and dilemmas that may arise in your work, through regular one-to-one discussions and in team meetings
- ▶ Providing opportunities for staff to receive training to better understand and implement the Framework
- ▶ Using the Framework when working with professionals and organisations from other sectors. The Framework can be used to introduce the role and purpose of settlement work, discuss expectations etc.
- ▶ Referring to the Framework when developing MOU's with other organisations
- ▶ Using the Framework in service planning, monitoring and evaluation.

This chapter of the toolkit provides further details of some of the ways you can embed the Framework in the work of your organisation.

Recruiting New Staff

The Framework is useful in helping to attract a high calibre of staff to your organisation. You can do this by:

- ▶ Clearly articulating that your organisation endorses the Framework in job ads
- ▶ Letting potential staff know that they will be required to understand the Framework, and to incorporate it in their work
- ▶ Requiring job applicants to demonstrate a level of understanding of, and commitment to, the Framework by building this into the selection criteria
- ▶ Including questions about the Framework - and about specific Standards, Principles and Practices - when interviewing for settlement worker positions

Each of these gives potential applicants a clear message that your organisation recognises and values the Framework, and helps to ensure that settlement workers share this commitment.

Publicly endorsing the Framework has other positive benefits. It makes it clear that the role of settlement workers is taken seriously in your organisation, and that settlement workers employed by your organisation will be supported to do the best job they can for themselves, the organisation, the people they work with, and for the settlement sector as a whole.

An example of how to reference to the Framework in the Selection Criteria is included below:

Essential Criteria:

1. Relevant qualifications – minimum of Certificate IV in Community Services or equivalent
2. Bilingual in a relevant community language
3. Demonstrated ability to work with people from culturally and linguistically diverse backgrounds
4. Excellent communication and interpersonal skills, including demonstrated experience in liaising with a wide range of stakeholders
5. Understanding of the Settlement Sector Quality Framework, and an ability to apply the Key Settlement Sector Principles and Practices to your role
6. Hold a current full Drivers Licence, Working with Children's Check and be willing to undertake a Federal Police Check

Job Descriptions

It is important to make sure the Standards, Principles and Practices of the Framework are reflected in the job descriptions of your organisation's settlement workers. This will clearly outline the expectation that your organisation has regarding the knowledge and skills of your staff, and help to ensure that the Framework is applied in practice by the settlement workers your organisation employs.

Whilst the Standards, Principles and Practices in the Framework will be reflected in many of the tasks and responsibilities included in a settlement worker's job description, it is also useful to clearly state a commitment to the Framework itself, and the requirement of settlement staff to work in ways that are consistent with the Framework.

Below is an example of how to incorporate the Framework into a settlement worker's job description:

Job Description: Multicultural Families Support Worker

Role Overview:

The Multicultural Families Support Worker is part of the organisation's Community Support Team. The role is responsible for supporting newly arrived families to access the services and supports they need to flourish in their new community.

Key Accountabilities:

- ▶ Support newly arrived families to improve family wellbeing through informal support groups and access to appropriate services;
- ▶ Provide casework management services for clients;
- ▶ Participate in networks and partnership activities as directed by your Team

Leader

- ▶ Assist in organising events at organisational and project level;
- ▶ Comply with all regulatory, funding standards and organisational policies and procedures;
- ▶ Apply the Standards, Principles and Practices outlined in the Settlement Sector Quality Framework in your work;
- ▶ Comply with reporting requirements and ensure reporting is accurate and submitted on time.

Job Interviews

When it comes to interviewing settlement workers to fill vacant positions, the Framework provides a helpful basis for asking potential settlement workers about their professional practice. When using the Framework as a basis for interview questions, it is a good idea to start by asking general questions about the applicant's awareness and knowledge of the Framework, as well as more probing questions, such as asking for examples of the key Principles and Practices, and how they have used these in their work.

