



spectrum
feel at home



Spectrum Migrant Resource Centre
Annual Report 2023

Spectrum Migrant Resource Centre Ltd (Spectrum) is a not-for-profit organisation, delivering culturally appropriate and responsive services to people with migrant and refugee backgrounds predominantly living in the North West Metropolitan region of Melbourne. Our service areas include migration and settlement, family relationship and parenting, social and economic inclusion, aged care, disability, and family carers.

Spectrum is funded by a mixture of federal and state government grants, partnership contracts, and fee-for-service programs. Spectrum’s work is strengthened by effective partnerships with a range of community organisations.

Spectrum has offices in Dallas and Sunshine and employs over 200 people.

Annual revenue is more than \$18 million.

Spectrum is a company limited by guarantee, incorporated under the Corporations Act 2001, and is registered with the Australian Charities and Not-for-profits Commission (ACNC). Governance of Spectrum rests with the Board of Directors.

ABN 38 080 845 787
Level 5, 61 Riggall St, Dallas VIC 3047
T 03 9977 9000



Cover image:

The face of Spectrum, our reception team, Joelle and Rawah.



Spectrum acknowledges First Nations people as the Traditional Custodians of the land and acknowledges and pays respect to their Elders, past, present and emerging.

Contents

Vision Mission Purpose 4

Values 5

Year at a glance 6

Chair and CEO message..... 8

Strategic Plan 2025.....10

Our programs and services.....12

Improve and innovate14

Support our people22

Partner for impact28

Lead for a more inclusive community.....32

Board & CEO profiles36

Financial statements39

Acknowledgements.....42



Vision

A profoundly inclusive Australia, a place where diversity enhances the lives of all.

Mission

To provide high quality, culturally safe and responsive services for people from diverse backgrounds. As a committed partner of our community we advocate, promote inclusion and champion belonging.

Purpose

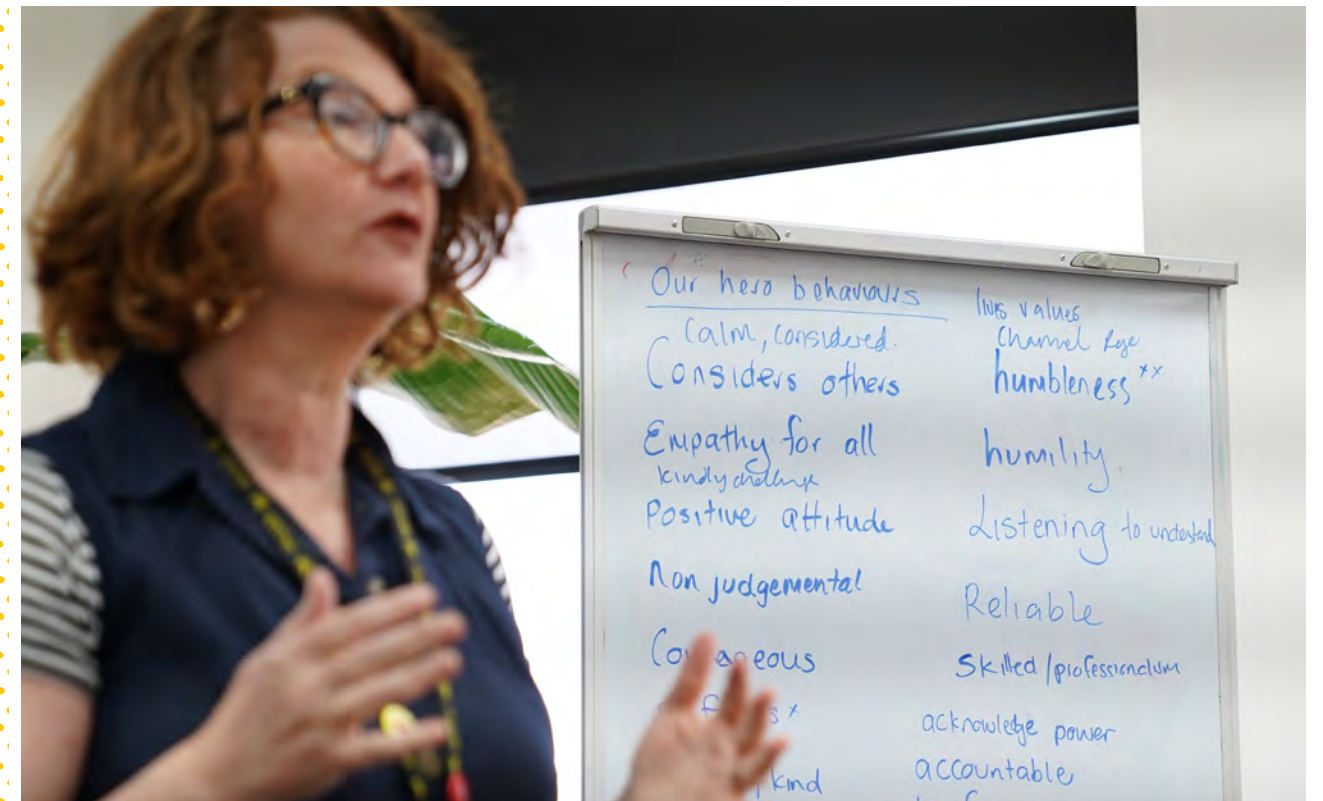
For everyone to 'feel at home'.



Values

Living into our values means that we do more than profess our values, we practice them.

We walk our talk we are clear about what we believe and hold important, and we take care that our intentions, words, thoughts, and behaviours align with those beliefs.



BELONGING

We create a feeling of belonging through a welcoming environment that embraces difference, allowing everyone to be themselves. We strive to understand our client's journey, take an interest in their story and amplify different voices and perspectives.

COLLABORATION

We believe in the wisdom of collaboration and we nurture our partnerships. We work as one team. We share information, make connections and value transparency. This means taking time to communicate, listen, learn and share.

RESPECT

We treat all people with dignity and put our clients at the centre of everything we do. We value each person's unique perspective and make decisions with empathy, integrity and compassion. We own our mistakes, apologize, and learn.

