

Confidential: not to be cited or circulated without permission



Council on Economic Participation for Refugees

THIRD MEETING

Briefing Materials



11-12 April 2019

Canberra

The Council's purpose is to improve refugee economic participation

- The third meeting of the Council on Economic Participation for Refugees (the Council) follows two prior meetings held in February 2018 (Melbourne, VIC) and September 2018 (Fairfield, NSW). The Council is part of the Cities and Settlement Initiative, which is delivered by the Centre for Policy Development (CPD) with the support of a small team of volunteers from the Boston Consulting Group (BCG) and funded by the Myer Foundation and the Vincent Fairfax Family Foundation.
- The Council strives to improve refugee economic participation by:
 - using evidence-based analysis to discuss and assess the most effective practices
 - bringing together experts and drawing on fresh insights from metropolitan and regional cities, service providers, and international experience
 - working with local government areas that are settling the most refugees, and
 - seeking better governance and coordination connected to partnerships and delivery at the local level.
- The Council is informed by the other pillars of the Cities and Settlement Initiative including a knowledge hub on economic participation and an innovation network on practices supporting social and economic engagement.

Council participants attend in a personal capacity, with all discussions conducted under the Chatham House Rule.

Council Meeting Objectives

1. Build momentum and an implementation pathway for governance, policy and programming reforms to boost integration, employment and settlement outcomes for refugees, including the priorities of:
 - a centre of gravity within the federal government for relevant services including employment, language and settlement services, with appropriate links to state and local governments
 - a place-based approach to achieving greater economic and social participation for refugees involving holistic support, employer engagement and coordination of key services including employment, language and settlement, and
 - greater employer engagement in boosting sustainable employment for refugees.
2. Inaugural meeting of the Local Areas Strategic Partnership group including sharing of recent developments in Wyndham, approaches taken in other local government areas and further refinement of a place-based framework for refugee economic and social inclusion.
3. Launch *Seven Steps to SUCCESS* – a research report on supporting refugee entrepreneurship in Australia, which builds understanding of the huge potential of refugee entrepreneurs and outlines a strategic approach to supporting them.

Meeting details

Thursday 11 April

Boston Consulting Group,
Level 5, 16 Marcus Clarke St,
Canberra, ACT 2601

3pm – 5.30pm

Council Meeting (Thematic Workshops)

Details

The afternoon will feature two parallel interactive discussions on the following themes:

- The role of employers in boosting refugee economic participation
- A place-based framework for refugee economic and social inclusion at the local level

6pm – 8.30pm

Launch of *Seven Steps to SUCCESS*

Details

An opportunity to connect informally with colleagues and officially launch *Seven Steps to SUCCESS*, a report on supporting refugee entrepreneurship published by CPD and the Open Political Economy Network (OPEN)

Friday 12 April

Boston Consulting Group,
Level 5, 16 Marcus Clarke St,
Canberra, ACT 2601

8:45am – 3pm

Council Meeting (Plenary)

Details

Plenary discussion to focus on federal policy reform options impacting refugee economic participation and related opportunities to develop place-based approaches and a more effective centre of gravity within government for policy and services. This discussion will build on the findings of recent reviews, including from the Employment Services Expert Advisory Panel, the Senate Inquiry into *jobactive* and the Department of Prime Minister and Cabinet's review of integration, employment and settlement outcomes for refugees.

Contact:

Shivani Nadan (citiesandsettlement@cpd.org.au or +61 409 010 818)

Lisa Button (lisa.button@cpd.org.au or +61 450 578 664)

Participants

Government

David Wilden/Ben Biddington	First Assistant Secretary – Policy Group International Policy/Assistant Secretary – Immigration Policy, Department of Home Affairs
George Osborne/Julie Andrews	Manager – Economic Development/Coordinator - Community Capacity Building, Hume City Council
Hakan Akyol	Director, Community Participation, Victorian Department of Premier & Cabinet
James Jegasothy	Director Community Engagement and Strategy, The Office of Multicultural Interests (WA)
Jim Cavaye/Trudi Bartlett	Chair/Director, Regional Development Australia
Katie Baird	Manager – Vocational Initiatives, NSW Department of Industry
Katrina Currie	Executive Director - Employment, Department of Jobs, Precincts and Regions
Kelly Grigsby/Clifford Eberley	CEO/Social and Economic Inclusion Lead, Wyndham City Council
Linda White	Branch Manager – Foundation and Industry Skills, Department of Education and Training
Liz Hefren-Webb/Jess Del Rio	Deputy Secretary, Families and Communities/Branch Manger – Settlement Policy Branch, Department of Social Services
Loga Chandrakumar	Director, Outcomes, Performance and Risk, Department of Health & Human Services Victoria
Matthew McLean	Principal Policy Officer, Department of Premier & Cabinet
Matthew Roper	Assistant Secretary, Department of Prime Minister and Cabinet
Nathan Smyth	Deputy Secretary - Employment, Department of Jobs and Small Business
Sarah Janali	Team Leader Cultural Diversity & Community, City of Stirling
Simon Overland	CEO, Whittlesea Council
Susan Gibbeson	Manager, Social Development, Fairfield

Service Providers/Employers

Charis Martin-Ross	Head of Diversity and Sustainability, Allianz
Craig Robertson	CEO, TAFE Directors Australia
Huy Truong	Executive Director, Thrive Refugee Enterprise
Jamila Ahmadi	Settlement Sector Development Officer, Settlement Council of Australia
Kerrin Benson	CEO, Multicultural Development Association
Leigh Hardingham	Senior Manager - Inclusion and Diversity, John Holland
Melinda Moore/Jo Tabit	Senior Manager – Economic Security and Social Inclusion/Senior Manager – Given the Chance, Brotherhood of St Laurence
Nirary Dacho	Co-founder, Refugee Talent
Paris Aristotle AO/Josef Szwarc	CEO/Manager (Research & Policy), Victorian Foundation for Survivors of Torture Chair, Ministerial Advisory Council on Settlement Services
Peter Harrison	General Manager Education & Employment, AMES
Sonja Hood	CEO, Community Hubs Australia

Advisory

Andrew Asten	Project Leader, Boston Consulting Group
Andrew Kaldor AM	Chair, Andrew and Renata Kaldor Centre for International Refugee Law
Betina Szkudlarek	Associate Professor in Management, University of Sydney
Carla Wilshire	CEO, Migration Council of Australia
David Hardie	Senior Program Officer, VFFF
Kirsty Allen	Program Manager, The Myer Foundation and Sidney Myer Fund
Liz Ritchie	Co-CEO, Regional Australia Institute
Margaret Piper AM	Advisory Board Member, Multicultural NSW
Mark Watters	Partner & Managing Director, Boston Consulting Group
Miguel Carrasco	Partner and Managing Director, Boston Consulting Group
Paul Power	CEO, Refugee Council of Australia
Peter Shergold AC	Chancellor, Western Sydney University NSW Coordinator General for Refugee Resettlement
Philippe Legrain	Founder, Open Political Economy Network Former Economic Advisor to the President of the European Commission
Sean Innis	Director – Public Policy and Societal Impact Hub, Australian National University
Travers McLeod	CEO, Centre for Policy Development
Trish Clancy	Partner, Boston Consulting Group

Summary Agenda – Thursday 11 April

3.00pm	Participants arrive	Afternoon tea provided
3.15pm	Introduction	Welcome and recap on the background and objectives of the Council and the sessions planned this afternoon
3.30pm	Parallel Thematic Workshops	<p>Option 1: The role of employers in boosting refugee economic participation and related policy settings</p> <p><i>This session is targeted at stakeholders interested in the question of how to engage more employers in the task of boosting sustainable refugee employment in Australia. Federal, state and local government representatives are welcome, along with employers and service providers and others with an interest in this topic. CPD and the University of Sydney will present initial findings on their recent research into the role and perspectives of employers on this topic and policy reform options to boost successful employer engagement. This will be followed by a general discussion of the merits and feasibility of these options.</i></p> <p>Option 2: A place-based framework for refugee economic and social inclusion at the local level</p> <p><i>This session will bring together key local government authorities and other interested stakeholders to discuss a place-based framework for boosting refugee participation. CPD will present a framework that it is developing for a place-based approach to economic participation. Wyndham City Council (WCC) will then present on how it is applying and further developing this framework in connection with its trial of a place-based approach to boost economic participation of refugees and asylum seekers within its community. Representatives from other local areas will be invited to share insights based on experience in their respective communities. This will be followed by a general discussion among all participants of the framework presented by CPD and options for systemic changes to link federal, state and local machinery to enliven this framework.</i></p>
5.00pm	Plenary Discussion	An opportunity to identify convergence in thinking and opportunities from these two sessions.
5.30pm	Conclusion	

Summary Agenda – Friday 12 April

08.45	Participants arrive	
09.00	Welcome and Introduction	Recap of the background and objectives of the Council and key outcomes to date
09.15	Session 1: The federal reform agenda	<p>Discuss key issues arising from the Department of Prime Minister and Cabinet’s review of integration, employment and settlement outcomes for refugees and other reviews.</p> <p>Discuss links between recommendations and findings from key reviews, recent federal announcements and the work of the Council.</p>
10.45	Morning tea	
11.15	Session 2: Centre of gravity	<p>This discussion will focus on the need for a centre of gravity for federal services impacting refugee participation (including employment, language and settlement services) and effective coordination between the federal machinery of government and state and local government.</p> <p>Facilitated discussion to identify and elaborate the most effective and viable collaboration options.</p>
12:15	Lunch	Break for an informal lunch.
13:15	Session 3: Place-based approach to economic participation	<p>This discussion will focus on the need for localised approaches to employment services and other key services that support economic participation. The discussion will draw on outputs of the discussions on Day 1. CPD will present a framework for locally-led approaches to economic participation and ideas for linking federal, state and local machinery to enliven this framework.</p> <p>The discussion will focus on identifying what can be done to take local approaches to the next level.</p>
14.45	Wrap Up	
15.00	Conclusion	

What are we aiming to address?