Below is an example of some questions that focus on the Framework, that you can ask in job interviews for settlement workers:

Key Areas	Example questions
Key knowledge: Has an understanding of the Key Settlement Sector Principles and Practices, as outlined in the Settlement Sector Quality Framework	Our organisation endorses the Settlement Sector Quality Framework. Can you please tell us about your knowledge of the Framework? Why is the ability to apply National Standards, Principles and Practices important in the role of a settlement worker?
Key skills: Demonstrated ability to apply Key Settlement Sector Principles and Practices as outlined in the Settlement Sector Quality Framework	Think about a situation in the past when you have faced a challenge or dilemma in your role as a settlement worker. Can you tell us about the situation and answer the following questions: Which principles or practices in the Settlement Sector Quality Framework were challenged in that situation? How did you (or could you) apply these principles / practices in order to address the situation?
Key attributes: Demonstrates key attributes of an effective settlement worker, as outlined in the Settlement Sector Quality Framework	Fostering independence is a key principle of settlement work. Can you tell us what fostering independence means to you, and give us an example of a time when you have fostered the independence of a person, family or community? Intersectionality is a key principle of settlement work. What does intersectionality mean to you? How have you (or could you) apply this principle in your role as a settlement worker?

The Framework also provides a basis for designing case studies and scenarios for use in job interviews. These provide an important opportunity to “go deeper” into critical issues, in order to learn more about the applicant, and the way they apply the Standards, Principles and Practices in their role as a settlement worker. When developing case studies and scenarios for job interviews, these should be as close as possible to “real life” situations that a settlement worker might face in the role that you are interviewing them for.

Staff Induction

Once you have chosen the right settlement worker for the job through the recruitment and interview process, it is important to reinforce the importance of delivering high quality settlement services based on established Standards, Principles and Practices as soon as possible after the settlement worker begins their role. You should continue to support and reinforce this message throughout their time with your organisation. There are many ways you can incorporate the Framework into your staff induction program for settlement workers, such as:

- ▶ Including a copy of the Framework in your organisation's induction pack for new staff
- ▶ Having the settlement worker's manager or supervisor explain your organisation's commitment to the Framework, and why it is important;

One-to-One Support, Team Meetings and Staff Development

The Framework provides a useful basis for discussions about the Standards, Principles, and Practices that underpin effective settlement support. These themes can be explored through one-to-one discussions between team leaders and staff; in team meetings; planning days; and during professional development events and opportunities. The next section of this toolkit contains a number of activities that utilise the Framework in these ways. It includes activities that are well suited to one-to-one discussions, and in group sessions such as team meetings, and team and interagency planning days.

Organisational Policies and Procedures

It's important to include references to the Framework in your organisation's Policies and Procedures manual, as well as in organisational documents such as your Code of Conduct. This will help to ensure that the work of your organisation, and the expected behaviour and actions of the staff, are grounded in established National Standards, Principles and Practices.

Planning, Monitoring, Evaluation and Reporting

The Framework - and in particular, the National Settlement Outcomes Standards and indicators - provide an excellent basis for planning, monitoring, evaluating and reporting on your organisation's work. SCoA is developing further resources to assist with this process.

Examples from Settlement Agencies

Many settlement agencies have been using the National Settlement Outcomes Standards (NSOS) since they were first launched in 2015, as a tool to assist with service mapping, planning and delivery. The following case studies provide examples of how NSOS has been used. Visit SCoA's website at www.scoa.org.au for lots more case studies outlining how SCoA members have been implementing the NSOS and the KPPs in particular programs and initiatives.

Example 1: MultiLink

MultiLink Community Services provides a range of programs and supports to people from refugee and migrant backgrounds in the Logan area of Queensland. MultiLink has been using the NSOS as a framework for guiding their work since the Standards were launched in 2015.

They began by holding a workshop for staff using the NSOS as an audit and planning tool. They laid out sheets of butcher's paper – one for each of the Standards – where they “mapped” what they were doing to address each standard, and identified things they would like to be doing.