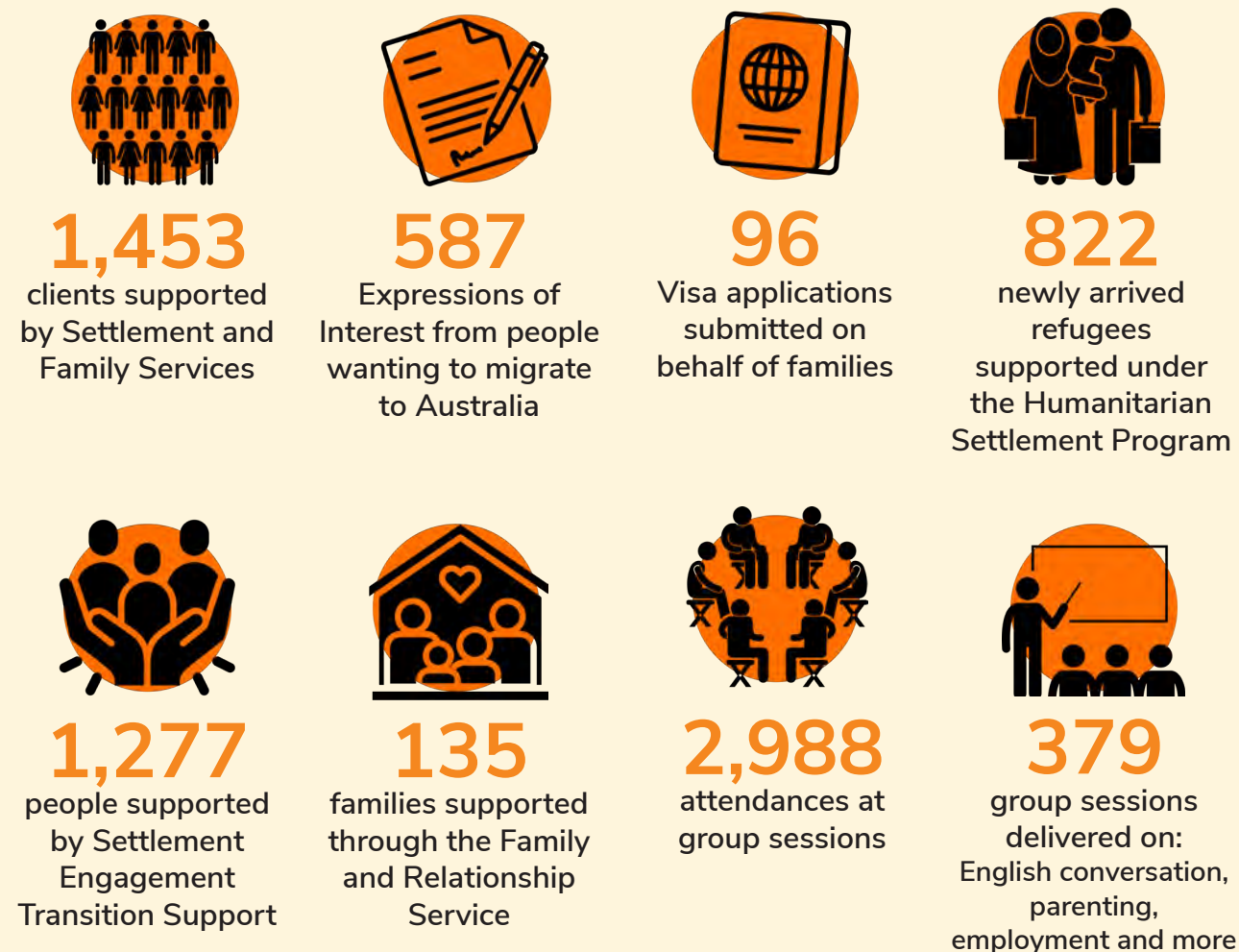
EXCELLENCE

We recognise diversity is our strength and we are unapologetically ambitious in championing inclusion. We are curious, creative and courageous as we seek to overcome obstacles to change and strive for continuous improvement.

Year at a glance



Settlement and family services



Aged and disability services



Aged Care Programs Client Satisfaction Survey 2023 (on a scale of 1 to 5)



Spectrum's Multicultural Home Support Services is Highly Commended at the Victorian Multicultural Awards for Excellence 2022 (Business category)

Chair and CEO message

Given the disruption of the previous two years impacted by COVID, we could have been forgiven for welcoming a return to the tedium of business as usual.

Instead, the 2022-23 financial year (FY23) was marked by several significant events which have presented Spectrum with new challenges – and opportunities – as it responded to changes in Executive and Senior Leadership.

The appointment of Rebecca Power as CEO in June 2023 followed new appointments to the GM Quality and Safety (January 2023) and CFO (March 2023) positions. At the time of writing this report, a new GM People, Culture and Wellbeing and GM Settlement and Family Services had also been recently appointed.

The formation of a new leadership team presented an excellent opportunity to take a deep dive into Spectrum's clinical governance, internal systems and processes, to ensure that our work is informed by, and responsive to, the environmental factors that will impact our organisation in the years ahead. With increasing compliance requirements for the Aged Care sector and expected changes to the Disability, Migration and Settlement sectors, ensuring Spectrum's sustainability as a leading Aged and Settlement provider was paramount.

In the following pages of this report, we are excited to present our revised Strategic Plan including some of the projects that will be implemented over the next two and half years.

Our strategic pillars advance our commitment to:

- Continuously improve and innovate our services to deliver the best experience and outcomes
- Support our people to do their best possible work
- Increase our impact by growing our services and partnering with others
- Lead for a more inclusive community through advocacy, partnership and championing diversity.

We commit ourselves to an implementation roadmap that will allow us to Reset (review our current state and set priorities), Renew (implement foundational improvements), and Reach (focus on expansion, innovation, and service development).

Despite the distraction of our organisational changes – and with a challenging change program ahead, Spectrum got on with the job of providing high quality, culturally appropriate services to people from Culturally and Linguistically Diverse backgrounds in Melbourne's North West.

Compared to FY22, we saw 32% more people in our Humanitarian Settlement Program and we received double the number of Expressions of Interest for our Migration Service. We are also proud to achieve increased satisfaction ratings across all categories of our Aged Care Annual Client Survey.

In FY23, Spectrum continued to innovate with new initiatives including:

- Commencement of Care Finder in January 2023, a care navigation program that assists vulnerable community members over the age of 50 to navigate My Aged Care and connect to services (see page 30).
- Pathways to Resilience program (read about this program on page 21).
- Digital transformation projects (read about our ICT initiatives on page 23).

We also continued to play our role in advocating for a more inclusive Australia, by:

- preparing a submission to the Australian Government Department of Home Affairs Humanitarian Program 2022-23 discussion paper,
- contributing to *Settlement Cities: a place-based study of Australia's major refugee settlement destinations* – a report produced by the Edmund Rice Centre, September 2022, and
- attending the National SETS Communities of Practice Annual Conference, where Strategic Partnerships & Engagement Manager, Mohammed Yassin joined a panel discussion on *How Self Efficacy Can Improve Outcomes For New Arrivals*.

And we continued to build on our valued partnerships, acknowledging that we can reach more people and have greater impact when we collaborate with others. Our partnerships with Uniting VicTas, who enable us to deliver our Parenting in a New Culture program (PINC) is just one example of this (read about PINC on page 28).

