



Settlement  
Council  
of Australia

# Settlement Sector Quality Framework

**SELF-ASSESSMENT TOOL**



# Introduction

This self-assessment tool has been developed to assist settlement service providers in Australia to better understand and implement the Settlement Sector Quality Framework. The Framework was launched by the Settlement Council of Australia (SCoA) in 2020, and builds on the National Settlement Services Outcomes Standards, which were launched in 2015 and revised in 2020.

The overarching purpose of the Framework is to establish a consistent set of best practice benchmarks that reflect the work of settlement services, outlining the desired client outcomes and indicators of best practice (NSOS), and the Key Settlement Sector Principles and Practices (KPPs) that underpin these. The Framework articulates how settlement services can understand and measure the effectiveness and impact of their practice on the settlement outcomes for newly arrived individuals, families and communities.

This self-assessment tool has been developed to be used by teams, whole organisations and inter-agencies to assist in reviewing and mapping how they are addressing the National Settlement Outcome Standards and Key Settlement Sector Principles and Practices, by focusing on what is currently being offered to assist newly arrived people to settle well, and to assist in planning for future settlement services.

All settlement services and settlement workers should reflect the 10 KPPs in their work. However, not all settlement service providers will be directly working across all NSOS standards or indicators. You may, for instance, refer to and work closely with services that specialise more closely in some of the NSOS. Staff or organisations using this tool only need to address the areas of the NSOS that are relevant to their work.

## **The self-assessment tool is divided into three sections:**

- ▶ **Section 1** focuses on the National Settlement Outcome Standards
- ▶ **Section 2** focuses on the Key Settlement Sector Principles and Practices
- ▶ **Section 3** is a planning tool to help prioritise the steps you wish to take as a result of the self-assessment.

## SECTION 1:

# National Settlement Outcome Standards

In order to get the most benefit from this tool, work through the following steps:

1. Decide which level of settlement service delivery you are focusing on - are you focusing on services offered by your team? Your organisation? Or are you considering this from an inter-agency perspective?
2. Once you have decided what level of service delivery you are assessing, make a time for the right people to come together to work through the assessment process.
3. Decide which standards you are going to focus on. If your organisation only provides services against some of the standards, you can just focus on those. You can also just focus on standards you are particularly interested in reviewing.
4. Read through the relevant NSOS standard, and then consider each indicator one at a time. If any of the indicators are not applicable to your work, you can mark the 'not applicable' column.
5. Read through some of the case study examples that are provided on our website at [scoa.org.au](http://scoa.org.au) to get a stronger sense of what it means to address this Standard in practice.
6. Discuss the case studies, and any examples you can think of regarding how your team, organisation or group of services is addressing this particular Standard, and write these down in the "evidence" column. This should include programs and activities you are running, evidence you have collected to demonstrate local need, and how you are gathering and recording information.
7. Based on the evidence you have provided in response to each indicator for that Standard, rate how well you believe you are doing in addressing that Standard, using the following information as a guide:
  - ▶ **Emerging:** *This is a new area for us, we are not yet doing anything to address this indicator.*
  - ▶ **On our way:** *We have begun to address this indicator, but it is still early days and we have a fair way to go.*
  - ▶ **Intermediate:** *We are doing quite a lot to address this indicator but still have some room for further development.*
  - ▶ **Advanced:** *We are addressing this indicator in a wide range of ways, including some very innovative, best practice approaches.*
8. Identify some steps you can take to build on or improve ways of addressing this Standard in your work.
9. Use the planning tool in Section 3 to plan and prioritise the steps needed to address the issues you've identified.