Humanitarian migrants have poorer employment outcomes than the general Australian population

- higher unemployment
- lower participation rates

Gaps are greatest for

- female humanitarian migrants
- those with limited English proficiency
- Recent arrivals

Humanitarian migrants are highly entrepreneurial (compared with other migrants and the average taxpayer), but they face significant additional barriers to establishing their own businesses

Lack of recognition of prior experience, skills and qualifications is also a major barrier to their economic participation in Australia

▫The 'prize' for improving this situation:

- Increased personal earnings for humanitarian migrants
- Increased government revenue through taxation of income (plus related gains)
- Greater social cohesion and related community dividends

What CPD's Cities and Settlement Initiative aims to achieve

Overall Objective

Settling refugees better, by helping them to find jobs or start businesses faster in the places they are settling most

Three Pillars

Council on Economic Participation

Coordinated governance and new model for integrated delivery of employment, language and settlement services

Knowledge Hub on What Works

Improved knowledge and replication of promising practices that support economic participation of refugees

Local Areas Strategic Partnership

Innovation network on practices supporting social and economic engagement to drive awareness of and investment in local practices

Current Priorities

Reform Service & Funding Models

1. Reforms to employment and related services (eg language and settlement) to support refugees better.
2. Framework for a place-based approach to economic and social participation.
3. Trial(s) of place-based approaches to boosting economic and social participation.

Investing in Promising Practices

1. Identify practices that are working in local areas.
2. Understand employer perspectives and boost employer engagement.
3. Report on helping refugee entrepreneurs to thrive, and a refugee entrepreneur of the year award.

Encouraging a Centre of Gravity

1. Develop machinery of government proposals to align policy and funding, coordinate key services, and reduce duplication at federal, state and local level.
2. Ensure a gender lens is prominent in service and governance models.

1. Understanding and supporting the role of employers

Thursday 11 April

Option 1: 3.00 to 5.30pm

(including introduction and plenary discussion)

Context: Since the last Council meeting, CPD, BCG and the University of Sydney have conducted research into employer perspectives on refugee recruitment. A full report and policy recommendations are due in the second half of 2019.

Purpose of session: The research team will present initial findings from their research into the role and perspectives of employers on refugee recruitment and retention, and policy reform options to boost successful employer engagement. This will be followed by a general discussion of the merits and feasibility of these options and opportunities for future research.

Pain Points

1. Many employers lack awareness or may have negative pre-conceptions about hiring humanitarian migrants

- Unaware of talent pool offered by humanitarian migrants or effective recruitment services available
- Unconscious bias, xenophobia and racism in some employment environments
- Negative preconceptions about recruiting humanitarian migrants (eg concerns around overseas qualifications, English language level)



More positive messages about contributions of refugees and migrants to Australian workplaces and strengthening of measures to combat xenophobia



Wider and more targeted use of **social procurement frameworks** by all levels of government/private sector



Better **employer-focused resources and education** (how to meet social procurement targets, articulation of business case)

2. Employers are not well supported by mainstream employment services

- Low levels of employer engagement with *jobactive* and related incentives
- Employers flooded with unsuitable applications from *jobactive* providers



Support for **place-based approaches** that develop local strategies for engaging local employers



Facilitating **relocation** to locations facing labour shortages

3. Employers perceive a higher cost in hiring humanitarian migrants

- Limited government incentives specifically targeting employment of humanitarian migrants
- Lack of know-how in addressing on-boarding challenges among inexperienced employers



More accessible and **smarter wage subsidies** (consider categories, awareness/access, links with language training, pre-payment for employer programs)



Employer grants to establish on-boarding systems and supports (either directly or through service providers) without too much 'red tape'

Overview of Refugee Employer Research

Partnership between CPD, BCG, USyd & DJSB



Completed: Digital survey with 60 full responses (118 total responses)

Survey responses came from a broad range of employers:

- Location: respondents came from organisations operating in all states and territories
- Position: 29% in human resources, 27% at CEO or director level, 27% in other management roles
- Industry: Manufacturing 13%, Construction 11%, Professional Science & Technology Services 11%, Health Care 9%
- Scale: Small, medium and mid-sized companies: four had 10,000 to 100,000 employees; eleven had 1,000 to 10,000, ten with 100 to 1,000, thirteen had 20 to 100 and 12 had fewer than 20 employees



In progress: In-depth interviews with a broad range of companies and employment roles

Target: 15 interviews with heads of diversity, 5 employer case studies (3 interviews each)

- Organisations predominantly based in NSW and VIC, including companies in construction, hospitality, retail, financial services, government, farming and manufacturing
- Company size between 20 and 100,000+



The results in this document should be considered preliminary pending further data analysis. Where written comments have been shown, they have been included verbatim.

As partially completed surveys have been included in the analysis and not all questions were compulsory, sample size varies throughout the survey. Sample size has been noted on all charts.

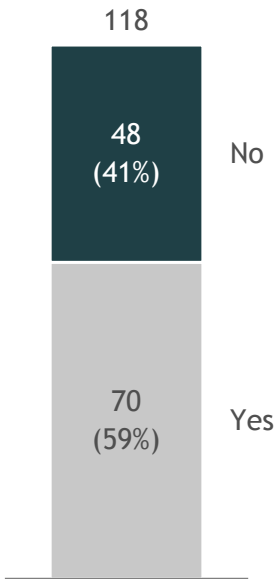
Key insights from survey

- 1 59% of survey respondents have hired refugees. Those who have hired refugees have generally hired a number of refugees over multiple years
- 2 The two dominant reasons that companies seek to hire refugees are corporate social responsibility (86%) and views of an influential staff member (78%). When companies are motivated by these drivers they are likely to hire one or a small number of refugees
- 3 46% of companies are motivated by the business case; they are likely to hire more refugees and downplay the refugee status of job seekers
- 4 Common reasons for not hiring refugees are: the idea not coming up (39%), not seeking to hire from particular backgrounds (36%) and not knowing how to access or recruit refugees (22%)
- 5 63% of employers who have hired refugees stated that it did not cost more than hiring other employees; those who cited additional costs most commonly cited training and on-boarding costs
- 6 Companies that have not hired refugees rate almost all challenges to be significantly more difficult than companies that have hired refugees - eg. 77% of employers who have not hired refugees expect regulatory hurdles to be challenging compared to only 23% of employers who have hired refugees citing it as a challenge
- 7 Only 9% of respondents who have sought to hire refugees cited government incentives as a key benefit

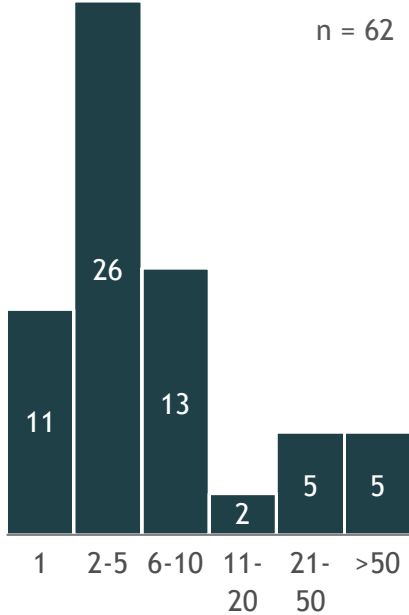
Those who have hired refugees have generally hired a number of refugees over multiple years

Survey included both companies that had and had not hired refugees (59% vs 41%)

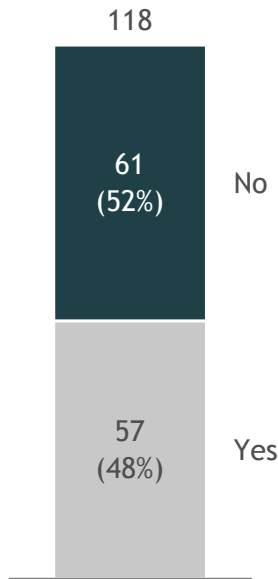
Has your company employed one or more refugees in Australia in the last 5 years?