Our thanks to the Board who gave generously of their time and talents to help steer our organisation. We farewell Sherif Abada, Tara Laursen, Nesan Naidoo, and

Martina Rienzner who stepped down from the Board in 2022 and thank them for their contributions. We also thank Rebecca Power for her contributions during her time as a member of the Board. We are delighted that Rebecca will continue to be a part of the Spectrum family as CEO. We also welcome two new Board members: Ross Dawson and Andrew Staniford.

This year we also farewelled Bernie Nott, who stepped down as CEO in January 2023. We thank Bernie for his four and a half years of service, as well as Trevor Watson who took up the role of Interim CEO before Rebecca's appointment in June.

Finally, we express our deepest admiration and gratitude for our staff at Spectrum; their skill, energy, and unwavering focus on delivering the best service to clients during this year of change is to be highly commended.



Strategic Plan 2025

With increasing compliance requirements for the Aged Care sector and expected changes to the Disability, Migration and Settlement sectors, ensuring Spectrum's sustainability as a leading Aged and Settlement provider is paramount. Our Strategic Plan provides a roadmap to success.



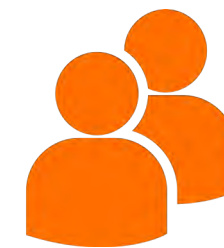
Implementation of our Strategic Plan will take place in three phases: a phase for review, preparation and priority setting, followed by a renew phase that lays the foundations for growth, which will be the focus of phase three.



CONTINUOUSLY IMPROVE AND INNOVATE OUR SERVICES TO DELIVER THE BEST EXPERIENCE AND OUTCOMES

We will partner with our clients, their families and community to design and deliver services that are of the highest quality, sustainable, evidence based and responsive to the needs of the community. To do this we will:

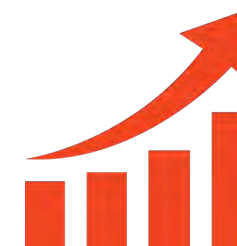
- Put clients and their communities at the centre of everything we do
- Co-produce a Community Engagement Framework
- Implement a Quality Management System
- Develop an Impact Measurement Framework
- Develop and continuously improve our resources and programs
- Integrate and streamline our service model



SUPPORT OUR PEOPLE TO DO THEIR BEST POSSIBLE WORK

We will prioritise the development of a learning culture to continuously improve the experience of our people. To do this we will:

- Invest in our people, their capability and growth
- Develop and implement an evidence based, culturally appropriate and safe Practice Framework
- Build our culture with shared values, expectations and behaviours, reinforced through strong leadership, communication and a focus on the wellbeing of our people
- Enhance our digital and operational infrastructure, systems and capability



INCREASE OUR IMPACT BY GROWING OUR SERVICES AND PARTNERING WITH OTHERS

We will reach more people by expanding our services and service partnerships in response to our community needs, feedback and evidence.

To do this we will:

- Embed community collaboration into service development and design
- Invest in systems and processes to support evidence based decision making and enable expansion at scale
- Actively seek partnerships with organisations that are strategically and values aligned
- Seek opportunities to grow and diversify income
- Assess our physical foot print to align with our future growth



LEAD FOR A MORE INCLUSIVE COMMUNITY THROUGH ADVOCACY, PARTNERSHIP AND CHAMPIONING DIVERSITY

We will be ambitious in our pursuit of inclusion by building purposeful collaborations, strengthening data and evidence, and empowering our community

To do this we will:

- Connect with a network of community, government, university, alumni and industry partners to advocate inclusion, challenge barriers and showcase different perspectives and evidence
- Develop our brand as a recognised market leader in innovative and effective culturally safe services
- Amplify the voices of our community at every opportunity
- Implement an expanded volunteer program



Migration

Our work begins pre-arrival, assisting migrants and refugees to come to Australia

Our services and programs



spectrum
feel at home



ARRIVAL



Communities

Working with local communities to deliver culturally appropriate services and to foster social inclusion



Employment

Supporting people to find a job to break down the barriers to economic inclusion



Youth

Empowering young people to learn, thrive and reach their full potential

AGED CARE



Seniors

Services for seniors so they can live with dignity, choice and social connection



Family & Parenting

Building strong, positive relationships so that families can flourish



Disability & Carers

Supporting people with disabilities, and family carers to enhance wellbeing and enable social participation



Settlement

We help newly arrived people to navigate their early years in a new country

feel at home

Migration

- Community Support Program
- Fee for service migration support

Settlement

- Humanitarian Settlement Program (HSP)
- Settlement Engagement Transition Support (SETS)
- Orientation (in the North)

Employment

- Working In a New Culture (WINC)
- VACAP Employment Brokers
- Skills First Reconnect

Communities

- Refugee Action Program
- Aged Federation Program

Family & Parenting

- Family & Relationship Services (FARS)
- Parenting In a New Culture (PINC)
- PINC Focus on Fathers
- Fathers and Children's Swimming Program

Youth

- Welcome Hume Youth
- Jobs, Education & Training for Young People
- Aquatic Employment Program for Young People
- Pathways to Resilience
- Youth Transition Support

Seniors

- Home Care Packages
- Care Finder
- Commonwealth Home Support Program (CHSP)
- Social Support Groups

Disability & Carers

- Carer Support Program
- HACC PYP Services

Improve and innovate

We will partner with our clients, their families and community to design and deliver services that are of the highest quality, sustainable, evidence based and responsive to the needs of the community.

SOCIAL CONNECTION FOR SENIORS

Spectrum's Aged Care Group Services has been keeping seniors socially engaged for several years, providing opportunities for people over 65 years of age to participate in activities and connect with others from their culture.

In FY23, nine different language groups (Mandarin, Cantonese, Italian, Macedonian, Assyrian, Punjabi, Polish, Filipino, and Vietnamese) met on a weekly basis to engage in activities such as exercise, art and crafts, cooking, dancing, and karaoke. Some groups held information sessions on a broad range of topics such as dementia, women's health, cancer awareness, and heart health. Activities are always followed up with a shared meal and time for social connection.

This year, Group Services introduced Experience Outings which have proved immensely popular with clients. Ten participants attended the first session – a workshop where participants each made a chopping board at Bunnings Warehouse Preston. Excursions to Williamstown beach, the Shrine of Remembrance, IMAX and a fine dining restaurant followed, with attendances climbing to 50+. Despite having lived in Melbourne for more than 60 years, some had never previously set foot on a beach, or visited the popular attractions such as the Shrine of Remembrance or IMAX.

Interest in these programs is booming. The popular Punjabi iPad Group was extended to a second 'open culture' group and our waiting list

for the Experience Outings continues to grow. In FY24, Spectrum will commence a second Filipino group to cater for demand and we look forward to running our first Arabic Group.