MultiLink then used the NSOS as a basis for re-designing their Assessment Tool and Settlement Support Plan. This tool provides a basis for undertaking a comprehensive intake and assessment with each client, framed around the 10 NSOS Standards.

MultiLink's Community Services Manager, Michael Zgryza said *“At first using the NSOS was really confronting for staff, as it highlighted which areas they were addressing, and which they were not. But it has proved to be a really valuable tool. It provides a blueprint for successful settlement. It helps us to focus on the things that matter, and to be proactive in our planning and service delivery, rather than crisis-driven. It helps us to ensure the focus is on service delivery, and the things that matter most.”*

Example 2: Migrant Resource Centre Tasmania

MRC Tasmania has been using the NSOS for several years to assist them with service planning and mapping. They have found that it is useful to begin by using the NSOS to help map settlement service provision, taking into account factors such as the organisations involved; locations; state-wide issues and approaches and so on. Once the mapping exercise has been done, the planning process begins – looking at where the *“touch points are; where there is ‘wiggle room,’ where to put the energy and resources.”*

Clarissa Adriel, Client Services Coordinator at MRC Tasmania, said *“NSOS helps us to think about where the MRC sits within the broader ecosystem. We need to consider whether our organisation takes a lead role, a collaboration role or a support role in addressing each Standard. We need to understand where our organisation has influence and where it doesn't. It's also important to note that NSOS meets different needs for different roles in the organisation. Each staff member needs to understand where and how their role helps to address the Standards and indicators.”*

“It's important to recognise that settlement agencies aren't the only ones responsible for achieving good settlement outcomes, and addressing the Standards. By using the NSOS to map what is happening and what is needed, we can then identify who else needs to be involved, and what it will take to ensure their buy-in.”

3. Using the Settlement Sector Quality Framework to Enhance Practice

Introduction

In this chapter of the toolkit we provide a variety of activities that are designed to encourage greater reflection on the Framework, and what is involved in applying the framework in practice. The activities are designed to be used in a variety of settings – some are designed for one-to-one discussions; others work best in group settings such as team meetings; and some work well at the organisational or inter-agency level. You can choose the activities that you think will work best in a given situation. There is no need to use all of the activities – only what is relevant and as many as you’d like to use. Table 1 at the end of this chapter provides a summary of how each activity is intended to be used, to help you choose an activity that will best suit the way you intend to use it.