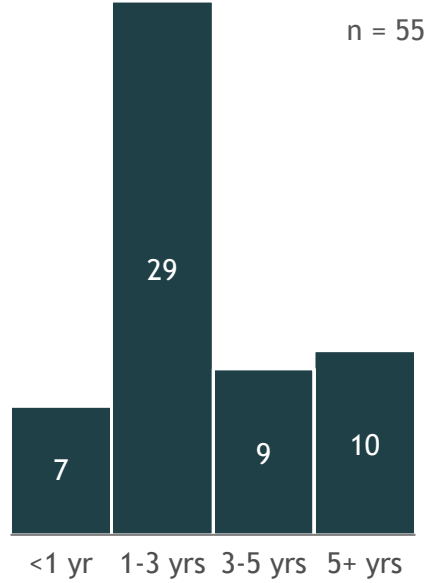
Approximately how many refugees has your company hired in Australia in the past 5 years?



Has your company actively sought to employ refugees?

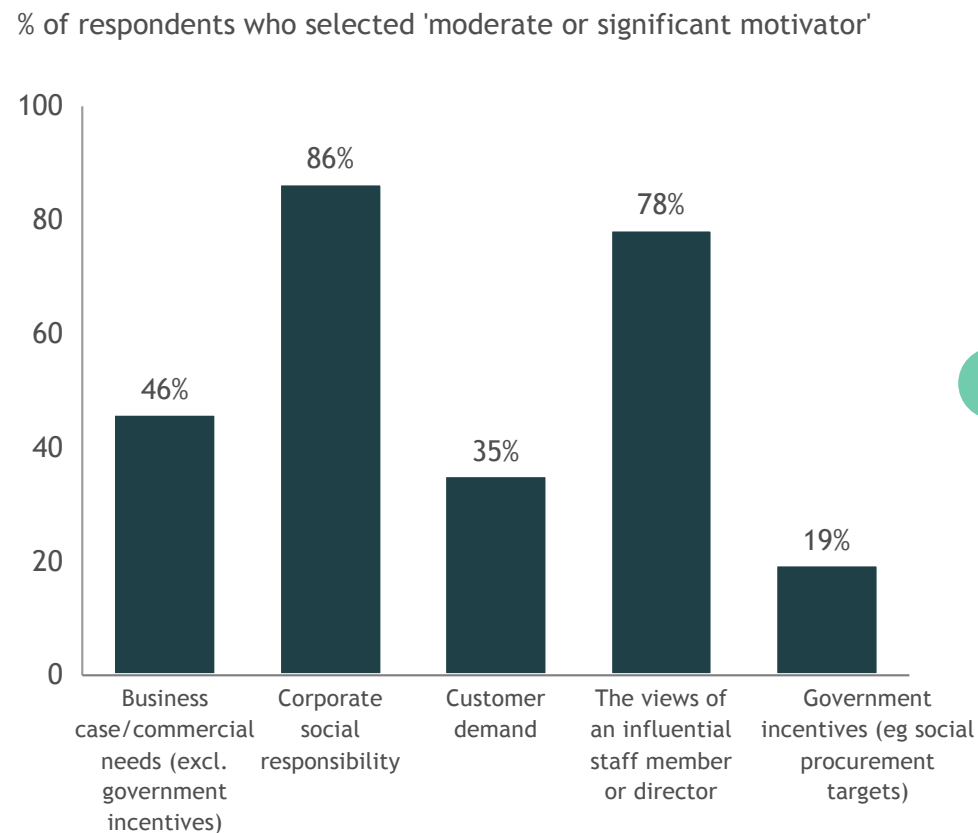


Over what period of time has your company specifically sought to employ refugees?



Dominant reasons for hiring refugees are 'corporate social responsibility' and 'views of an influential staff member'

To what extent have the following motivated your company to seek to employ refugees?

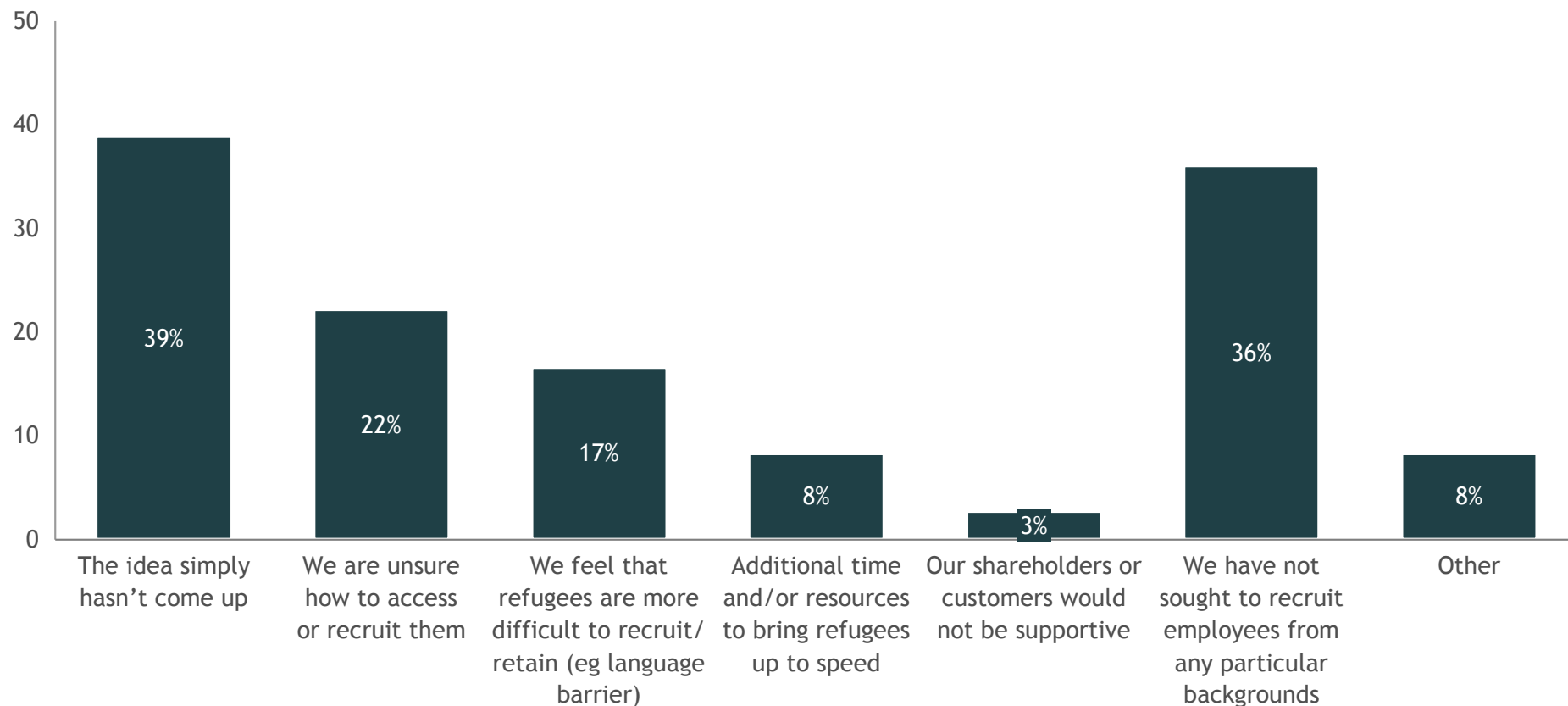


Interview findings suggest that the key motivator has an impact on how many refugees a company is likely to hire

- Companies motivated by corporate social responsibility or the views of an influential staff member are likely to hire one or a small number of refugees, paying great attention that their employment is a success.
- Companies motivated by business case are likely to hire more refugees and are likely to downplay the refugee status of job seekers.
- Other motivators:
 - industry peers and competitors who have successfully hired refugees
 - the importance of word of mouth
 - coordinated approach within industry (peer support)

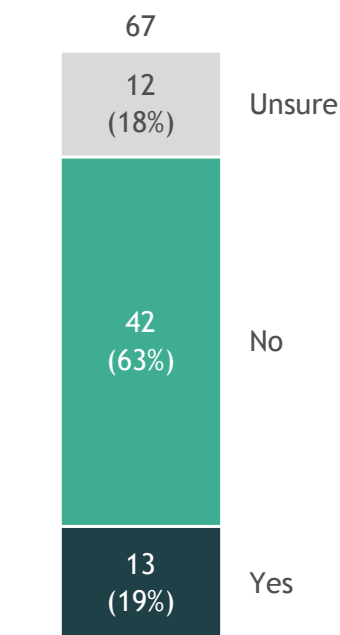
Common reasons for not hiring are 'the idea not coming up' and 'not seeking to hire from particular backgrounds'