Spectrum's Group Services supports multicultural seniors in the north to be socially engaged and connected to others from their community. Participants express feeling a part of something special and a sense of belonging, and they can stay connected via group chats using social media channels outside of the scheduled group sessions.

With a focus on connection and wellbeing, Spectrum will continue to adapt and grow these services to meet the needs of our multicultural seniors.

"We are developing friendships. Even though we are from different provinces we can learn from each other."

~ group participant





BASSIMA'S STORY

Bassima, was born in Baghdad, Iraq, the eldest of 11 children – whose names all begin with the letter 'B'. In 2006, she came to Australia with her daughters, and after one year she joined Spectrum's Assyrian Women's Group.

The group meets weekly at Spectrum's Dallas office where they do 'chair' exercises. The women then gather around a table to knit, share food, and chat.

"I love to come. I don't drive so I come by bus. We do a lot of things- exercise, bingo, knitting, outings. We share things- news, of our culture or Australian culture,

all the things we share. Of course, I feel at home when I come. I relax."

Now that Bassima is retired and her daughters are no longer at home, the Assyrian Women's Group is a welcome opportunity for connection. She has made lifelong friends, meeting regularly with some of the participants outside of the weekly sessions.

"We go have lunch together, party together, picnic together. I know the language – I understand them. It is good for us to be together. I love them."

WRAP-AROUND SERVICES FOR BETTER OUTCOMES

Purposeful collaborations within an organisation can deliver profound outcomes. The following case study demonstrates how one family benefited from the combined support of three of Spectrum's teams: Migration Services, Humanitarian Settlement Program, and the Social & Economic Inclusion Teams

In December 2022, the Abdallah* family arrived in Australia from Sudan; two parents and seven adult children, many of whom possessed solid educational backgrounds, holding various degrees in diverse fields. Spectrum's Migration team had managed their application for a visa under the Community Support Program.

On arrival to Australia, Spectrum's Humanitarian Settlement Program (HSP) provided support to help them to settle. The HSP case manager helped with the paperwork for Medicare and to get Tax File Numbers. Mum was enrolled for English lessons, and Dad received help for his health issues.

Five of the adult children were directed to Spectrum's Employment team to receive support from the Working in a New Culture (WINC) program. Two gained skills to enhance their resumes and cover letters, subsequently leading to job placements.

One of these individuals currently holds a position as an event organiser with Greens Victoria. Another is employed by ASRC, engaged in catering alongside a sibling. Another family member works in the IT sector in the city, and yet another is employed in aged care.

The youngest two sought to balance employment with university coursework, so information regarding enrolment at RMIT University – whose campus was close to their home – was provided, along with support to discern potential pathways. One is currently employed part-time with Spectrum (you can read Reham's story on page 26).

Mum is actively improving her English proficiency and hopes to pursue a course in early childhood learning and explore employment opportunities in childcare.

The family has consistently demonstrated resilience, proactive attitude, and gratitude. Each member of the family has effectively established themselves in Australia. The children are gainfully employed while the parents are pursuing their studies. This family has exceeded all expectations, testament to their remarkable abilities.

**Name changed for privacy reasons*



Image courtesy of the 'Abdallah' family

OUR QUALITY JOURNEY

Spectrum's Quality Implementation Pathway 2022-23 mapped a comprehensive schedule of activities that were delivered throughout the year.

Just some of the activities included: a review of all risk registers and the establishment of a clinical risk register; preparation for NDIS and Aged Care Accreditations; and development of a contracts management process.

For our Aged and Disability team, specific improvements included: completion of an ACCPA Mock Audit; completion of Team

Practice Manuals; establishment of a single intake system; establishment of a vulnerable client register, including employment of a Registered Nurse to review all vulnerable aged care client cases; and introduction of a Talk Desk call centre which has achieved improved response times to client calls.

Many of these improvements have come about as a response to client feedback, and we will continue to implement quality control, quality planning and quality improvements in pursuit of positive outcomes and experience for the people we serve.



Photo by Berat Kaya



EMPOWERING REFUGEE YOUTH

The Pathways to Resilience project was a new initiative that commenced in FY23 with the aim of promoting safety and inclusion for young people.

Between February and June 2023, 30 young individuals have been involved in diverse activities spanning sports, social gatherings, recreational events, leadership training, and educational workshops.

These workshops covered crucial topics such as gender equity, consent, legal knowledge, cultural understanding, bias awareness, and community safety.

This project has created volunteer and employment opportunities for the young participants, including supporting the Annual Hume Refugee Week celebration. It has also provided an opportunity to collaborate with key partners such as Centre for Multicultural Youth (CMY), Life Saving Victoria, and WEstjustice.

Looking ahead, the young individuals participating in Pathways to Resilience will initiate the development of the **Staying Safe in a New Culture** resource. This endeavour is a remarkable collaboration, driven by young refugees to address the unique challenges faced by their peers. It's set to become an invaluable guide for those navigating the complexities of adapting to a new culture, offering insights, advice, and support derived from personal experiences.

The Pathways to Resilience program has already proven its effectiveness in fostering personal growth and community engagement. With **Staying Safe in a New Culture** we aim to expand our positive impact further, harnessing the wisdom and perspectives of young refugees to create a lasting resource that will benefit future generations.

"The workshops were really informative and valuable in terms of learning new ideas and concepts. The interactions and the activities that we participated in during the workshops were creatively delivered and provided me with a deeper understanding. It has helped me to think outside the box. Thank you for the great effort!"

~ program participant

Support our people

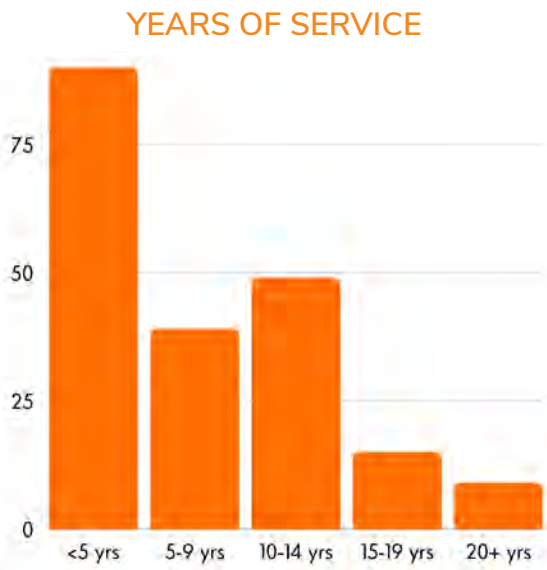
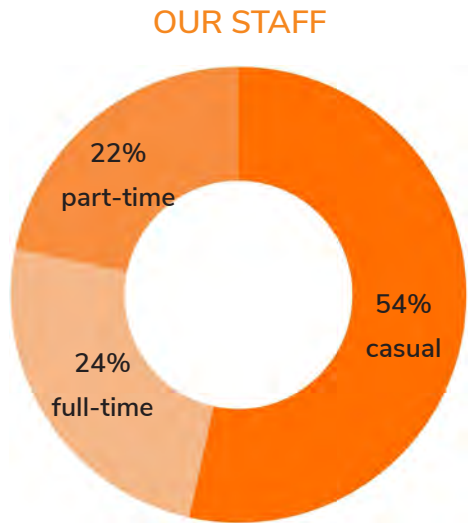
We will prioritise the development of a learning culture to continuously improve the experience of our people.