## Standard 1: Education and Training

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

Indicators	Evidence - What are you currently doing to address this Standard?	N/A
1.1 Education and training providers have strategies in place for engaging with newly arrived individuals and communities, and offer flexible options for learning, such as part time, face to face and online.		
1.2 Education and training programs provide integrated and intensive English language support to facilitate learning, and to enhance everyday life in Australia.		
1.3 English language education supports people to be ready for the workplace.		
1.4 Education and training programs recognise pre-arrival competencies, and facilitate further training where required.		
1.5 Education and training programs provide a broad range of opportunities for work experience and on the job training.		
1.6 Women are supported to access education and training programs, such as by making childcare available and accessible, and promoting the value of women's education in culturally appropriate ways.		
1.7 Young people, their families or carers, receive targeted support to understand and navigate the education and training options available, and can build positive relationships with education and training providers.		
1.8 Schools and teachers are aware of and responsive to the education challenges faced by newly arrived young people that are distinct to those of their Australian born and non-migrant peers.		
1.9 Newly arrived people are supported to overcome practical barriers to learning, such as increasing digital literacy and enabling access to suitable IT equipment.		

Read through some of the case study examples that are provided on SCoA's website at [scoa.org.au](http://scoa.org.au). Thinking about the case studies and the examples you have discussed, how would you rate your team / organisation for this Standard - Education and Training?

☐ **Emerging**
☐ **On our way**
☐ **Intermediate**
☐ **Advanced**

What steps can you take to build on or improve this in the coming months?

Other work being done to address this standard?

## Standard 2: Employment

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

Indicators	Evidence - What are you currently doing to address this Standard?	N/A
2.1 Employment programs apply a strengths-based approach to supporting newly arrived people in order to overcome any barriers to employment, such as by valuing skills, experience and qualifications attained prior to arrival.		
2.2 Settlement service providers and employment service providers collaborate effectively, resulting in employment assistance which both meets the specific needs of newly arrived individuals, and meets the needs of employers.		
2.3 Service providers collaborate with employers and other key stakeholders in innovative ways to facilitate sustainable employment outcomes, such as developing partnerships between service providers and industry to enable newly arrived people to experience Australian workplaces through volunteering, internships, and work placements.		
2.4 Newly arrived people are provided with careers counselling and support, in order to understand Australian workplace requirements, and they are supported to understand and engage in their workplace rights and obligations.		
2.5 Barriers limiting women's participation in the workforce are suitably addressed - such as access to appropriate childcare, discrimination and unconscious bias.		
2.6 Newly arrived young people receive targeted support to address their specific employment-related needs, with additional attention given to young people with complex needs.		
2.7 Ongoing support is available to assist newly arrived people to sustain their employment once they have found a job.		
2.8 Entrepreneurship, social enterprise and social procurement are facilitated within newly arrived individuals and communities.		
2.9 Employers are engaged in effective workplace diversity programs.		

Read through some of the case study examples that are provided on SCoA's website at [scoa.org.au](http://scoa.org.au). Thinking about the case studies and the examples you have discussed, how would you rate your team / organisation for this Standard - Employment?

☐ Emerging    ☐ On our way    ☐ Intermediate    ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this standard?

### Standard 3: Health and 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.

Indicators	Evidence - What are you currently doing to address this Standard?	N/A
3.1 Newly arrived people have easy access to a wide range of responsive, affordable and quality health and wellbeing services, supports and interventions.		
3.2 Support and education is provided to assist newly arrived people to understand and navigate the Australian health and wellbeing systems, and their rights and responsibilities within these systems.		
3.3 Health and wellbeing issues that emerge prior to and during the settlement journey are assessed and responded to, in collaboration with specialist services.		
3.4 Responses to health and wellbeing issues are sensitive to the specific circumstances of newly arrived people - such as familiarity with health interventions, culture, language, age, background, religion, gender/ gender identity, sexuality, disability, experiences of trauma, mental health, and cognitive capacity.		
3.5 Service providers offer a range of primary prevention and early intervention activities that address health and wellbeing issues specific to settlement, and they collaborate effectively to deliver these.		
3.6 Settlement service providers are aware of the impact of torture and trauma can have on the mental health and wellbeing of newly arrived people, and are able to make appropriate referrals to specialist torture and trauma rehabilitation services when needed .		

Read through some of the case study examples that are provided on SCoA's website at [scoa.org.au](http://scoa.org.au). Thinking about the case studies and the examples you have discussed, how would you rate your team / organisation for this Standard - Health and Wellbeing?

☐ Emerging    ☐ On our way    ☐ Intermediate    ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this standard?