% of respondents who selected each reason (respondents could select multiple responses)



63% of employers who have hired refugees said that it did not cost more than hiring other employees

Does it cost more to employ/retain refugees than other employees?¹



Insights from the interviews suggest that smaller companies are more likely to experience additional costs, with many costs built into standard processes

- additional time required for on-boarding and getting refugees up to speed (this includes technical knowledge and workplace adjustment)
- (ongoing) training for staff receiving refugees
- maintenance costs linked to in-house long-term workplace integration programs
- unaccredited training on topics such as financial management and stress management
- communication challenges that complicate workplace interactions and delay or prevent the delivery of outcomes
- recruitment costs linked to use of not for profit/social enterprise service providers are seen as a cost when hiring low-skilled candidates, but as a saving when hiring high-skilled candidates

1. Question only asked if company had hired refugees over past 5 years

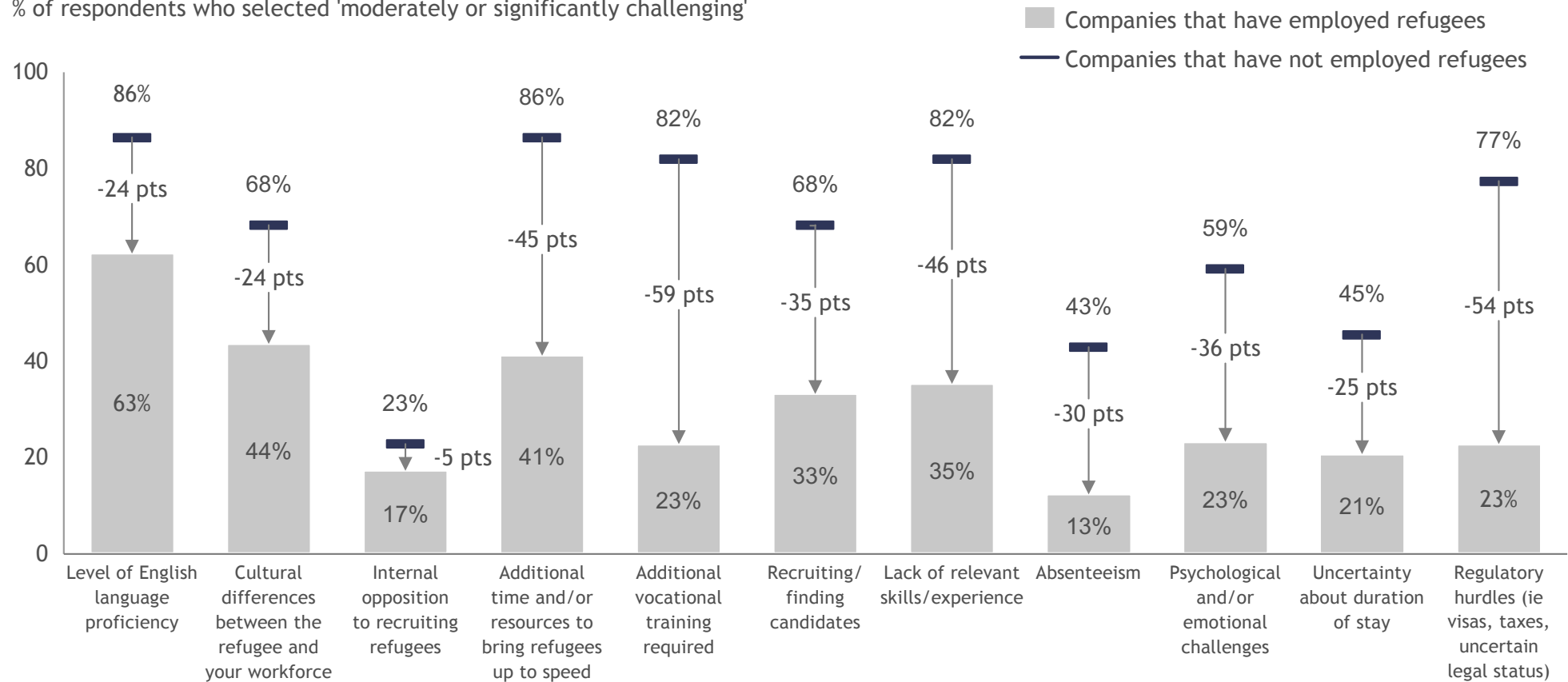
Note: Further analysis required to understand variation in response by size of company and length of time the company has sought to hire refugees 16

Have employed vs have not employed

Companies that have not hired refugees rate almost all challenges to be significantly more difficult

How challenging have these factors been in employing refugees/would you expect to be (if company has not hired refugees)?

% of respondents who selected 'moderately or significantly challenging'



Survey questions asked of all companies. Further analysis planned to understand how responses vary for companies that have hired refugees but not actively sought to do so compared with those that actively seek to hire refugees

Interview findings suggest that good service providers help to mitigate many challenges

- Companies that do not use services of not-for-profit/social enterprise service providers rate challenges of hiring refugees as much more significant
- Bespoke career services are crucial to the selection, recruitment and on-going training of the ‘right’ refugee for the given position and organisation
- *“If I didn’t have a partnership with [names of two not-for-profit service providers]* then hiring refugees would be a significant challenge.” (HR manager)*
- Additional challenges include:
 - job readiness and workplace readiness
 - organisational commitment seen as an obstacle (one member’s enthusiasm insufficient to make things work)
 - a wide range of cultural differences that are difficult to address through short trainings (eg eye contact or gender bias)
 - underestimation (by refugees) of their own capabilities and skills
 - impact that a single negative experience can have on organisational commitment
- Internships or traineeships seen as a risk-management strategy, but might not lead to long-term employment

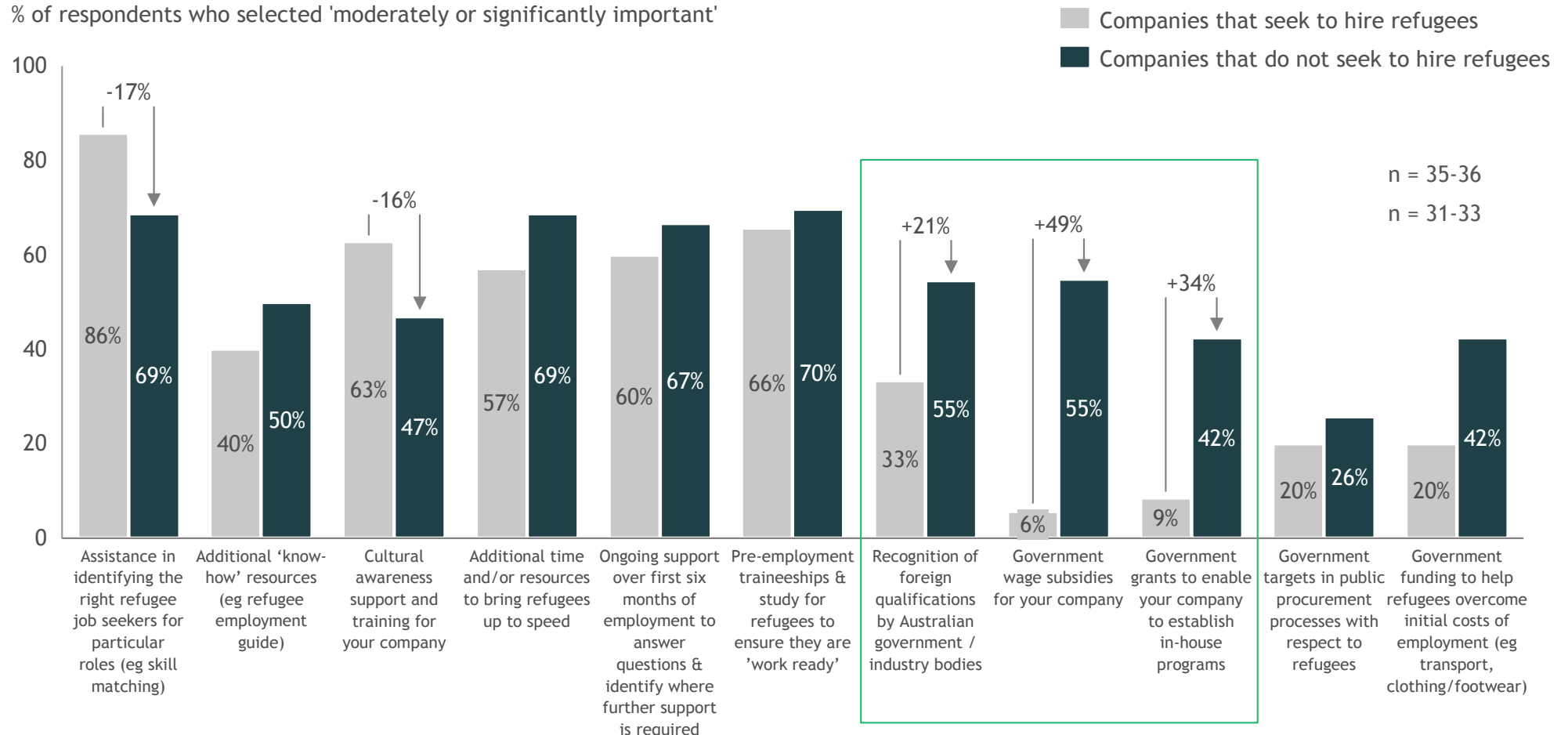
* Names of service providers deleted given inherent bias in results as service providers were involved in disseminating digital survey
Source of quote: Sydney University interviews

Seek to hire vs do not seek to hire

Companies that do not seek to hire refugees place greater importance on recognition of foreign qualifications and government funding

How challenging have these factors been in employing refugees/would you expect to be (if company has not hired refugees)?

