

# STRATEGIC PLAN 2019-2021



**Our Vision**  
is a fair and equitable society where all communities are able to fulfil their potential.

**Our Purpose**  
is to support newly arrived communities and individuals, empowering them to participate actively in all aspects of life in Australia.

**We achieve our purpose**  
by delivering high quality services in collaboration or partnership with communities, stakeholders, volunteers and professionals.

## ARA'S STRATEGIC OBJECTIVES

OBJECTIVE <b>1</b> DELIVER EFFECTIVE CLIENT SUPPORT	OBJECTIVE <b>2</b> MAKE OUR BRAND MATTER	OBJECTIVE <b>3</b> UNDERSTAND, RESPOND AND INFLUENCE THE EXTERNAL ENVIRONMENT	OBJECTIVE <b>4</b> MAINTAIN A HEALTHY ORGANISATION	OBJECTIVE <b>5</b> ENSURE FINANCIAL SUSTAINABILITY
<ul style="list-style-type: none"> <li>• Provide high-quality services</li> <li>• Provide holistic and personalised support to individuals</li> <li>• Provide services to communities and facilitate pathways to mainstream services and programs</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver an authentic, professional and empathetic voice</li> <li>• Tell our story effectively</li> <li>• Articulate gaps in programs and services for refugees</li> <li>• Get people heard</li> </ul>	<ul style="list-style-type: none"> <li>• Know our footprint and point of difference</li> <li>• Develop collaborative partnerships</li> <li>• Be aware of new and emerging opportunities</li> <li>• Maintain effective government relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Foster a positive organisational culture</li> <li>• Ensure transparency in our planning, review and evaluation processes</li> <li>• Strengthen organisational systems' capacity</li> <li>• Provide governance which is effective and adds value</li> </ul>	<ul style="list-style-type: none"> <li>• Grow diverse income streams</li> <li>• Develop effective monitoring and reporting processes</li> <li>• Establish a financial framework that aligns spending with strategic objectives</li> <li>• Implement long term forecasting and planning</li> </ul>

ARA is the longest-serving organisation assisting the settlement of refugees in South Australia. Established in 1975 as ICRA (Indo Chinese Refugee Association), ARA has adapted over time to meet the many and varied challenges created by each new refugee crisis around the world.

### **Family Support**

ARA's family support services include parenting courses, family and relationship counselling, cultural support groups and crisis support.

### **Financial Support**

Advocacy on behalf of clients, financial counselling, budgeting workshops, and limited emergency relief.

### **General Client Support**

Bicultural and general case managers provide individual support, advocacy, and referrals. Programs range from specialised and intensive services to general programs such as driver training.

### **Migration Support**

ARA reunites families through our services for both humanitarian and non-humanitarian entrants.

### **Social and Community Engagement**

Training for refugee community leaders, cultural awareness training and an extensive volunteer program all aim to strengthen the engagement between refugees and the wider community.

### **Youth Support**

ARA is a leading provider of settlement support services for young people. Services include casework, homework clubs, youth hangout, workshops and holiday programs.