## Standard 4: Housing

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.

Indicators	Evidence - What are you currently doing to address this Standard?	N/A
4.1 Issues such as housing size, affordability and accessibility are key components of planning and service delivery.		
4.2 Service providers collaborate to advocate for increased availability of appropriate and affordable housing, particularly in locations that are identified as high need.		
4.3 Settlement planning, and the lived experiences of newly arrived people, directly inform housing policies and practices.		
4.4 Settlement service providers collaborate effectively with a wide range of other stakeholders to address housing barriers for newly arrived communities, including addressing discriminatory practices that exclude or reduce access to housing for newly arrived people, and encouraging widespread use of interpreters.		
4.5 Service providers empower newly arrived people to understand and independently access the Australian housing market, including understanding tenancy rights and responsibilities, and government assistance schemes.		
4.6 Newly arrived people are able to access suitable long term housing in locations that meet their needs.		
4.7 Newly arrived people are supported to access emergency or crisis accommodation when needed.		

Read through some of the case study examples that are provided on SCoA's website at [scoa.org.au](http://scoa.org.au). Thinking about the case studies and the examples you have discussed, how would you rate your team / organisation for this Standard - Housing?

☐ Emerging    ☐ On our way    ☐ Intermediate    ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this standard?



## Standard 5: Language Services

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

Indicators	Evidence - What are you currently doing to address this Standard?	N/A
5.1 Settlement service providers work alongside a broad range of external stakeholders involved in providing support to newly arrived people, to ensure language accessibility of their services.		
5.2 Newly arrived people are made aware of and are able to access their entitlement to language support when accessing relevant government and non-government services, and are helped to access this support, including access to an accredited face-to-face interpreter or translation service when needed.		
5.3 Service providers utilise a broad range of language services and supports including the use of interpreters, translations, bilingual staff, audio or visual resources, and community language programs.		
5.4 Translated and interpreted materials are distributed through forms that are accessible and already being accessed by newly arrived individuals and communities.		
5.5 Newly arrived people are supported to overcome barriers to accessing suitable language services, supports and resources, such as help with digital literacy and access to IT equipment.		
5.6 Service providers adopt whole-of-organisation approaches to developing and implementing language policies and procedures.		
5.7 Service providers regularly review their language services to ensure they reflect the changing demographics and needs of newly arrived individuals and communities in their local area.		

Read through some of the case study examples that are provided on SCoA's website at [scoa.org.au](http://scoa.org.au). Thinking about the case studies and the examples you have discussed, how would you rate your team / organisation for this Standard - Language Services?

☐ Emerging    ☐ On our way    ☐ Intermediate    ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this standard?



## Standard 6: Transport

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

Indicators	Evidence - What are you currently doing to address this Standard?	N/A
6.1 Newly arrived people are supported to access information, and to develop their skills and confidence in using public, private and community transport.		
6.2 Service providers engage with newly arrived people to identify strategies which address common barriers to accessing public transport – such as costs, accessing information and navigating the public transport system.		
6.3 Programs and initiatives respond to the specific transport needs of newly arrived individuals and communities, such as road safety and driver education programs, support with obtaining a driver's licence and transport concessions.		
6.4 Service providers collaborate with a range of stakeholders including communities, Government and business partners to identify and advocate for affordable and accessible transport options.		

Read through some of the case study examples that are provided on SCoA's website at [scoa.org.au](http://scoa.org.au). Thinking about the case studies and the examples you have discussed, how would you rate your team / organisation for this Standard - Transport?

☐ Emerging    ☐ On our way    ☐ Intermediate    ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this standard?

## Standard 7: Civic Participation

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

Indicators	Evidence - What are you currently doing to address this Standard?	N/A
7.1 Service providers assist newly arrived people to develop their knowledge and understanding of Australia's social and political systems, and reinforce knowledge of their rights and responsibilities.		
7.2 Newly arrived people are provided with information, pathways and support to develop their understanding of Australian values and to become Australian citizens.		
7.3 Newly arrived people contribute and give back to Australian society, for example through volunteering.		
7.4 Newly arrived individuals and communities are supported to share their own stories and opinions, to ensure that their voices help to shape Australia's civic and political landscape.		
7.5 Settlement services provide leadership training and development opportunities so that newly arrived individuals can become leaders in Australian society.		
7.6 Key sites of civic participation such as media, politics, and philanthropy reflect the cultural diversity of Australian society.		