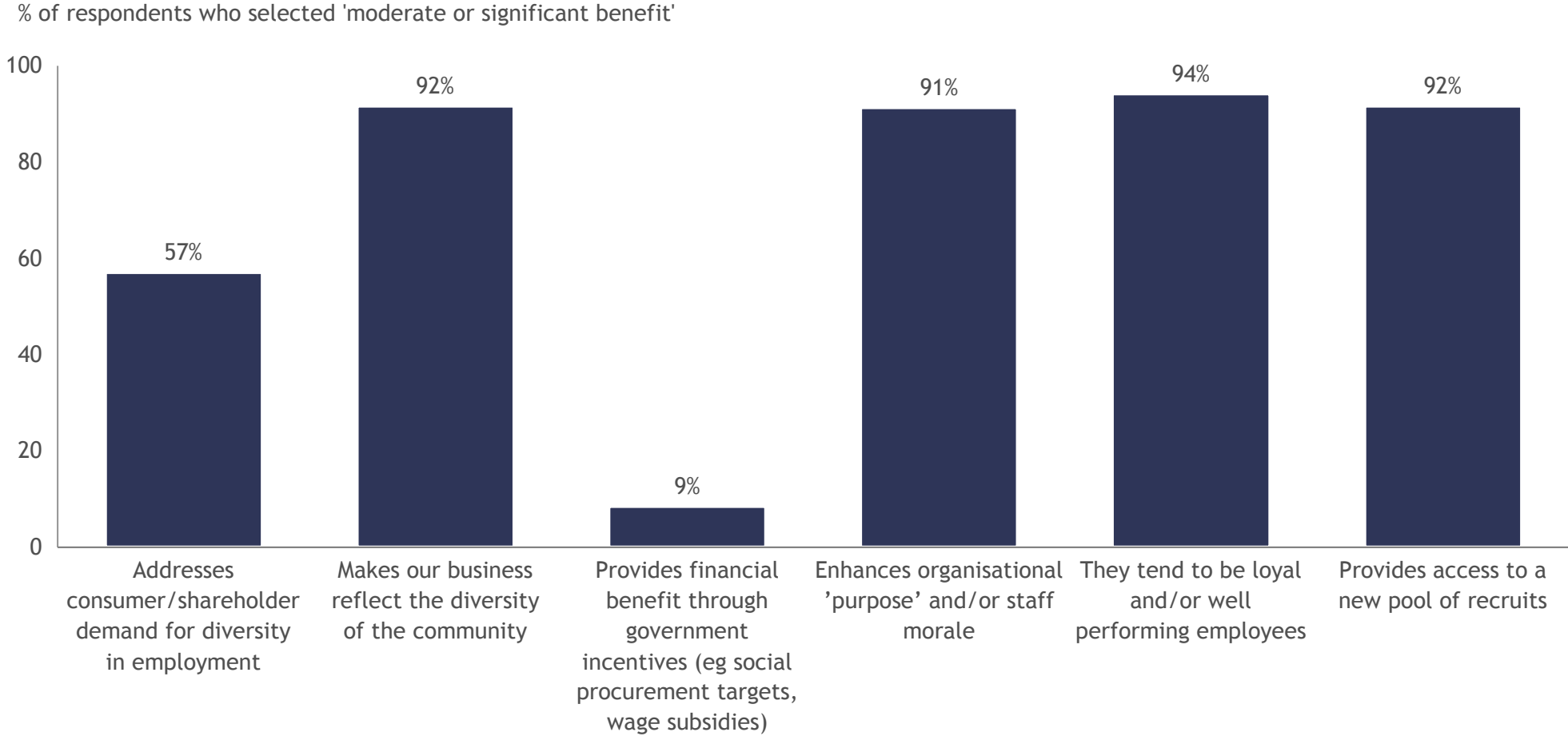
% of respondents who selected 'moderately or significantly important'



Survey questions asked of all companies. Further analysis planned to understand how responses vary for companies that have hired refugees but not actively sought to do so vs those that actively seek to hire refugees 19

Only 9% of respondents cite government incentives as a benefit of employing refugees

To what extent has your company found the following to be benefits of employing refugees?



Survey questions only asked of companies that have actively sought to hire refugees

Interview findings suggest government subsidies are not currently considered a key motivator for companies who employ refugees

Many small companies were not aware of the potential availability of subsidies and therefore are more likely to believe their utilisation would motivate them

Some interviewees expressed concern that financial incentives compromise the system. Instead, the money could be directed to support organisations and employment agencies to ensure refugees are job-ready

One company uses subsidies in screening candidates ('subsidy discrimination')

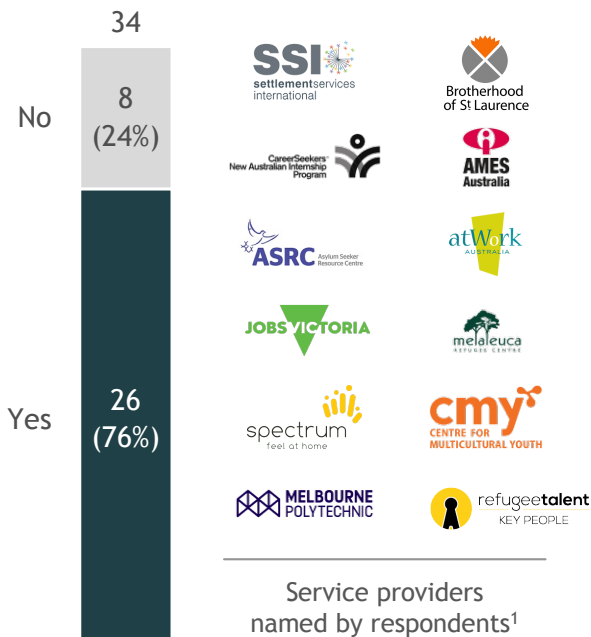
Several respondents would not utilise subsidies, as they consider that refugees who are eligible often are not job-ready. Many small companies stressed they do not have capacity to develop in-house programs

Large companies were more likely to include refugees in existing diversity programs

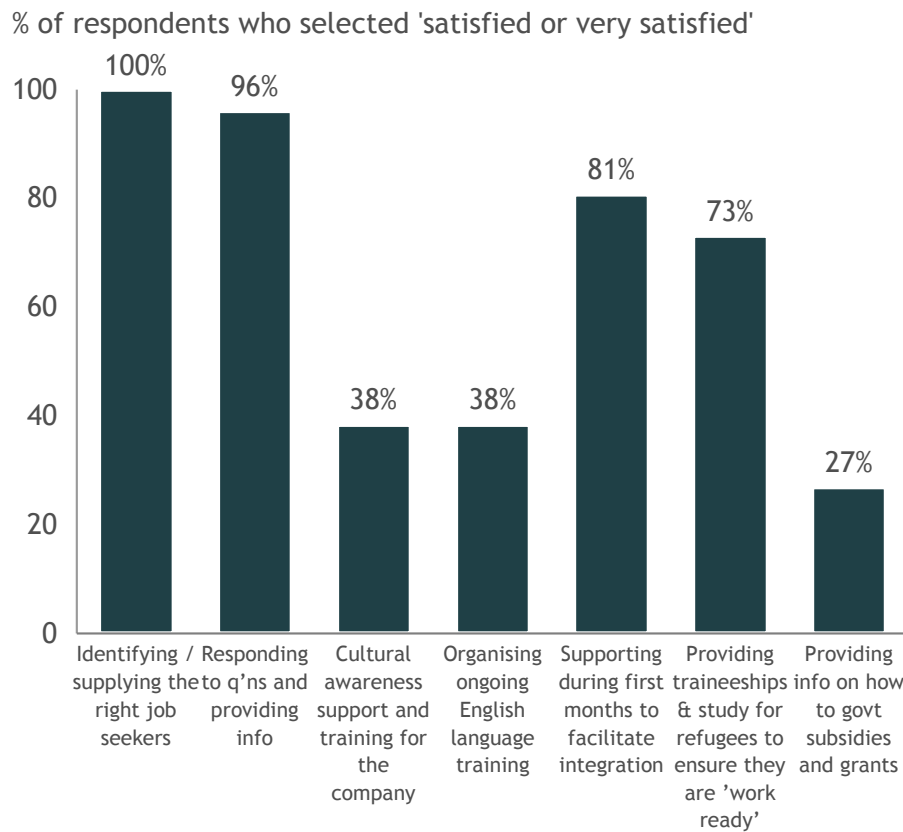
Social procurement targets were seen as very effective in engaging employers, but could also be seen as unfairly shifting responsibility, risk and associated cost for refugee workforce integration to businesses

76% of employers who seek to employ refugees have used service providers; most satisfied with assistance identifying candidates and providing information

Has your company used service providers?