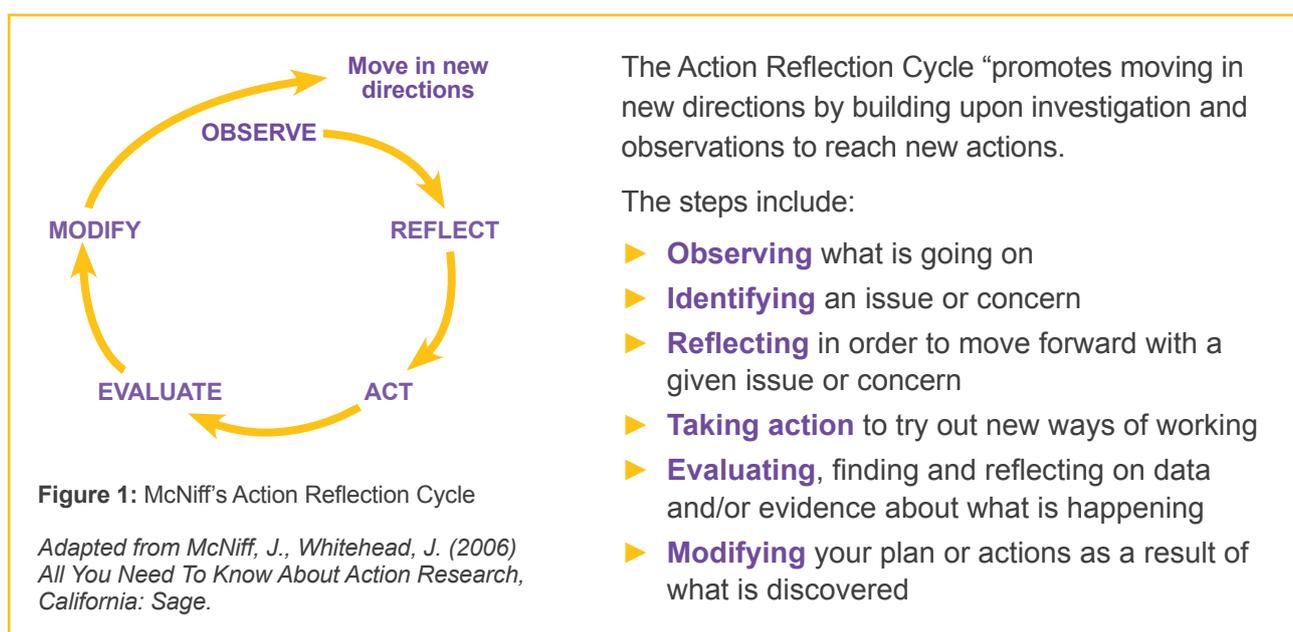
Reflecting on Practice

Before you begin using the following activities, it is worthwhile spending a few minutes thinking about reflective practice, or “reflecting on reflecting”, and the role it plays in improving and strengthening our practice. The National Youth Settlement Framework describes reflective practice in the following way:

“Reflective practice involves thinking critically about your own effectiveness as a practitioner in order to refine and develop your practice, enhance the quality of your work, and ensure your practice results in the most effective outcomes for young people. It involves reflecting about what you did, what happened, and why.

Reflective practice also involves the exploration of your own cultural values, assumptions and perceptions and how they influence our work. In doing so, it allows you to recognise what is working well, and identify areas for improvement and further support” (MYAN, 2020).

The following diagram provides an outline of the steps involved in the Action Reflection Cycle. It is helpful to keep these steps in mind as you begin using the activities that follow.



ACTIVITY 1

Exploring Key Principles and Practices

This activity is intended to be used in one-to-one discussions .

Choose one principle from the Key Settlement Sector Principles and Practices to focus on. Use the following sheet as a basis for exploring the principle, and its impacts on settlement. Allow the worker a few minutes to read through the questions and write down some ideas, or you can send the questions prior to the discussion to allow more time for reflection. Then spend time discussing their answers.

Worker's Name:

Settlement Sector Principle / Practice:

Date:

What does this principle mean to you?

Think of a time when you were able to apply this principle really effectively. Briefly describe what happened.

Think of a time when this principle has been challenged in your role as a settlement worker, or was difficult to apply. Briefly describe what happened.

How did you resolve this situation?

Looking back, is there anything you would do differently if you were faced with the same situation now?

Write down any other ideas you have for applying this principle in your current role and/or within our organisation.

ACTIVITY 2

Further Reflections on Key Principles and Practices

This activity is intended to be used in one-to-one discussions.

Choose one principle from the Key Settlement Sector Principles and Practices to focus on. Use the following sheet as a basis for further reflection on this principle, and its impacts on settlement. Allow the worker a few minutes to read through the questions and write down some ideas, or you can send the questions prior to the discussion to allow more time for reflection. Then spend time discussing their answers.

Settlement Sector Principle or Practice:

How do you currently apply this principle / practice in your work with newly arrived people?

What is the impact of this on your practice? How do you know (i.e. what evidence do you have to support your answer)?

What do you need to strengthen with regards to this principle / practice?

What do you need to adopt or start doing?

What do you need to adapt or change?

What do you need to discontinue or stop doing?

ACTIVITY 3

Exploring the Key Principles and Practices - Case Scenario

This activity is designed to be used in group settings such as team meetings and interagency meetings. Read through the following scenario and then discuss the questions that follow.

Scenario: Bol

Bol is 17. He and his family arrived in Australia from South Sudan five years ago. Bol comes to a homework club and after school activities run by your organisation. During the time Bol has been coming to the after school activities he has formed a very close friendship with one of the other boys. They have become inseparable, and from time to time you have noticed them touching.