Read through some of the case study examples that are provided on SCoA's website at [scoa.org.au](http://scoa.org.au). Thinking about the case studies and the examples you have discussed, how would you rate your team / organisation for this Standard - Civic Participation?

☐ Emerging    ☐ On our way    ☐ Intermediate    ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this standard?

## Standard 8: Family and Social Support

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

Indicators	Evidence - What are you currently doing to address this Standard?	N/A
8.1 Service providers assist newly arrived individuals, families and communities to preserve and enhance their relationships during the settlement journey.		
8.2 Newly arrived people are supported to preserve their own cultural identity and values (for example, through establishing cultural community associations and facilitating celebrations), whilst learning and integrating new Australian values and norms.		
8.3 Service providers actively develop and promote a wide range of community events and activities that encourage intercultural dialogue to support newly arrived individuals to build links outside of their own cultural community, create community harmony, and minimise racism.		
8.4 Settlement service providers offer newly arrived communities' exposure to broader cultural experiences and a sense of belonging in Australia, for example through links to local sports and recreation groups.		
8.5 Strategies are implemented to support the unique needs of each individual within the family unit - including children, young people, older people, women and men, people with a disability, and LGBTQIA+ people.		
8.6 Settlement service providers have a specific youth strategy to ensure targeted, age appropriate services are available to newly arrived young people.		
8.7 Settlement service providers have a specific domestic and family violence strategy to ensure culturally competent services are available to support newly arrived individuals and families.		
8.8 Settlement service providers work with key stakeholders (such as child protection, family safety services, and parenting programs) to enhance the culturally sensitivity of support services.		
8.9 Newly arrived people are supported to work towards family reunification, including accessing quality migration services and support.		

Read through some of the case study examples that are provided on SCoA's website at [scoa.org.au](http://scoa.org.au). Thinking about the case studies and the examples you have discussed, how would you rate your team / organisation for this Standard - Family and Social Support?

☐ Emerging ☐ On our way ☐ Intermediate ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this standard?

## Standard 9: Justice

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

Indicators	Evidence - What are you currently doing to address this Standard?	N/A
9.1 Settlement service providers collaborate with relevant legal, government and community services to enable newly arrived people to access to the legal and justice systems in culturally appropriate ways.		
9.2 Programs and initiatives are developed in response to specific justice and legal issues experienced by newly arrived people, such as programs that increase awareness of workplace rights and obligations.		
9.3 Newly arrived people have access to timely and relevant legal information and advice in their own language, and service providers support the development and provision of translated legal information.		
9.4 Qualified interpreters are used in all situations where legal information is being discussed and where it is required or requested by a newly arrived person.		
9.5 Service providers collaborate effectively to promote and advocate for access to affordable legal advice and representation, as well as the right of appeal.		
9.6 Settlement service providers contribute to the education of legal and justice sector workers regarding issues such as the influence of culture, and discrimination in the legal and justice systems.		
9.7 Newly arrived people receive appropriate legal information, advice and support to challenge experiences of racism and discrimination.		
9.8 Newly arrived individuals and communities are supported to develop positive and trusting relationships with law enforcement agencies.		

Read through some of the case study examples that are provided on SCoA's website at [scoa.org.au](http://scoa.org.au). Thinking about the case studies and the examples you have discussed, how would you rate your team / organisation for this Standard - Justice?

☐ **Emerging**    ☐ **On our way**    ☐ **Intermediate**    ☐ **Advanced**

What steps can you take to build on or improve this in the coming months?

Other work being done to address this standard?