How satisfied were you with the assistance they provided your company across the following areas



Insights on *jobactive* from interviews

□Difficult to work with due to the lack of process around matching appropriate candidates with given roles and preparing refugees to be work ready.

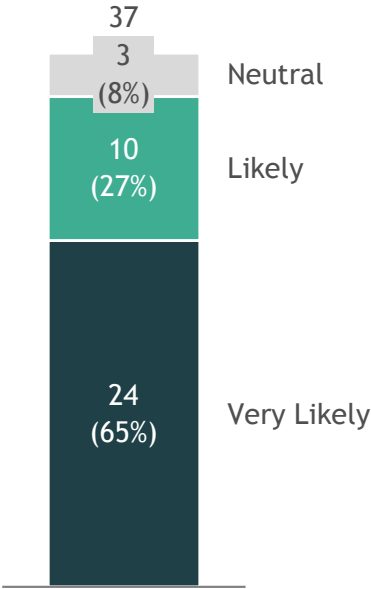
□“It's quite frustrating when I know that they get sort of funding for placing someone, but then it feels like we're kind of doing all the work and actually making it happen.”

□Subsidy scheme with a 6-month turnaround leads to abuse of the system

1. Respondents could list more than one service provider
Survey questions only asked of companies that have actively sought to hire refugees

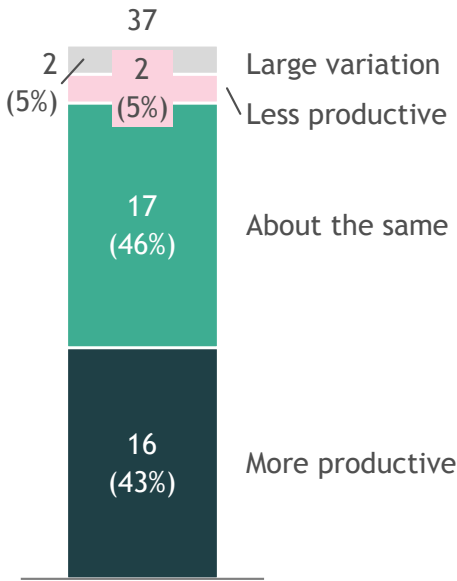
92% of those who seek to employ refugees are likely or highly likely to recommend it to others; productivity levels are mostly about the same or better

How likely are you to recommend employing refugees to others?

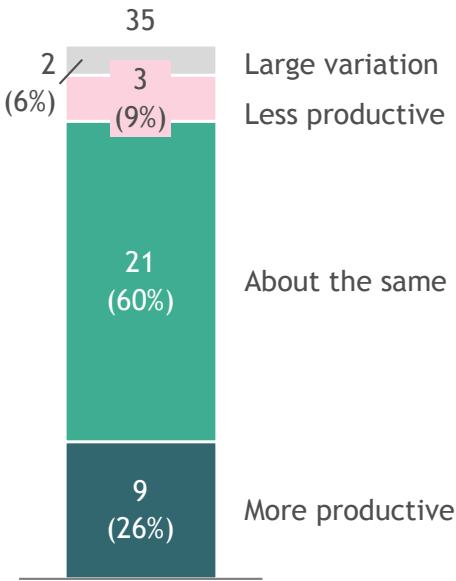


How productive do you believe the refugees your company employed have been overall compared to:

b) your expectations



b) broader workforce



Interviews uncovered productivity barriers

- lack of on-job language proficiency
- lack of relevant (Australian) experience
- steeper learning curve
- cultural challenges
- lack of self-esteem
- attitude of entitlement

▫ Many respondents stressed overwhelming dedication and loyalty and also outstanding performance

Timeframe for finalising and sharing research

	Activity	Date	Lead Organisation
1	Complete interviews with employers	April 2019	University of Sydney (USyd)
2	Working Group input on initial findings and policy options	May 2019	Working Group on 'Role of Employers' (convened by CPD)
3	Analyse results of digital survey and interviews and prepare findings and policy options		USyd/CPD/BCG
4	Working Group input on research report and policy options	June 2019	Working Group on 'Role of Employers' (convened by CPD)
5	Final research report to DJSB		USyd/CPD/BCG
6	Public launch of research report and 'policy options' paper	August 2019 (TBC)	USyd/CPD/BCG
7	Discussion of policy recommendations	Sept-Oct 2019 (next Council meeting)	CPD/USyd/BCG

2. Place-based approaches to boosting economic participation for refugees

Thursday 11 April

Option 2: 3.00 - 5.30pm

(including introduction and plenary discussions)

Friday 12 April

Session 3: 1.15 - 2.45pm

Context: Since the last Council meeting, CPD has developed a new ‘community deal’ framework for place-based approaches, informed by the development of a trial in Wyndham. CPD has also convened a Local Areas Strategic Partnership group as a network to collaborate on and collectively advocate for practices supporting social and economic engagement of refugees.

Purpose of session(s): The session on Day 1 will provide an opportunity to share CPD’s ‘community deal’ framework, learn about the trial in Wyndham and the work in other local government areas, and collect ideas and feedback to refine a shared vision for how to enliven a place-based framework to boost the economic participation of refugees in Australia. The session on Day 2 will provide an opportunity to share the framework and the insights from Day 1 with all the Council participants and further refine a roadmap on how to link federal, state and local machinery to enliven this framework.

The concept and rationale

- “ It is all about connecting flexibly at the local level with networks, service providers, local government and opportunities. By this means we can localise accountability and build connection and support for those who need it – Terry Moran AC (Chair of CPD)
- “ Our vision is: A collaboratively capable and trusted APS leading the facilitation of local solutions across all levels of government, communities, private and third sectors for the benefit of all Australians – ANZSOG research paper for the APS Review Panel (March 2019)

The rationale for a place-based approach to refugee economic participation

Impacts a relatively small number of affected areas (though regional settlement may expand these)