At Spectrum, we are extremely proud of our multicultural team. Our work for diverse communities is enhanced by the lived experience of our staff whose background spans more than 50 different countries from Afghanistan to Vietnam.

In FY23, we welcomed and onboarded 39 new staff to the Spectrum team. It is pleasing that more than 36% of our staff have been working at Spectrum for 10 or more years. Many of them speak of working at Spectrum as being part of a family – and we work hard to ensure that our mantra of ‘feel at home’ extends beyond our clients to our valued workforce.

One way we continue to improve the experience of our people is through our Learning and Development program. In FY23, we delivered 17 face-to-face L&D sessions, on a broad range of topics such as New Staff Induction, the MARAM framework, and Child Safety. In addition, all staff are given access to our Go 1 Online Learning Platform which offers both mandatory training on compliance modules as well as an extensive range of optional topics. At the end of the financial year, 84% of Spectrum staff had completed mandatory training in subjects including Cyber Security, Harassment and Discrimination, Privacy, Cyber Security, Workplace Bullying, and Occupational Health and Safety.

In FY23, 180 staff had accessed the Go 1 Online Learning Platform to complete a total of 4,922 sessions across 375 modules, exploring themes such as Aged Care, Mental Health, Mindfulness and Wellbeing.



A BETTER DEAL FOR CASUALS

In FY23, Spectrum terminated its Enterprise Bargaining Agreement and transitioned fully to the Social, Community, Home Care and Disability Services (SCHADS) Award. This coincided with significant changes in the SCHADS Award from 1 July 2022, including the increase of minimum payments for casual and part-time staff, an increase in the minimum shift duration from one to two hours, as well as allowances for broken shifts and travel.

With more than half of Spectrum staff on casual contracts, these changes have been of enormous benefit to staff and clients alike.

Our current pool of support workers in our Multicultural Home Support Services (MHSS) continue to provide high quality Aged Care services to clients living predominantly in the northern metropolitan

region of Melbourne. In FY23, we welcomed nine new support workers to our team, providing them with Induction training and the opportunity to have an experienced Support Worker shadow them on their first client appointment. Support Workers were also provided training in Manual Handling, Infection Control, CPR and First Aid.

Due to Australia’s ageing population, the demand for Aged and Disability services will continue to grow and already we are seeing increased interest in our services from the western and inner Melbourne regions. With the changes to the SCHADS Award attracting more interest in this employment field, we envisage Spectrum’s MHSS will continue to play a significant role in multicultural home services, and we anticipate exciting opportunities for growth in the year ahead.

DIGITAL TRANSFORMATION PROJECTS

In FY23, Spectrum’s Information Communication and Technology department implemented several key initiatives to enhance our operational efficiency, including:

- Implementation of Microsoft 365’s cloud-based solutions, refining the way we collaborate, communicate, and manage our shared files.
- Configuration and implementation of the Migration Manager database, to enable a more efficient client management and accounting process to support humanitarian settlement pathways through our Community Support Program
- In partnership with InfoXchange,

redesign of staff IT support model to create greater cost efficiency while freeing up our internal team to deliver the strategic ICT projects.

- Introduction of TalkDesk for the Multicultural Home Support Service (MHSS) team, to manage incoming calls for changes in the MHSS roster.

Looking ahead, Spectrum is embarking on more system implementations in the 2023-2024 financial year in line with the Renew phase of our Strategic roadmap. These achievements will serve as the foundation for our future endeavours, enhancing Spectrum’s capability and continued growth.

THE FACE OF SPECTRUM

If you visit Spectrum's Dallas office, chances are the first face you see will be that of either Joelle or Rawah, our friendly receptionists.

Joelle and Rawah met while studying English at Kangan TAFE. They completed work placements together at Spectrum as part of their course, and now, they are at the frontline of Spectrum services, job-sharing the important reception role.

JOELLE

"I'm from Syria and I came during lockdown in August 2021. I came with my family – we are five girls and my mum. I am the oldest one.

When I started studying my course – Level 3 English - I wanted to improve my English because I thought I'm not good at English; I thought people couldn't understand me.

We had to do a placement for our course, and we did some research about Spectrum, and we liked them. When I started volunteering at Spectrum, all the people were friendly.

After we finished volunteering, they phoned us and said they were happy with our volunteering. They liked that we were friendly with all the staff and the clients. We started with them as a casual and then after we worked part-time.

This job suits me a lot. Rawah and I are a great team; we always support each other. I am studying to be a Civil Engineer and if I need to go to exams, Rawah can replace me. She supports me with everything.

I can't stay in my home and only take the payment from Centrelink. That's not me. I want to be a good model for my sisters. That is why I decided to work hard, to get a job

and to continue studying. I started studying Engineering in my country and it was my dream to continue.

I see a lot of difference between working here and working overseas. I used to work in Syria and in Iraq. I worked in big companies. (There) we can't even speak to our manager. Here we can even talk to Rebecca (Spectrum CEO) like our friend.

Here you can say your opinion, and if you need help with anything, they understand that and can help you. This is 'feel at home' to me.

I had a lot of lovely, special times, with the clients and the members of staff.

I imagined myself when I came here (to Australia) and I needed support. When you come to a new country, everything is new - a new language, a new culture.

So, when I see the new arrivals, I want to help them, so they don't suffer like me when I came during lockdown, and everything was over the phone. Now we can see their faces, we can help them, even how to use public transport. I'm happy to help anyone, especially new arrivals.

If you need anything, come to us. We are here to help you."



RAWAH

"I am Palestinian. My family were refugees and I was born in Lebanon. I graduated with a bachelor's degree in Lebanon, with excellent grades. I studied Bachelor of Finance and Business Administration.

I came to Australia in 2018, and in 2021 I did a Certificate III course in Business Administration and then after that I joined the English course in February 2022. We learned about Australian culture and the workplace. It was online for the first two months – that's how Joelle and I first met.

We were very excited to volunteer at Spectrum. We did the placement at Spectrum at the end of July 2022, and we started working as casuals in September and eventually got a part-time contract in October.

I am grateful to be in Australia, where I have been supported to settle and to work. I am

supported to study and I am now doing the Diploma in Community Service.

Everyone at Spectrum is friendly. If my son is sick, Joelle can replace me.

