

## Looking to the future

The ASRC, in reflecting on the culmination of its 2018 – 2021 strategic plan, undertook a transformative review process that was inspired by a reflection of our past 20 years, while looking ahead with courage and confidence at the future of the ASRC and in turn, building an enduring legacy towards long-term change for and with people seeking asylum.

One of the most significant parts of this process was ensuring the voice of people seeking asylum was heard in the review, but also, the development of our new plan, too - 700+ members participated in our review. It's why today, the organisation's 2021 - 2024 plan is built on the foundations of lived and living experience - centring the rights, voice, opportunity and pathways forward for refugees and people seeking asylum here in Australia and overseas.

This plan encapsulates new ideas, innovation, transformational change and a focus on the very people the ASRC was founded to stand alongside, but the core of the Arc's purpose still remains true. We continue to be led by our values and are relentless and fearless in the pursuit of injustice. And our independence continues to be maintained uncompromisingly, allowing us to fill in policy gaps through service delivery, while seeking long-term change in the political landscape for people seeking asylum.

**We do so, wholeheartedly, in partnership and collaboration with refugees and people seeking asylum.**

Out of this process, the ASRC has established four key pillars of intent - our goals, that will guide the delivery of the organisation's work, and the ethos of how we work with our sector and the community.

## Our goals 2022 - 2024

1.

We will prioritise and embed the voice and rights of people seeking asylum and refugees in our work

2.

Our services, advocacy and culture will be aligned to the human rights of people seeking asylum and refugees

3.

Our integrated, streamlined approach will deliver the best possible experience and outcomes for people seeking asylum and refugees

4.

We will work with the movement as a valued advocacy and sector partner to realise the rights of people seeking asylum and refugees

“ASRC helped me to find a job. Because of this I feel independent and that made a difference to my life.”

– Female, 3-4 years at ASRC

## Year 1 Strategic Plan actions

Over the next 6 months, the ASRC, thanks to your generosity, will be making a transformational investment in the future of how and why we deliver on our work, with more than \$3 million of initial increased investment planned by 2023.

By June 30, 2022 we will have begun this transformation under eight key actions:

### Action 1

The implementation of an Affirmative Action Policy that grows the representation of people with lived experience across our workforce, from the leadership of the organisation through the Board, cascading across all facets of our service delivery, advocacy and operations.

### Action 2

Accelerate cultural change through the delivery of diversity and inclusion training that builds on the opportunities of building a strong, diverse multicultural workplace, unconscious bias and privilege and promotes allyship.

### Action 3

Transform all our services to align with the Victorian Equal Opportunity Human Rights Commission - Human Rights Based Approach that builds new accessibility to our service programs. Our aim is to have this approach fully operationalised by June 2022.

### Action 4

In this time, our humanitarian work will transition to a service model that is based on rights and prioritisation, building more access to a wide range of services for people, including current and new members.

### Action 5

Create a new standalone holistic triage service at the Footscray Centre. This service will operate 5 days a week, with all service delivery programs represented, working together at the same time, in the same space, and with the same access points.

### Action 6

Through a new way forward, we'll map the current member journey to identify opportunities for improvement in our service delivery; act on these and also develop a plan for future work.

### Action 7

Identify our priority areas for advocacy and establish roadmaps for each policy area to drive systemic change, in partnership with community members.

### Action 8

Further refine and develop the Refugee Leadership and Capacity Building fund in collaboration with the lived experience community, building its mechanism and governance frameworks and disbursing the first round of funding. The future of our work is refugee-lead and advised and this fund will ensure the ASRC plays an important ally role, amplifying and building the capacity of the wider refugee sector.