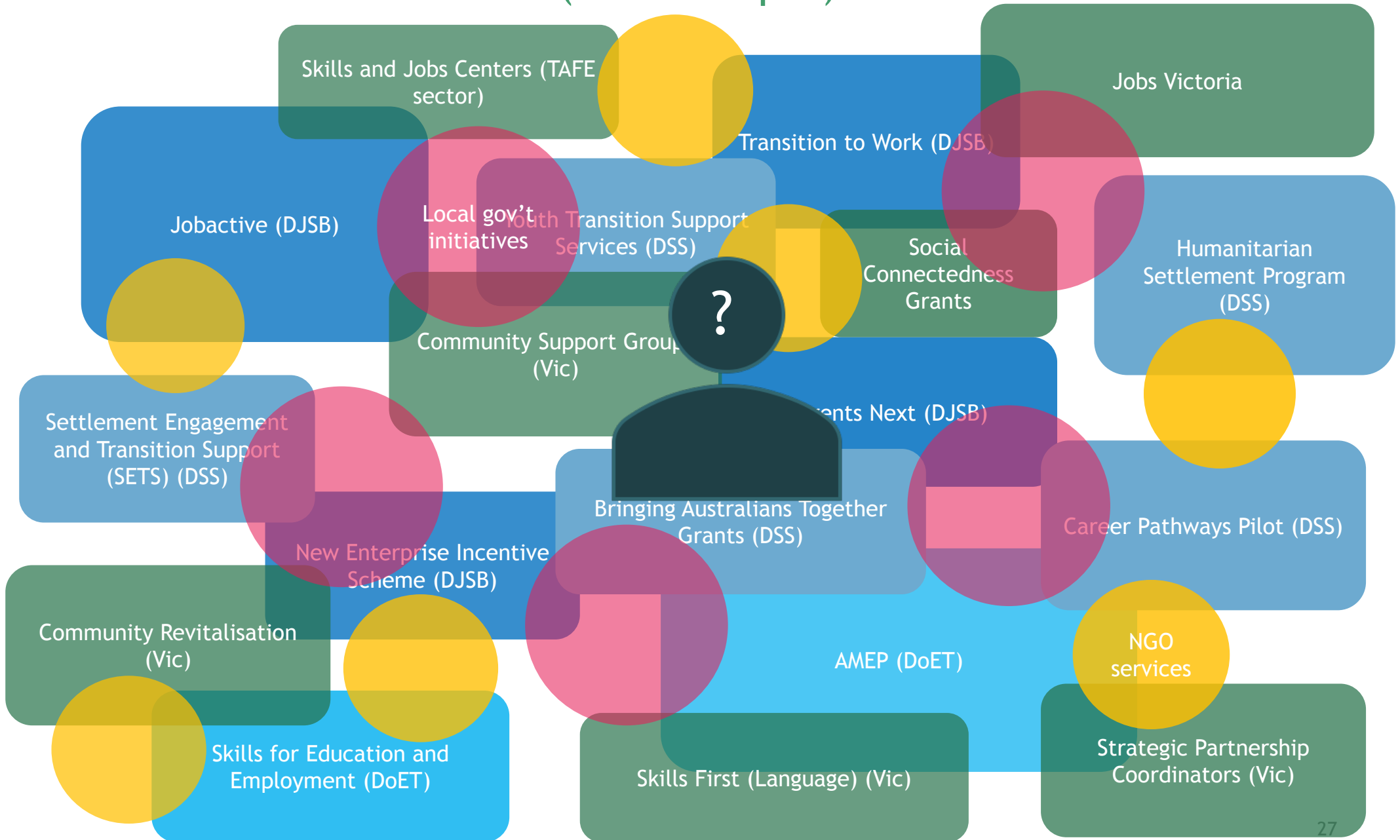
Different locations have different challenges and needs

Bespoke approaches are more likely to deliver successful outcomes than universal systems as they take into account:

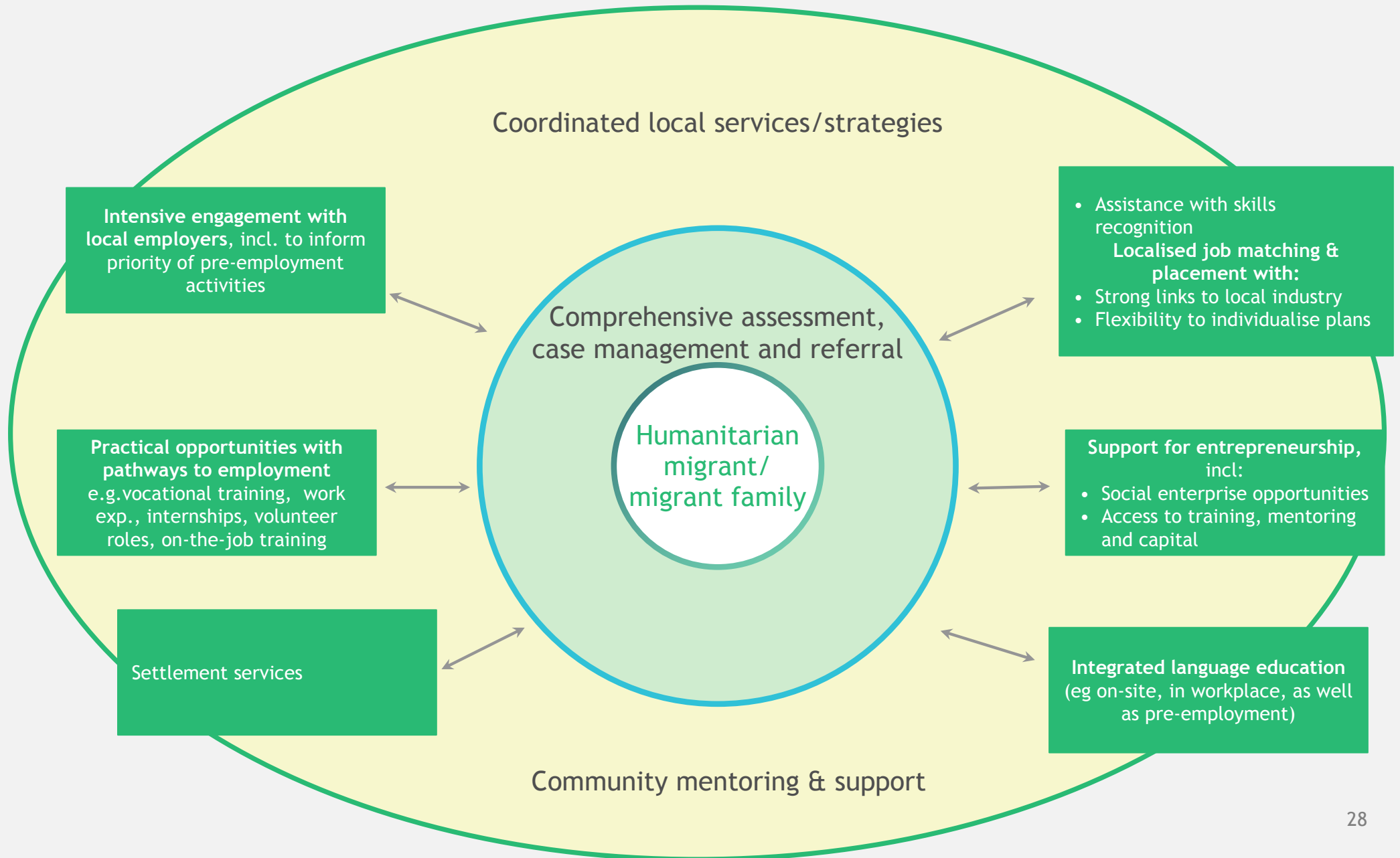
- local labour market and talent pool
- local consumer bases (for new ventures)
- community support to build social capital
- existing community infrastructure and services
- other local conditions (eg geography, transport, seasonal employment)

Potential for more cost effective results, especially if mainstream ‘spend’ can be engaged in the bespoke approach

The Confetti of Services (Vic example)



To this...



ANZSOG report to APS Review

Ensuring a world class Australian Public Service: delivering local solutions

Evidence suggests ‘the need for increasingly localized solutions in genuine partnership with communities to achieve best social, economic and environmental outcomes. Top-down policymaking is no longer sufficient alone to deal with community expectations or the complexity of challenges faced in community settings. Communities themselves need to be part of the solutions, right from problem conception to design, implementation and evaluation’

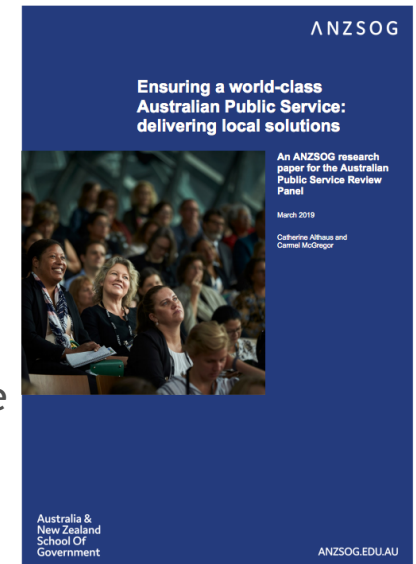
At present ‘no guiding set of administrative principles or coordinated, holistic architecture either within the APS...to fully support and enable local delivery solutions’

Example of effective responses to natural disasters:

- Barriers to collaboration and positive risk-taking fall away
- Entire administrative apparatus places the citizen and local communities front and centre
- Clear lines of authority
- Respect for principle of subsidiarity

Tackling the problems:

- Lack of shared understanding of what ‘local solutions’ means
- Lack of join-up coherent architecture (eg Need for a single point of contact for communities - ‘Lead APS community advocates’ under DHS)
- Decisions imposed by central programmatic view (Need to work with others and balance push-down vs push-up agendas and the universal vs the bespoke)
- Lack of systemic learning/hardwiring (need for APS institutional memory repository)
- ICT problems (need for a seamless ‘front office’ platforms with invisible back-office dimensions and greater availability of data)
- Lack of expertise (need to boost APS capacity in service delivery)