One afternoon you are standing with one of your co-workers as some of the parents arrive to pick up their children. Your co-worker is also South Sudanese, and knows Bol's family quite well. Bol's mother comes over to you and your co-worker. She mentions that she is worried about Bol. She thinks Bol might be gay, and she asks you both if you have noticed anything.

Note: You can also write your own scenarios, or use this activity to discuss issues faced by real individuals and families.

Questions:

Which principles in the Key Settlement Sector Principles and Practices are challenged in this scenario? Give reasons for your answers.

What actions would you take to address the situation in this scenario? Why?

What else could you do to try to address this situation, using the Principles and Practices as a foundation?

What challenges or conflicts might there be for you and others in trying to resolve this situation? How would you overcome these?

ACTIVITY 4

Key Principles and Practices - Reflection Sheet

This activity is designed to be used in both one-to-one discussions and in group settings.

Read through each of the principles outlined in the Key Settlement Sector Principles and Practices. Decide whether we wish to focus on these from the perspective of yourself as an individual worker, your team or your organisation. Then rate yourself (or your team or organisation) by placing a “X” in the appropriate box, according to how well you feel you meet each principle on a scale of 1 to 10, with 1 being “very poor” and 10 being “excellent”.

Principle:	1	2	3	4	5	6	7	8	9	10
Evidence Based										
Collaboration										
Fostering Independence										
Cultural Competence										
Intersectionality										
Strengths Based										
Person Centred										
Engagement										
Continuous Development										
Advocacy										

Spend some time reflecting on the following questions, or discussing them with a colleague or supervisor:

- 1. Which three principles are your strongest? Why?**
- 2. Which three principles are your weakest? Why?**
- 3. What steps could you take to begin strengthening the areas you are weaker in?**

Note: This can be a useful activity to do prior to doing a more in-depth planning exercise with your team or organisation, using the Settlement Sector Quality Framework - Self-Assessment Tool

ACTIVITY 5

Key Principles and Practices Discussion Cards

This activity is designed to be used in group settings such as team meetings and interagency meetings.

1. Print out the cards from the tables on the following pages and cut out each card.
2. If you've printed double sided, laminate the cards. If you've printed single sided, match the title card with the corresponding description and then stick these together and laminate each card.
3. Shuffle the cards and place in a pile in the middle of the group.
4. Ask one person to choose a card and read it out to the group, and then give an example of how the team (or organisation, interagency etc) applies that particular principle in practice.
5. Then ask the other team members to offer ideas for how that principle is applied.
6. Once people have listed all the ideas they can think of for that card, ask someone to choose a second card and repeat steps 4 and 5.

**EVIDENCE
BASED**

ENGAGEMENT

**PERSON
CENTRED**

COLLABORATION

**CONTINUOUS
DEVELOPMENT**

**CULTURAL
COMPETENCE**

INTERSECTIONALITY

**FOSTERING
INDEPENDENCE**

ADVOCACY

**STRENGTHS
BASED**

Person-centred practice puts the person at the centre of everything we do. It recognises that every person is unique and complex. It respects the knowledge and preferences they bring regarding themselves, their needs and aspirations.

Settlement services use integrated person-centred approaches, and these inform both the practices and the systems of the organisation.

Engagement is the process through which people are active and involved in the services, programs and activities that support them. Engagement is both a process and an outcome.

Settlement services must engage effectively with newly arrived individuals, families and communities, and this engagement must directly inform their work.

Evidence-based practice helps practitioners and agencies to identify, select, and implement the best possible programs and interventions for the people they work with. When professional practices are based on the best available evidence, practitioners use this evidence as the basis for designing their own interventions. A strong evidence base underpins settlement service delivery, and settlement services contribute to the ongoing development of this evidence base.

Cultural competence is the ability to understand, communicate, and effectively interact with people across cultures. Cultural competence encompasses being aware of one's own world view, and gaining knowledge and understanding of different cultures and practices.