## Standard 10: Finance

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

Indicators	Evidence - What are you currently doing to address this Standard?	N/A
10.1 Service providers assist newly arrived people to develop their financial literacy, and their knowledge and understanding of the Australian financial system, including organisations such as banks, money lenders, Centrelink, ATO, financial counsellors, Emergency Relief providers.		
10.2 Newly arrived people are supported to develop their literacy, resilience and independence with regard to managing their finances.		
10.3 Newly arrived people are supported to understand and address some of common problems and issues people face with managing their finances, such as understanding contracts, recognising and avoiding scams and high interest loans.		
10.4 Newly arrived people are able to manage their money and save regularly, to the same standard as the broader Australian community.		
10.5 Service providers collaborate with a broad range of financial institutions to develop information and advice that is clear, accessible and easy to understand, and available in a wide range of community languages and formats.		
10.6 Settlement service providers offer education and support to the financial sector to increase their cultural competence, and to help them to develop their understanding and awareness of newly arrived people and the issues and challenges they face.		
10.7 Service providers, the financial sector and other key stakeholders advocate with and on behalf of newly arrived individuals and communities, and the issues that impact on their financial and material wellbeing.		

Read through some of the case study examples that are provided on SCoA's website at [scoa.org.au](http://scoa.org.au). Thinking about the case studies and the examples you have discussed, how would you rate your team / organisation for this Standard - Finance?

☐ Emerging    ☐ On our way    ☐ Intermediate    ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this standard?

## SECTION 2:

# Key Settlement Sector Principles and Practices

In order to get the most benefit from this tool, work through the following steps:

1. Decide which level of settlement service delivery you are focusing on - are you focusing on services offered by your team? Your organisation? Or are you considering this from an inter-agency perspective?
2. Once you have decided what level of service delivery you are assessing, make a time for the right people to come together to work through the assessment process.
3. Decide which principle(s) / practice(s) you are going to focus on.
4. Read through the definition of the relevant principle / practice, making sure everyone is clear about what that principle / practice means.
5. Read through the examples of ways of applying this principle / practice in settlement service delivery that have been provided.
6. Read through some of the case study examples that are provided on our website at [scoa.org.au](https://scoa.org.au) to get a stronger sense of what it means to apply this principles or practice.
7. Discuss the case studies, and any examples you can think of regarding how your team, organisation or group of services is applying this particular principle or practice, and write these down in the “evidence” column.
8. Based on the evidence you have provided, rate how well you believe you are doing in applying this principle / practice using the following information as a guide:
  - ▶ **Emerging:** *This is a new area for us, we are not yet doing anything to address this indicator.*
  - ▶ **On our way:** *We have begun to address this indicator, but it is still early days and we have a fair way to go.*
  - ▶ **Intermediate:** *We are doing quite a lot to address this indicator but still have some room for further development.*
  - ▶ **Advanced:** *We are addressing this indicator in a wide range of ways, including some very innovative, best practice approaches.*
9. Identify some steps you can take to build on or improve ways of applying this principle / practice in your work.
10. Use the planning tool in Section 3 to plan and prioritise the steps needed to address the issues you’ve identified.

## 1. Evidence Based

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.

### Examples - What does this mean in settlement service delivery?

### Evidence - What are you currently doing to address this?

Identify current best practice approaches to working with newly arrived individuals, families and communities and consider how you can apply these in your work

Collaborate with research organisations such as universities to identify and document best practice approaches in working with newly arrived people and communities

Develop mechanisms for identifying and applying best practice approaches into the work of your staff, such as through individual and team supervision and professional development

Regularly review and update approaches to collecting data and other forms of evidence, that will assist in strengthening your evidence base

Regularly evaluate programs and practices using quantitative and/or qualitative data as appropriate

Look for opportunities to share your best practice approaches, such as developing case studies, papers, toolkits and resources, conference presentations, workshops etc

Feedback from newly arrived people who have taken part in your programs and activities is gathered and reviewed in order to inform service development and improvement

Thinking about the examples you have discussed, how would you rate your team / organisation for this Key Principle / Practice - Evidence Based?

☐ Emerging    ☐ On our way    ☐ Intermediate    ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this KPP?



## 2. Collaboration

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.

### Examples - What does this mean in settlement service delivery?

### Evidence - What are you currently doing to address this?

Staff at all levels engage in regular, ongoing formal and informal conversations with peers in other organisations to share knowledge and identify opportunities for partnership and collaboration

Your organisation actively seeks out opportunities to collaborate with other settlement service providers, community organisations, government, and the private sector.

