



# STRATEGIC PLAN

## FINANCIAL YEAR 2025-2028

### EVOLUTION FROM 2021 - 2024

The new Strategic Plan 2024 - 27 builds upon the strengths of our previous Strategy 2021 - 24 while incorporating necessary adaptations. Our focus is on:

- **Stability and continuity:** Leveraging existing initiatives and building on our established direction.
- **Evolution and elevation:** Strengthening our impact by refining and enhancing our strategic goals, and building on our commitment to be guided by lived experience and expertise across all of our work.
- **Organisational resilience:** Prioritising safety, well-being, sustainability, and effective governance.
- **Strategic integration:** Embedding strategic objectives into daily operations for maximum impact.

By aligning our efforts and resources, we aim to create a more sustainable and effective organisation capable of delivering exceptional support to people seeking asylum.

The ASRC's previous Strategic Plan, marked a pivotal shift for the organisation. It transitioned us from a needs-based charity to a more intentional, human rights-focused organisation, driven by the leadership of people seeking asylum. It established a comprehensive framework including a Theory of Change, and an Outcomes Measurement Framework, which this strategic plan will build on and continue to evolve.

### LOOKING AHEAD 2025 - 28, OUR CHALLENGES AND OPPORTUNITIES

#### External Environment

The current socio-political and economic landscape presents both significant challenges and opportunities for our organisation. The ongoing instability and hostility of the political and federal legislative climate towards refugees and people seeking asylum, is placing unprecedented pressure on our services. RBA projections highlight a challenging economic environment with ongoing high inflation and escalating costs, creating headwinds ahead. Current GeoPolitical environment and situation within the Middle East is exacerbating an already dire humanitarian crisis worldwide, which will have a significant impact on our work during the next few years. Climate-induced displacement is also a growing threat for the longer term that will deepen the crisis for our clients unless urgent action is taken.

Despite these challenges, the external environment also offers potential

avenues for growth and impact. Leveraging our strong brand and comprehensive service portfolio, we can continue to pursue strategic growth through funding diversification, impactful advocacy, and collaborative partnerships. Concurrently, we can optimise operations and foster innovation to elevate service delivery.

#### Internal Environment

Post COVID, there is a growing emphasis on building a resilient workplace culture that prioritises the well-being of our staff. This is essential for maintaining high levels of employee and volunteer engagement and productivity. Additionally, balancing the opportunities presented by a rapidly changing technological environment with the challenges of adhering to complex and evolving cybersecurity, privacy, and AI regulatory frameworks, is critical to our continued success.

#### Strategic Imperatives

To thrive in this dynamic environment, we must seize opportunities to:

- **Empower our clients:** By giving people with lived experience a stronger voice in policy and practice, we can position ASRC as an indispensable partner to decision makers.
- **Build organisational resilience:** By investing in our people, strengthening our operational efficiency, and embracing technological advancements, we can create a sustainable and adaptable organisation.
- **Drive social impact:** By addressing the root causes of the issues our clients face, we can create lasting change and contribute to a more equitable society.

By focusing on delivering our future goals and key activities we will position ASRC as a leading force in creating positive change with refugees and people seeking asylum and communities.

### OUR VISION

That people seeking asylum can live safely, sustainably, independently and equally.

### OUR MISSION

As the leading humanitarian response and advocacy organisation for people seeking asylum and refugees in Australia, our mission is to be community powered and provide culturally sensitive services - focusing on early intervention, the prevention of destitution, systemic change, and pathways to empowerment.

### OUR GOALS

#### GOAL ONE IMPROVE OUTCOMES FOR PEOPLE SEEKING ASYLUM AND REFUGEES.

##### Outcomes and Impact

- People seeking asylum and refugees have measurable improved outcomes and experiences.
- ASRC reaches more people in need of information and support in an efficient, sustainable and equitable way.
- Our workforce is equipped to deliver best-practice, trauma-informed services and supports.
- Clients feel heard and supported and provide feedback that ASRC is delivering services with the greatest impact.
- Clients are equipped with the information, resources and capacity to access their rights, make informed choices, and participate in the wider community.
- Clients have the opportunity to meaningfully participate in and contribute to the ASRC community.

#### GOAL TWO TRANSFORM THE NARRATIVE AND POLICY ENVIRONMENT, WITH PEOPLE SEEKING ASYLUM AND REFUGEES.

##### Outcomes and Impact

- We will continue to prioritise lived experience and expertise in all that we do.
- We will build a powerful movement of supporters and advocates for refugee rights, led by people seeking asylum and refugees.
- There is a powerful community movement for change, with individuals who have lived experience taking a central role and providing increasing leadership.
- We are winning over public opinion by shifting the narrative.
- We are winning over more political champions in Parliament.
- We are achieving policy change and law reform, prioritising areas identified by people with lived experience as having the greatest impact on their lives.

#### GOAL THREE CONTINUE TO EVOLVE OUR HIGH-IMPACT ORGANISATION BY REMAINING ADAPTABLE.

##### Outcomes and Impact

- **Empowered People, Exceptional Performance:** We will cultivate a high-performing, engaged, and accountable work-force that embraces diversity, safety, and well-being.
- **Retention & Growth:** We will attract and retain a high-performing workforce.
- **Continuous Improvement:** We will embed a robust Quality and Improvement Framework, ensuring ongoing excellence in all that we do.
- **Sustainable Funding & Growth:** We will develop a long-term and resilient funding model sustained by a strong ASRC brand.
- **Investing in the Future and Growth:** We'll establish an innovation and investment framework focused on continuous organisational improvement, people development, and modernising systems.
- **Agile and Responsive Infrastructure:** We'll implement optimal systems, processes, and infrastructure to adapt seamlessly to evolving demands.
- **Automation for Amplification:** By automating and integrating our systems, we'll free staff from tedious tasks, allowing them to focus on high-value activities that directly enhance our impact.
- **Empowering Insights:** We'll implement an Organisational Dashboard with clear metrics to guide strategic planning and informed decision-making.
- **Shifting Power & Amplifying Voices:** We will continue to evolve a powerful lived experience advisory group with a clear mandate to influence decision-making and amplify the voices of those we serve.
- **Client-Centric Excellence:** We will achieve a 90% client satisfaction rating through regular surveys, utilising feedback to continuously improve our services.