Settlement services support newly arrived people by valuing their cultures, and by promoting and supporting the development of culturally competent practices in themselves and others.

Continuous development is an ongoing effort to improve products, services and processes. Continuous development involves people working together through an ongoing process of "plan; do; review; and act". Settlement services must continually develop new programs and initiatives, as well as evaluating, building on and improving existing ones.

Collaboration involves individuals and organisations working together to achieve a common purpose or benefit. Collaboration relies on openness, knowledge sharing, and accountability by those involved. To achieve the best possible settlement outcomes, strong and effective collaboration must occur across different programs, services, professions, organisations, and sectors.

Advocacy is influencing decisions within political, economic and social institutions. Advocacy ensures that people are able to have their voices heard on issues that are important to them, and to defend and safeguard their rights.

Settlement services engage in both individual and systemic advocacy, as well as supporting newly arrived people to develop their skills, confidence and networks to advocate on their own behalf.

Fostering independence is about supporting people to make choices, learn from them, experience failure and success, and develop the resilience they need to tackle life's challenges and obstacles. Settlement services emphasise and encourage the development of independent capabilities in newly arrived individuals, families and communities through access to knowledge, support, resources and skills development.

Intersectionality recognises that people both draw strength from, and are disadvantaged by, multiple aspects of their lived experiences. The barriers faced by newly arrived people differ, according to other aspects of each person's identity. This includes experiences of race, class, gender identity, sexual orientation, age, (dis)ability and religion. Settlement services recognise that intersectionality exists, and take these inter-connecting issues into account when working to promote social and political equity.

A strengths-based approach values and emphasises the capacity, skills, knowledge, connections and potential in individuals, families and communities. Practitioners and organisations that work in this way do so in collaboration, by helping people to do things for themselves. As a result, people become co-producers of the services and supports they wish to use. Settlement services draw upon existing strengths to help build stronger, more sustainable individuals, families and communities.

ACTIVITY 6

National Settlement Outcomes Standards Discussion Cards

This activity is designed to be used in group settings such as team meetings and interagency meetings.

1. Print out the cards from the tables below and cut out each card.
2. If you've printed double sided, laminate the cards. If you've printed single sided, match the title card with the corresponding description and then stick these together and laminate each card.
3. Shuffle the cards and place in a pile in the middle of the group.
4. Ask one person to choose a card and read it out to the group, and then give an example of how the team (or organisation, interagency etc) addresses that particular standard.
5. Then ask the other team members to offer ideas for how that standard is applied.
6. Once people have listed all the ideas they can think of for that card, ask someone to choose a second card and repeat steps 4 and 5.

**EDUCATION
AND TRAINING**

HOUSING

**FAMILY AND
SOCIAL SUPPORT**

EMPLOYMENT

**LANGUAGE
SERVICES**

JUSTICE

**HEALTH AND
WELLBEING**

TRANSPORT

FINANCE

**CIVIC
PARTICIPATION**

Newly arrived people are fully supported to establish and maintain safe, healthy, positive and meaningful **family and social** relationships throughout their settlement journey

Appropriate, affordable and long term **housing** is available and accessible for newly arrived people, within reasonable proximity to social and community supports and employment opportunities

Newly arrived people can readily access and participate in high quality **education and training** pathways

Newly arrived people have full access to the legal and **justice** systems, in order to ensure the realisation of their rights and responsibilities

Translating and interpreting services, and a wide range of high quality translated and interpreted resources, are widely available and accessible for newly arrived people

Newly arrived people achieve positive **employment** outcomes, supported by services which are responsive, diverse, sustainable and effective

Newly arrived people are able to confidently navigate the **financial** landscape, and make good decisions that enable their financial and material wellbeing

Affordable and accessible **transport** options are readily available to newly arrived people, to facilitate their social and economic participation, and their wellbeing

Newly arrived people experience positive health and wellbeing, and are fully engaged in effective and responsive **health and wellbeing** programs and services, including primary prevention and early intervention programs

Newly arrived people are fully engaged and **participating** in the Australian community, and exercising their individual and collective rights and responsibilities under the law

ACTIVITY 7

Exploring the National Settlement Outcomes Standards in Practice

This activity is designed to be used in group settings such as team meetings and interagency meetings.