You collaborate with a wide range of organisations and stakeholders to address the needs of newly arrived individuals, families and communities in order to provide more holistic, efficient, and effective services.

You pool resources with other organisations to deliver joint programs and maximise results.

Collaboration is prioritised, and sufficient time and resources are available to invest in collaborative practices

You regularly review the tools, resources and approaches available for collaboration to ensure that they are fit-for-purpose, and that they encourage and enable positive results

Staff receive training and professional development to enable them to develop the skills and knowledge needed for effective collaboration

Thinking about the examples you have discussed, how would you rate your team / organisation for this Key Principle / Practice - Collaboration?

☐ Emerging    ☐ On our way    ☐ Intermediate    ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this KPP?

### 3. Fostering Independence

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.

#### Examples - What does this mean in settlement service delivery?

#### Evidence - What are you currently doing to address this?

Ensure newly arrived people are encouraged to make their own decisions on matters that affect their lives, including personal decisions about their education, employment, housing, and relationships<sup>1</sup>

Equip newly arrived people with the knowledge and skills to navigate society without the assistance of settlement services – such as by providing knowledge of mainstream services, encouraging English language learning, and reducing reliance on social services.

Provide opportunities for newly arrived people to work collectively, not only individually, so that they can gain confidence and strength from each other

Provide training, information, advice and support to assist newly arrived people and communities to establish their own groups and organisations

Partner and collaborate with faith based and ethnic community groups to build their capacity and provide tailored programs and activities that meet identified needs

Encourage all clients' long-term goals to be oriented around increasing independence

Thinking about the examples you have discussed, how would you rate your team / organisation for this Key Principle / Practice - Fostering Independence?

☐ **Emerging**    ☐ **On our way**    ☐ **Intermediate**    ☐ **Advanced**

What steps can you take to build on or improve this in the coming months?

Other work being done to address this KPP?

<sup>1</sup>Adapted from *Applying Good Practice Capabilities: An Assessment Guide*, MYAN Australia, 2020.

## 4. Cultural Competence

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.

### Examples - What does this mean in settlement service delivery?

### Evidence - What are you currently doing to address this?

Ensure that all staff receive cultural competence training

Develop and deliver training, information and resources on cultural competence for other organisations in your area

Support newly arrived people and communities to be directly involved in shaping the cultural competence of staff and organisations in your area

Provide a wide range of programs and activities that enable people to engage with and practice their own cultures, and to share this with others in the community

Ensure program and service design is cognisant of relevant cultural or religious norms and practices, as well as the impacts of the experience of migration or forced migration

Regularly review your cultural practices to ensure they continue to reflect the cultures of newly arrived people settling in your area

Sensitively explore the meaning of culture, and the various ways that people in your area experience and explore culture in their lives

Engage same-culture workers and interpreters wherever needed, and provide written information in people's first languages<sup>1</sup>

Thinking about the examples you have discussed, how would you rate your team / organisation for this Key Principle / Practice - Cultural Competence?

☐ **Emerging**    ☐ **On our way**    ☐ **Intermediate**    ☐ **Advanced**

What steps can you take to build on or improve this in the coming months?

Other work being done to address this KPP?

<sup>1</sup>Adapted from *Applying Good Practice Capabilities: An Assessment Guide*, MYAN Australia, 2020.

## 5. Intersectionality

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.

### Examples - What does this mean in settlement service delivery?

### Evidence - What are you currently doing to address this?

Develop and implement strategies to ensure women's participation in your programs, activities and organisations, and actively promote equality between men and women.

Actively encourage the participation of diverse groups of newly arrived people in your programs, activities and services, including people with disability, LGBTIQ+ people, older people, youth, and others.

Ensure that all newly arrived people feel physically and emotionally safe, by providing a safe, welcoming environment for all; ensuring that service delivery is consistent; and that privacy and confidentiality are upheld at all times.<sup>1</sup>

Understand the demographics of your area and regularly review whether there are specific groups of newly arrived people missing from your service. Then develop proactive strategies to engage with new or 'missing' groups from your community.