In our country, when you go to work, the manager, he always needs to control you. You feel all the time that you cannot open your mouth to say anything. You don't have freedom of expression. Here if we have feedback we can raise anything we want.

When we come here we don't feel the pressure, we feel really comfortable. And for the clients when they come, we really need to show them that they are at home. They are our priority.

To me, 'feel at home' means friendly staff, that you can work with them. When you are happy in the workplace, you are happy to come to work."

REHAM'S STORY

"I was born and raised in Sudan. In 2019, there was a revolution in Sudan and there was no security, everything was going downhill. We already had family in Australia, they told us that we should come to Australia. It was safer, there were more opportunities and so we applied with Spectrum for a Humanitarian Visa. Then COVID hit and Australia was in lockdown so that delayed our application.

After waiting three years, we finally got the visa in December 2022. One week later, we arrived in Australia. We didn't even get the chance to say goodbye to our family and friends, we just rushed it because we thought maybe things would get worse. We made the right decision because three months later there was a massive war in Khartoum, Sudan. I feel so blessed that I had this amazing opportunity [to come to Australia] that others only wished they could have.

I was eligible for Spectrum's Pathway to Resilience youth program. Me and my younger brother went for about eight months, and they helped us a lot with networking and there was a lot of information workshops, like How to Stay Safe in a New Culture. It was very, very useful.

During that time, I found a volunteer role for five months and I got to organise the event for Refugee Week. After that, a new role came up in the Pathways to Resistance program, and one of the Spectrum staff thought I would be a good fit and she encouraged me to apply, and I got the job.

I was very inspired by the work at Spectrum. On the second day after we arrived, we met our caseworker at the Spectrum office, and I remember seeing the Spectrum values displayed on the wall; it was very powerful. I knew I wanted to do social work or something for the community.

I love the Spectrum team. Everyone is so diverse; everyone is different but the same. The team is very kind, helpful. If I need anything, everyone is willing to help. The idea of Spectrum is to help and support others, so I think that's what I really like about it. They help people and this is what I want to do. It's great to be part of the team.

I feel at home because I am respected, and I am heard."



Partner for impact

We will reach more people by expanding our services and service partnerships in response to our community needs, feedback and evidence.

PARENTING IN A NEW CULTURE

Parenting in a New Culture (PINC) is a parenting education program that supports parents from culturally and linguistically diverse (CALD) backgrounds and engages them in addressing the challenges and the opportunities of navigating parenting and family life in a new country.

PINC explores the differences in parenting norms between the participants' new country and their country of origin and aims to enhance parental skills, confidence, family functioning and child wellbeing. It explores the settlement journey, intergenerational conflict that often accompanies the migrant experience, and the specific gendered experiences of parents across cultures.

PINC is run as a six-week group program, typically attended by mums. A tailored program is also offered just for fathers, covering themes of paternal role, identity and masculinity. Spectrum has been running the PINC program for over twenty years.

To ensure that PINC is culturally appropriate, the program is delivered in partnership with a bicultural worker from the community. Often, the bicultural worker has previously participated in the PINC program.

Spectrum provides training to the bicultural worker, so that they understand the program and the content we want to deliver. In turn, the bicultural worker educates Spectrum

staff about their community and their expectations. This information exchange prepares the Spectrum facilitator and the bicultural co-facilitator to deliver a tailored experience for the community. In FY23, Spectrum delivered PINC to people from Arabic, Afghani, Assyrian, Chaldean, Iranian, Iraqi, Pakistani and Syrian communities.

Spectrum is grateful for other partnerships that support the delivery of PINC, including our key relationship with Uniting VicTas who have funded Spectrum to run PINC in the Hume region through the Communities for Children program since July 2015.

In future, Spectrum aims to expand the delivery of PINC through service delivery or licensing partnerships.

"... lots of opportunities to ask questions, talk and share about real life examples with other parents, which all make for a really enjoyable and informative session ... will help me to easily cope up here with my child."

~ PINC participant



Partnerships come in all shapes and sizes.

From funding arrangements to service partnerships, our work is enhanced when we combine our efforts with others to reach more people and to deliver better services.

HUMANITARIAN SETTLEMENT PROGRAM

Key partners: AMES, Australian Department of Home Affairs

Spectrum's Humanitarian Settlement Program (HSP) provides early practical support to humanitarian entrants on arrival, and throughout their initial settlement period, generally for up to 18 months after their arrival to Australia.

In FY23, HSP supported 822 people (up 32% from the previous year) with:

- help to register with Centrelink, Medicare, health services, banks and schools,
- referrals to AMES housing to ensure long-term accommodation
- provision of an Orientation Program across a range of topics such as Australian Law, Health, Transport and Accommodation
- connection to complementary Spectrum services.

HSP is funded by the Australian Department of Home Affairs who contract delivery to five service providers, including AMES who deliver HSP in Victoria with the support of a number of subcontract agencies.

Spectrum is proud to be a subcontract partner with AMES in the delivery of humanitarian settlement since 2011.

CARE FINDER

Key partners: Housing for the Aged Action Group, Wintringham, Hume City Council, Darebin City Council, Royal Melbourne Hospital (referring partner)

The Care Finder program commenced in January 2023 as part of the transition from two earlier programs: Access and Support, and Assistance with Care and Housing Program. Care Finder is a care navigation program that partners with vulnerable community members over the age of 50 to connect them to services they need.

This service is critical for those who are typically isolated and are struggling to navigate the service system. Care Finder can help to link them to aged care and other local services.

Our partnership with other Care Finder agencies (key partners listed above) is important as a referral source, but also as a network to share best practice and identify emerging themes.

The Royal Melbourne Hospital is also a key referring partner, able to identify when a patient who is being discharged may have increased vulnerability because they have no one to help them at home.

The program is achieving great outcomes for clients, connecting them to social supports such as Neighbourhood Houses and reducing isolation.



SUPPORT FOR CARERS

Key partners: Victorian Department of Families, Fairness and Housing, Banyule City Council, Merri Health, Northern Health, Darebin Council, Carers Gateway, Creeds Farm Living and Learning Centre, Hume City Council

The Support for Carers Program (SCP) provides tailored support to help family carers to balance their caring role while also managing their own health and wellbeing.

SCP is a statewide service delivered by a number of agencies across Victoria. Our partnerships with other SCP providers is important as each agency delivers distinct services.

Many of our partner agencies refer to Spectrum not only because we specialise in CALD communities but because we

can offer a range of practical supports for carers - such as gardening, cleaning, and carer wellbeing activities. These services are complementary to the counselling services that other providers may specialise in.

A referral from one of our partners is a streamlined process where a client has already been assessed avoiding the need for another lengthy assessment.

It is a testament to the strength of our relationships with our partner SCP providers, along with referrals from Hume City Council and promotion through Creeds Farm, that Spectrum's SCP exceeded client targets in FY23 by 22%.