1. Read through the following case scenario.
2. As a group, use the Service User Planning Tool on the next page to identify which of the NSOS Standards are an issue for Armena and her family, and write down what those issues are.
3. Once you have identified the issues for each of the Standards, spend time discussing how you would prioritise these in order of importance, and/or the order you might address them in.

Note: You can also write your own scenarios, or use this activity to discuss issues faced by real individuals and families.

Scenario: Armena

Armena is a 38 year old Syrian woman who arrived in Australia twelve months ago with her son who is 16 and her daughters who are 11 and 8, having spent the last three years living in a refugee camp in Lebanon. Armena and her children were separated from her husband when they fled their home four years ago and fear that he has died in the war.

Armena and her family have been provided with temporary housing by their HSP provider, in an outer suburb. Whilst the house has 3 bedrooms and is clean and neat, it is a 15 minute walk from the nearest bus stop, and a further 15 minute bus ride to the nearest train station.

Armena spoke a little English before arriving in Australia. She is keen to begin working, but realises that at the moment her English is not good enough. She also worries about finding a job that is accessible to where they live, and that will allow her to juggle her work and family responsibilities.

Armena's son Adnan is struggling with their new life in Australia. When they were living in Lebanon, he was able to work and earn money for his family, but since arriving in Australia he has been placed in school. He complains that he is treated like a child here, whereas in Lebanon he was treated like a man. He enjoys working with his hands and wants to leave school and become a carpenter. Whilst Armena understands Adnan's frustration, she wants him to continue his schooling so that he can then go on to university.

Topic	Issues	Priority
Education and Training		
Employment		
Health and Wellbeing		
Housing		
Language Services		
Transport		
Civic Participation		
Family and Social Support		
Justice		
Finance		

ACTIVITY 8

Team / Interagency Community of Practice

This activity is designed to be used in group settings such as team meetings and interagency meetings.

Choose one of the National Settlement Outcomes Standards (NSOS) or Key Settlement Principles and Practices to focus on in a team or interagency meeting. Use the following questions as the basis for an in-depth reflection and discussion on the particular Standard, Principle or Practice.

1. Read through the chosen Standard, Principle or Practice.
2. Discuss its meaning in the various contexts that the people, teams and/or organisations in the group represent, including any differences from the various professional “lenses” of the group members.
3. Are there any “champions” or “enablers” of this particular Standard or Principle? If so, who or what are these, and what effect do they have on it?
4. Are there any “enemies” or “challenges” to this particular Standard or Principle? If so, who or what are these, and what affect do they have on it?
5. Explore the Standard or Principle from different perspectives of people in the group, such as different roles, teams and organisations. How does the way this Standard or Principle is applied differ according to these different perspectives?
6. Individually, have people spend a few minutes reflecting on their own role, and ask them to write down some details from their own practice in applying this Standard or Principle.
7. In the whole group, ask people to share some examples, and spend time discussing these.
8. Spend a few minutes discussing any teams / organisations that you see as leading in this particular Standard or Principle. What is it about that team or organisation that makes you see them as a leader in this area?
9. What could members of this team, organisation or interagency do to improve and build on its work addressing this Standard or Principle?

ACTIVITY 9

Reflection Questions - Focusing on Standards, Principles and Practices

This activity is designed to be used in group settings such as team meetings, interagency meetings, planning days etc.

1. Give people a few minutes to read the National Settlement Outcomes Standards and the Key Settlement Sector Principles and Practices in the Settlement Sector Quality Framework
2. Spend time reflecting on the following questions individually
3. Go through the questions one at a time in the group, sharing and discussing people's answers.

▶ Read through the NSOS and KPPs. How would you best describe what it means to be an organisation that applies the Settlement Sector Quality Framework?