Build strong relationships and collaborate with groups and organisations in your area that specialise in working with particular groups, such as services and groups that support people with disability, women, young people, LGBTIQ people, older people, religious groups and others.

Regularly review your organisation's policies, programs and activities to monitor their impact on addressing intersectionality, and supporting people facing multiple disadvantages.

Regularly review your processes for data collection and evaluation to ensure that they do not overlook the experiences of individuals with intersectional identities or facing multiple disadvantages.

**Thinking about the examples you have discussed, how would you rate your team / organisation for this Key Principle / Practice - Intersectionality?**

☐ **Emerging**    ☐ **On our way**    ☐ **Intermediate**    ☐ **Advanced**

**What steps can you take to build on or improve this in the coming months?**

**Other work being done to address this KPP?**

<sup>1</sup>Adapted from *Applying Good Practice Capabilities: An Assessment Guide*, MYAN Australia, 2020.

## 6. Strengths Based

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.

### Examples - What does this mean in settlement service delivery?

### Evidence - What are you currently doing to address this?

The primary focus of your work with newly arrived people is on their strengths, desires, interests, aspirations, experience, talents, knowledge and resilience.

Newly arrived individuals, families and communities are supported to identify personal, family and community strengths, and are supported to link with these.

Support newly arrived people to identify, use and build on their strengths and capabilities, including cross-cultural knowledge and experiences, bi-/ multi-lingual skills, pre-migration employment, higher education and employment, commitment to family and community, and access to global networks.<sup>1</sup>

Encourage newly arrived people and communities to view challenges as capacity building opportunities, and provide respectful, supportive and non-judgemental support to maximise these opportunities.<sup>1</sup>

The relationships between your staff / volunteers and the newly arrived people and communities they work with are based on collaboration, mutuality, and partnership - power with, not power over.

Your organisation works with people to identify together, the best next-step for them utilising all the strengths and resources they currently have or may have access to.

Staff have access to regular opportunities for training, supervision and professional development to assist them in applying a strengths based approach in their work with newly arrived people.

**Thinking about the examples you have discussed, how would you rate your team / organisation for this Key Principle / Practice - Strengths Based?**

☐ **Emerging**    ☐ **On our way**    ☐ **Intermediate**    ☐ **Advanced**

**What steps can you take to build on or improve this in the coming months?**

**Other work being done to address this KPP?**

<sup>1</sup>Adapted from *Applying Good Practice Capabilities: An Assessment Guide*, MYAN Australia, 2020.

## 7. Person Centred

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.

### Examples - What does this mean in settlement service delivery?

### Evidence - What are you currently doing to address this?

Staff and volunteers recognise that each person has their own identity, needs, wishes, choices, beliefs and values, and that a 'one size fits all' approach does not work when it comes to providing services and supports.

Your organisation develops targeted programs and activities in direct response to the identified issues and needs of newly arrived people.

Newly arrived people are treated as unique individuals, not merely as a member of a group, family, or cohort. With this in mind, staff work with each newly arrived person to identify and understand their particular issues, needs and aspirations.

There are policies and practices in place for ensuring that newly arrived people are directly steering their own case planning.

Ensure policies and programs allow as much flexibility as possible so that the diversity of clients preferences, needs and aspirations can be addressed.

The individual support networks of clients are identified, and leveraged as partners in achieving the clients goals.

Thinking about the examples you have discussed, how would you rate your team / organisation for this Key Principle / Practice - Person Centred?

☐ Emerging    ☐ On our way    ☐ Intermediate    ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this KPP?

## 8. Engagement

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.

### Examples - What does this mean in settlement service delivery?

### Evidence - What are you currently doing to address this?

Ensure that newly arrived people have a clear understanding of the goals and aims of your organisation, what support you can offer, and how you can work together.<sup>1</sup>

Offer a wide range of programs and activities using the broadest possible methods for engaging with newly arrived people - for example sports, arts-based programs, cultural activities, skill-building activities, outreach, partnering with universal services (such as GPs), outings and excursions, and other methods.