Lead for a more inclusive community

We will be ambitious in our pursuit of inclusion by building purposeful collaborations, strengthening data and evidence, and empowering our community

BREAKING DOWN THE BARRIERS TO EMPLOYMENT

The rapidly evolving employment dynamics in the City of Hume poses unique challenges for the migrant and refugee communities who make up nearly 40% of its population. Spectrum, in collaboration with Grameen Australia (Grameen), and with funding from the Broadmeadows Revitalisation Board (Office of Suburban Development, DJSIR), embarked on a journey to explore these intricacies.

The result is the **Shared Prosperity: Economic Inclusion for Sustainable Livelihoods for Migrant and Refugee Communities in Australia** report, which sheds light on the multifaceted obstacles faced by these job seekers.

Taking a holistic approach to problem-solving, an issue map was created, capturing the vast array of hurdles - from mental health struggles and language difficulties to cultural barriers and lack of requisite qualifications.

A Collective Impact Framework was then co-designed by a community of Trailblazers from a range of sectors:

- Spectrum (Settlement)
- Grameen (Finance)
- City of Hume (Local Government)
- Kangan Institute (Education)

- DPV (Health)
- Banksia Community Services (Service Provider)
- Nestle (Employment)

Adopting a three-layered strategy, the Economic Inclusion Action Plan (EIAP) emphasises local workforce development, creation of inclusive workplaces, and fostering a nurturing ecosystem. The approach is anchored in sustainability and inclusivity, ensuring lasting solutions for employment issues faced by the target communities.

The Shared Prosperity report was launched by Bronwyn Halfpenny MP, Victoria Parliamentary Secretary for Jobs, during Refugee Week. The event was attended by more than 50 people who also witnessed the release of the Statements of Commitments by the CEOs from the seven Trailblazer organisations.

Read the report on Spectrum's website:
<https://bit.ly/472OQ3r>



Shared Prosperity:

Economic Inclusion for Sustainable Livelihoods for Migrant and Refugee Communities in Australia

Mohammed Yassin
Vinita Godinho, PhD
June 2023

Grameen
Australia

spectrum
Lead for Progress





FEDERATION OF ETHNIC SENIOR CITIZENS CLUBS

The Northern Federation of Ethnic Senior Citizens Clubs (the Federation) is a community empowerment platform to promote and advocate for positive ageing strategies and social connectedness by celebrating diversity.

The Federation is coordinated by Spectrum, and currently represents 25 clubs from Darebin, Whittlesea, Banyule and Moreland.

Highlights in FY23, include:

- In August 2022, Federation members participated in the Commissioner for Senior Victorians' Ageing Well consultation session with multicultural and multifaith seniors; part of a state-wide consultation to hear from older people about the issues that matter most to them including addressing ageism, digital inclusion, social connectedness and health self-care.
- During Harmony Week in March 2023, the Spectrum Coordinator presented at an event for the Centre for Cultural Diversity in Ageing. This event included the launch of a series of videos filmed in early 2022, where Federation members were interviewed on what cultural diversity meant to them.
- In February 2023, members participated in Spectrum's Connect Day, participating and contributing in dancing, singing and guest speaker activities.
- Federation members participated in a focus group to test the accessibility of Spectrum's Capture my Voice client feedback survey.

Another highlight was an information session with Seniors Rights Victoria, where Federation members were asked to provide feedback on Aged Care Services, Home Care Packages and Community Support Packages.

Federation members value the network as a platform where they can share experiences, knowledge and ideas – and importantly, it provides a safe space to voice concerns and issues.

As well as convening monthly meetings, Nadereh, the Federation Coordinator keeps in regular contact with members, providing updates and information via email, as well as one-on-one zoom meetings.

Members also contact Nadereh if they need support to complete grant applications and acquittals, or if they have questions regarding governance requirements.

"Nadereh has been amazing in encouraging, planning, and organising events and activities to keep us well informed and to ensure our voice is heard and we have opportunities to contribute to what matters to us and affects us."

~ Halina Graff, President of Reservoir Polish Senior Citizens Club

Board and CEO



SHERMAN YOUNG - Chair

Sherman has over 20 years of experience in higher education, holding University leadership, research, teaching and governance roles. He has a deep understanding of what is required to lead organisation transformation projects and embeds diversity and inclusion in all his work.

Sherman is currently Deputy Vice-Chancellor Education and Vice-President at RMIT University, and joined the Spectrum Board in 2021. He is also on the board of Open Universities Australia, and the Victorian Tertiary Admissions Centre.

Sherman has a BSc (UNSW), Masters in Media Technology and Law (Macquarie) and a PhD in Media and Cultural Studies (UQ).



CHRIS BARING GOULD

Chris is a people and values-driven finance professional, with over 30 years' experience in the community welfare services, investment, funds management, stockbroking, money market, banking and heavy equipment leasing sectors.

Chris is a Principal with the CFO Centre in Victoria and has a portfolio of clients in a variety of industries. Prior to this, he was CFO for 18 years at Anglicare Victoria, one of the Victoria's largest child and family welfare organisations.

He is also experienced in managing non-financial functions such as Property and Vehicle infrastructure, Human Resources, and Information Technology.



ROSS DAWSON

Ross has over 37 years of experience at the CEO and governance level in the not-for-profit aged and disability services sectors, which has given him a deep strategic and operational understanding of these sectors.

He has also served on several Boards including ten years on the Board of Baptcare and as Chair of their Quality and Clinical Governance Committee.

Ross has an excellent understanding of good governance and brings extensive knowledge and experience in the provision of aged care.

He has an undergraduate degree with majors in psychology and earth science and post-graduate qualifications in education and business.



CASEY KAMINSKY

Casey joined the Spectrum Board in 2022. She has Senior Leadership, transformation, strategy, advisory & governance experience across a range sectors, and is the Executive Chairperson of Wombats Wish. She holds a Bachelor of Commerce (MIS), Diploma of Business / Diploma of Management and is a Certified Community Director.

Casey grew up in Dallas and the north-west, and has familial experience with migrant journeys. She is purpose driven and passionate about diversity, as well as leaving people and environments in a better place.

Casey is an avid traveller and water-lover, and she lives in regional Victoria with her family.



ANDREW STANIFORD

Andrew has over 25 years' experience as a senior executive in the energy industry working in operations, business development and customer service. His most recent role was Chief Customer Officer for the Australian Gas Infrastructure Group. He has qualifications in science and economics, including a Master of Economics degree from the University of New England.

An experienced Non-Executive Director, he has served on various community and industry Boards for over 25 years, including five years as Chair.

Andrew is passionate about identifying opportunities to help shape and achieve meaningful social support and change in our community to create a more inclusive and connected society.