▶ Rate each of the KPPs from the one done most well by your organisation to the one done least well. What factors influence placing them in this order?

▶ How would you describe your organisation's approach to the KPPs?

▶ Which of the KPPs do you think is most relevant to someone with a role different to yours?

▶ Which of the KPPs do you think is most relevant to your role?

▶ What are some of the issues that your organisation needs to be aware of when implementing the Standards, Principles and Practices?

▶ What is it about the Standards, Principles and Practices that makes it so important to take a whole-of-sector approach in their implementation?

ACTIVITY 10

Reflection Questions - Focusing on Excellence

This activity is designed to be used in group settings such as team meetings, interagency meetings, planning days etc.

1. Give people a few minutes to read the National Settlement Outcomes Standards and the Key Settlement Sector Principles and Practices in the Settlement Sector Quality Framework
2. Spend time reflecting on the following questions individually
3. Go through the questions one at a time in the group, sharing and discussing people's answers.

▶ We define excellence as 'surpassing what is expected'. At this point in time what is expected of your organisation in delivering settlement services?

▶ What might you see on the ground at the direct service delivery point when your organisation is taking an excellence approach?

▶ What do you think is the first step an organisation needs to take in building a culture that moves beyond meeting minimum standards, towards achieving excellence?

▶ How could you foster meaningful conversations about achieving excellence in your organisation?

▶ How does your organisation demonstrate excellence in settlement service delivery to those within the organisation?

▶ Some in the settlement sector may want to take an excellence approach, but find it difficult to give it time and attention. Why do you think this may be?

▶ What are the opportunities for the settlement sector when it engages in an excellence approach?

▶ How could you use data/learnings from evaluations/research to inform your organisation's approach to excellence?

▶ How does your organisation demonstrate excellence in settlement service delivery to external stakeholders?

▶ How do you bring others along with you in the pursuit of excellence?

▶ Excellence in settlement service delivery requires that people from refugee and migrant backgrounds are fully heard, seen and valued. What do you think are the three most important factors that support this to happen in your organisation?

▶ How does your organisation demonstrate excellence in settlement service delivery to people from refugee and migrant backgrounds?

▶ What different outcomes may arise from your work if an excellence approach was integrated in your organisation?

TABLE 1
Using the Activities in Chapter 3

	Individual Reflection	One to one discussion	Small group discussion eg. team meetings	Larger groups eg. organisational planning	Inter-agency meetings, planning etc
Activity 1 Exploring Key Principles and Practices		X			
Activity 2 Further Reflections on Key Principles and Practices		X			
Activity 3 Exploring the Key Principles and Practices - Case Scenario			X		X
Activity 4 Key Principles and Practices - Reflection Sheet	X	X	X		X
Activity 5 Key Principles and Practices Discussion Cards			X	X	X
Activity 6 National Settlement Outcomes Standards Discussion Cards			X	X	X
Activity 7 Exploring the National Settlement Outcomes Standards in Practice			X		X
Activity 8 Team / Interagency Community of Practice			X		X
Activity 9 Reflection Questions - Focusing on Standards, Principles and Practices			X	X	X
Activity 10 Reflection Questions - Focusing on Excellence			X	X	X

4. References

The following resources have been particularly useful in providing inspiration, ideas and examples activities for this toolkit:

Cummings, A., *Supporting Ethical Youth Work*, YACWA and WAAYW, Perth, 2014

Excellence Framework for Child Safe Organisations, CSIA, Brisbane, 2019

Liddy, N and deAnstiss, H, *National Youth Settlement Framework*, MYAN Australia, Melbourne, 2020

McNiff, J., Whitehead, J. *All You Need To Know About Action Research*, California, 2006

School Excellence Framework (Version 2), NSW Dept of Education, Sydney, 2017

Settlement Sector Quality Framework, SCoA, Canberra, 2020

What Works Best Toolkit, Centre for Education Statistics and Evaluation, Sydney 2020



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