Ensure that all staff and volunteers have an attitude of “working with” people, rather than working “to” or “for” them.

Involve newly arrived people as active participants in the design, planning, development, implementation and evaluation of your organisation’s policies, programs and services. This includes creating accessible environments to seek contributions, and providing timely feedback to people about how their input was used.<sup>1</sup>

Ensure the policies and governance structures of the organisation build in regular engagement with and accountability to newly arrived individuals and communities.

People with lived experiences of migration are well represented at all levels of the organisation, including at senior management and board level.

Regularly review your programs, activities and engagement strategies to ensure they reflect the views and opinions, likes and dislikes of newly arrived individuals, families and communities in your area.

**Thinking about the examples you have discussed, how would you rate your team / organisation for this Key Principle / Practice - Engagement?**

☐ **Emerging**    ☐ **On our way**    ☐ **Intermediate**    ☐ **Advanced**

**What steps can you take to build on or improve this in the coming months?**

**Other work being done to address this KPP?**

<sup>1</sup>Adapted from *Applying Good Practice Capabilities: An Assessment Guide*, MYAN Australia, 2020.



## 9. Continuous Development

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.

### Examples - What does this mean in settlement service delivery?

### Evidence - What are you currently doing to address this?

Data and other evidence, including feedback from staff, service users and stakeholders, are consistently collected and reviewed, in order to identify areas for improvement.

There are a range of opportunities for newly arrived people, staff and stakeholders to provide input and feedback on programs and activities, and these are widely promoted.

Staff have a range of formal and informal ways of contributing to the continuous development of your programs, activities and organisation, and these are clear, and easy to understand and navigate.

There is a culture of innovation, which is pursued with the involvement of staff, volunteers and service users. Organisations are regularly talking about how processes and programs can be done differently and better.

Staff, volunteers and service users are regularly updated on service developments and improvements.

Staff receive training, coaching and support to understand and implement new ideas, approaches, programs etc.

Thinking about the examples you have discussed, how would you rate your team / organisation for this Key Principle / Practice - Continuous Development?

☐ Emerging    ☐ On our way    ☐ Intermediate    ☐ Advanced

What steps can you take to build on or improve this in the coming months?

Other work being done to address this KPP?

## 10. Advocacy

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.

### Examples - What does this mean in settlement service delivery?

### Evidence - What are you currently doing to address this?

Engage in individual advocacy on behalf of newly arrived people to facilitate access to services and opportunities - for example with interpreters, Centrelink, healthcare, legal advice, education, training and employment providers.<sup>1</sup>

Train and support newly arrived people to advocate on their own behalf, through both individual and systemic advocacy.

Build strong relationships with key decision makers at the local, regional, state / territory and national levels, and provide them with useful evidence-based information and advice in a timely and relevant manner.

Facilitate opportunities for newly arrived individuals and communities to meet and work alongside decision makers at the local, regional, state / territory and national levels.

Identify service gaps and collaborate with other service providers to document and propose solutions to addressing these gaps - for example partnering to seek funding for a project or program, or raising issues with local, state or federal government.<sup>1</sup>

Contribute to the work of state / territory, national and international advocacy bodies to ensure the issues affecting newly arrived people are understood and addressed.

Pursue activities that promote a positive and supportive attitude in society towards newly arrived people.

Thinking about the examples you have discussed, how would you rate your team / organisation for this Key Principle / Practice - Advocacy?

☐ **Emerging**    ☐ **On our way**    ☐ **Intermediate**    ☐ **Advanced**

What steps can you take to build on or improve this in the coming months?

Other work being done to address this KPP?

<sup>1</sup>Adapted from *Applying Good Practice Capabilities: An Assessment Guide*, MYAN Australia, 2020.

SECTION 3:  
Next Steps

Now that you have spent time identifying some issues that need to be addressed, use the following table to help plan and prioritise the steps that need to be taken to address these issues.

Priority No.	NSOS or KPP to be addressed	What action needs to be taken to address this?	Who is responsible for this?	When does it need to be completed by?
1.				
2.				
3.				
4.				
5.				

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