CEO – REBECCA POWER

With over 25 years of clinical and executive leadership experience in health and community services, Rebecca brings a wealth of expertise to her new role. Her strong focus on strategic planning, systemic thinking, and operational management has resulted in the delivery of high-quality services, the development of new care models, and the implementation of policy and system-wide improvements.

She has expertise in program design, implementation, and outcome evaluation, and experience in change management and building a supportive culture to align with the organisation's mission and vision.

Financial statement

Spectrum Migrant Resource Centre Ltd

ABN 38 080 845 787

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2023

	2023 \$	2022 \$
Revenue and income	18,404,379	18,628,225
Expenses		
Employee benefits expense	(14,170,110)	(13,543,745)
Depreciation and amortisation	(455,256)	(538,141)
Occupancy expense	(317,281)	(85,820)
Administration expense	(2,596,724)	(2,717,849)
Communication expense	(78,668)	(92,948)
Allowances for expected credit losses	-	(52,181)
Other expenses	(1,103,449)	(1,050,368)
Finance costs	(20,047)	(11,467)
Surplus/(loss) before income tax expense	(337,156)	535,706
Income tax expense	-	-
Surplus/(loss) after income tax expense for the year	(337,156)	535,706
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income for the year	(337,156)	535,706

The Statement of Profit or Loss and Other Comprehensive Income is an extract of the full audited financial statements which are available from cfo@spectrumvic.org.au

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2023

	2023 \$	2022 \$
Assets		
Current assets		
Cash and cash equivalents	7,350,552	6,759,669
Trade and other receivables	1,766,984	1,567,217
Other assets	262,566	170,716
Total current assets	9,380,102	8,497,602
Non-current assets		
Trade and other receivables	115,834	97,291
Property, plant and equipment	455,549	621,893
Right-of-use assets	457,787	184,739
Total non-current assets	1,029,170	903,923
Total assets	10,409,272	9,401,525
Liabilities		
Current liabilities		
Trade and other payables	2,282,968	1,704,517
Contract liabilities	1,795,564	831,495
Lease liabilities	224,461	196,460
Provisions	1,579,759	1,743,078
Refund liabilities	-	293,096
Total current liabilities	5,882,752	4,768,645
Non-current liabilities		
Lease liabilities	238,581	-
Provisions	226,218	234,002
Total non-current liabilities	464,799	234,002
Total liabilities	6,347,551	5,002,648
Net assets	4,061,721	4,398,877
Equity		
Reserves	175,000	175,000
Retained earnings	3,886,721	4,223,877
Total equity	4,061,721	4,398,877

This Statement of Financial Position is an extract of the full audited financial statements which are available from cfo@spectrumvic.org.au

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2023

	2023 \$	2022 \$
Cash flows from operating activities		
Receipts from fee for service, government grants and other income	20,078,122	20,495,975
Payments to clients, suppliers and employees	(19,405,297)	(20,153,822)
	672,827	342,153
Interest received	37,368	658
Finance costs	(11,587)	(11,467)
Net cash from operating activities	698,606	331,344
Cash flows from investing activities		
Payments for property, plant and equipment	(10,910)	(402,637)
Net cash used in investing activities	(10,910)	(402,637)
Cash flows from financing activities		
Repayments of principal and interest portion of lease liabilities	(96,813)	(370,684)
Net cash used in financing activities	(96,813)	(370,684)
Net increase/(decrease) in cash and cash equivalents	590,883	(441,977)
Cash and cash equivalents at the beginning of the financial year	6,759,669	7,201,646
Cash and cash equivalents at the end of the financial year	7,350,552	6,759,669

This Statement of Cash Flows is an extract of the full audited financial statements which are available from cfo@spectrumvic.org.au

Acknowledgements

Thank you!

Spectrum is proud to partner with our valued supporters. With your support, we are helping people from culturally and linguistically diverse backgrounds to feel at home in Australia – and building a more inclusive Australia for everyone.

FEDERAL GOVERNMENT

Department of Health and Aged Care
Department of Home Affairs
Department of Social Services

VICTORIAN GOVERNMENT

Department of Education
Department of Families, Fairness and Housing
Department of Jobs, Skills, Industry and Regions
Department of Justice and Community Safety
Victoria Police

LOCAL GOVERNMENT

Banyule City Council
Brimbank City Council
City of Whittlesea
Darebin City Council
Hume City Council
Merribek City Council
Wyndham City Council

Thank you also to everyone who has shared their story for this Annual Report. Your experiences add depth and meaning to our organisation’s mission.

CORPORATE

Bunnings Warehouse Epping
InfoXchange
Merri Health
Nestle
Northern Health
Royal Melbourne Hospital

EDUCATION

Collingwood English Language School (CELS)
Broadmeadows
Kangan Institute
Meadow Heights Education Centre
Melbourne Polytechnic
VASS College of Vocational Education
VICSEG New Futures
Victoria University
Western English Language School
Women’s Health in the North

INDIVIDUALS

Christopher Stenton
Peter Barry
Ewa Hanzcuk
Rudra Khadka
Grace Satmy
Joelle Satmy
Mindy Singh
Cuc Vo Thi Thu

COMMUNITY

ADEC
Adult Migrant English Program (AMEP)
AMES Australia
Annecto
Arabic Welfare
Asylum Seeker Resource Centre
Australian Multicultural Community Services (AMCS)
Australian Unity - Home Health
Australian Vietnamese Women’s Association
Banksia Gardens Community Services
Baptcare
Benetas
Beytol Abbas
Bodewell (formerly Arcare)
Bolton Clarke
Brotherhood of St Laurence
Care Connect
Centre for Multicultural Youth (CMY)
COASIT
Creeds Farm Living and Learning Centre
DPV Health
Ethnic Communities Council of Victoria
Foundation House
Fronditha Care
Grameen Australia
HammondCare
Horne Caring Pty Ltd

Housing for the Aged Action Group
International Organisation for Migration
IPC Health
Launch Housing
Libyan Women’s Association
Life Saving Victoria
Macedonian Community Welfare Association
Mecwacare
Mercy Health Care
Mackillop Family Services
Merri Health
MiCare
Migrant Resource Centre North West Region
New Care Services
North Western Melbourne Primary Health Network
Northern Community Legal Centre
Orange Door Hume
Reclink
Refugee and Asylum Seeker Toy Drive
Salvation Army
TaylorMade Counselling
Uniting VicTas - Communities for Children
Victorian Multicultural Commission
WEstjustice
Whittlesea Community Connections
Wintringham
Wyndham Community and Education Centre
YouthNow

**Dallas**

Level 5, 61 Riggall Street
Dallas VIC 3047
03 9977 9000

www.spectrumvic.org.au

Sunshine

163 Harvester Road
Sunshine VIC 3020
03 9300 8600

**Multicultural Home
Support Services**

1300 735 653