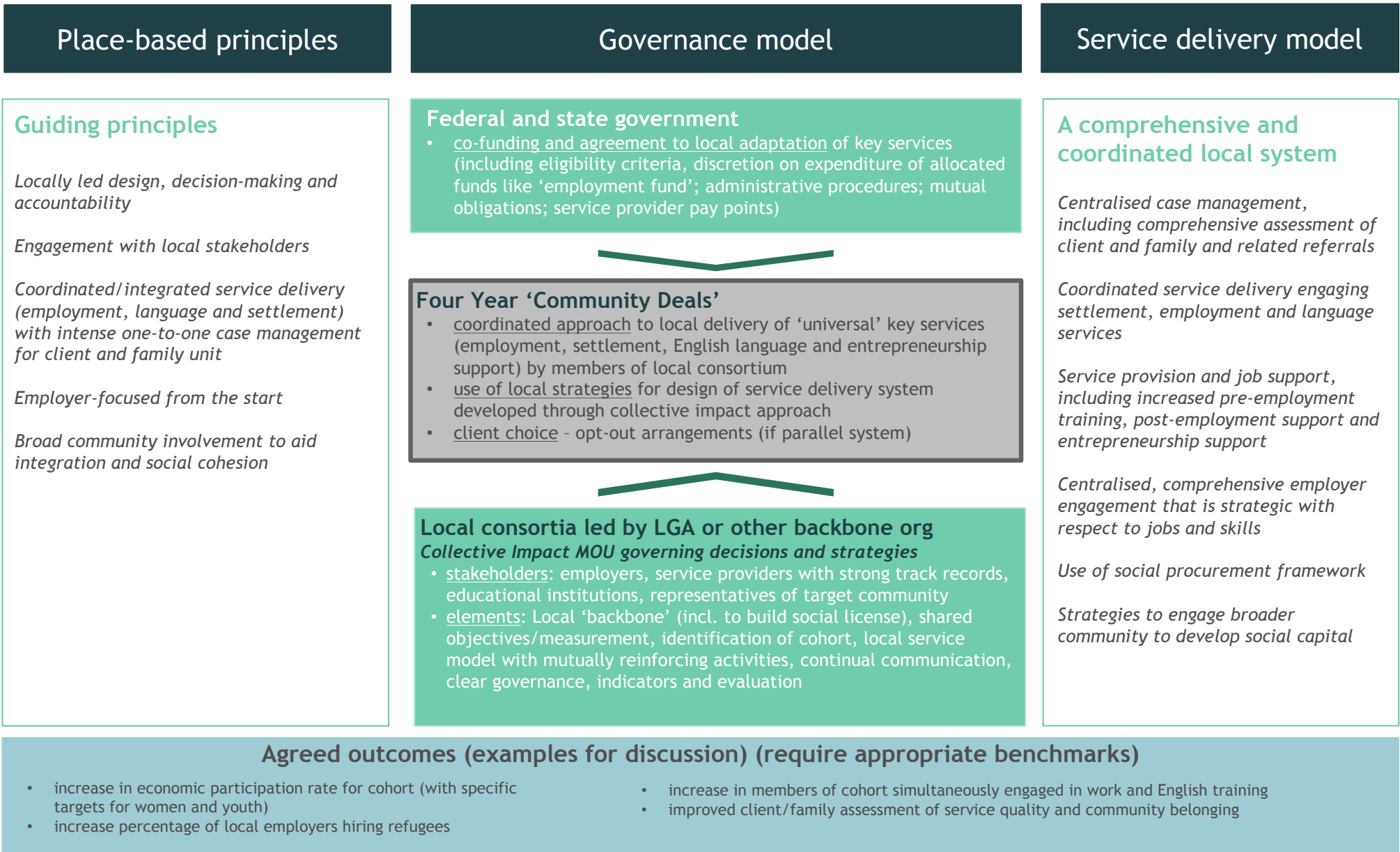
Place-based approach to economic participation

Four year 'Community Deals' to support place-based approaches to economic participation for refugees and other disadvantaged cohorts

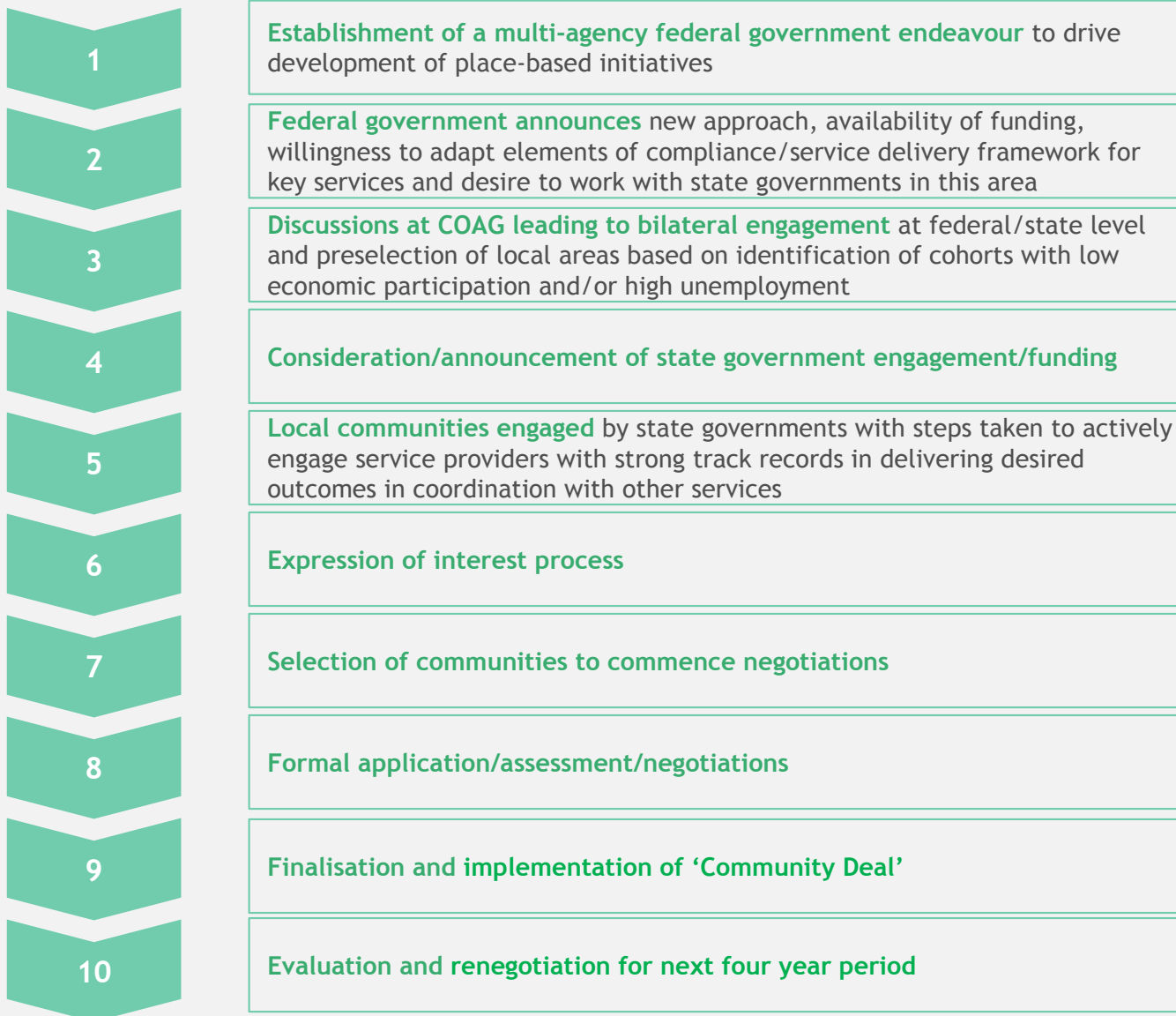
-
- A** □ **Option A (Preferred): Local adaptation of current services 'system'**
 - requires significant tailoring of universal system
 - reforms existing spend on key services to deliver more locally tailored outcomes
 - more likely to be sustainable
 - collective impact 'tight, loose, tight' framework: tight on outcomes, loose on local delivery, tight on measuring achievement

 - B** □ **Option B (Interim): Additional local support to supplement universal services**
 - easier to achieve but adds federal and state spend to existing underperforming services rather than repurposing that spend
 - less likely to be sustained in the long term
 - less likely to deliver systemic change in local context

Overview: Community deals for boosting economic participation for refugees and other disadvantaged cohorts



Implementing Community Deals (for discussion)



EOI Process:

- details of areas in which flexibility/local discretion is possible
- collective impact criteria - involvement of employment service provider(s), other key providers (eg settlement, AMEP), employers and backbone organisations
- need for endorsement by local government
- self diagnostic tool and suggestions on possible interventions
- desired outcomes and measures
- examples of relevant interventions/activities local initiatives might consider



Questions for group discussions

□Questions:

1. How to deeply understand community needs/challenges (and design from that basis)?
2. How to deliver funding that is more flexible and long term?
3. How to achieve genuinely local collaboration, not competition for funding?
4. What is the process to manage outcomes and accountability across and within governments (federal, state, and local)?
 - Ministerial engagement?
 - Key forums?
 - Metrics/KPIs?

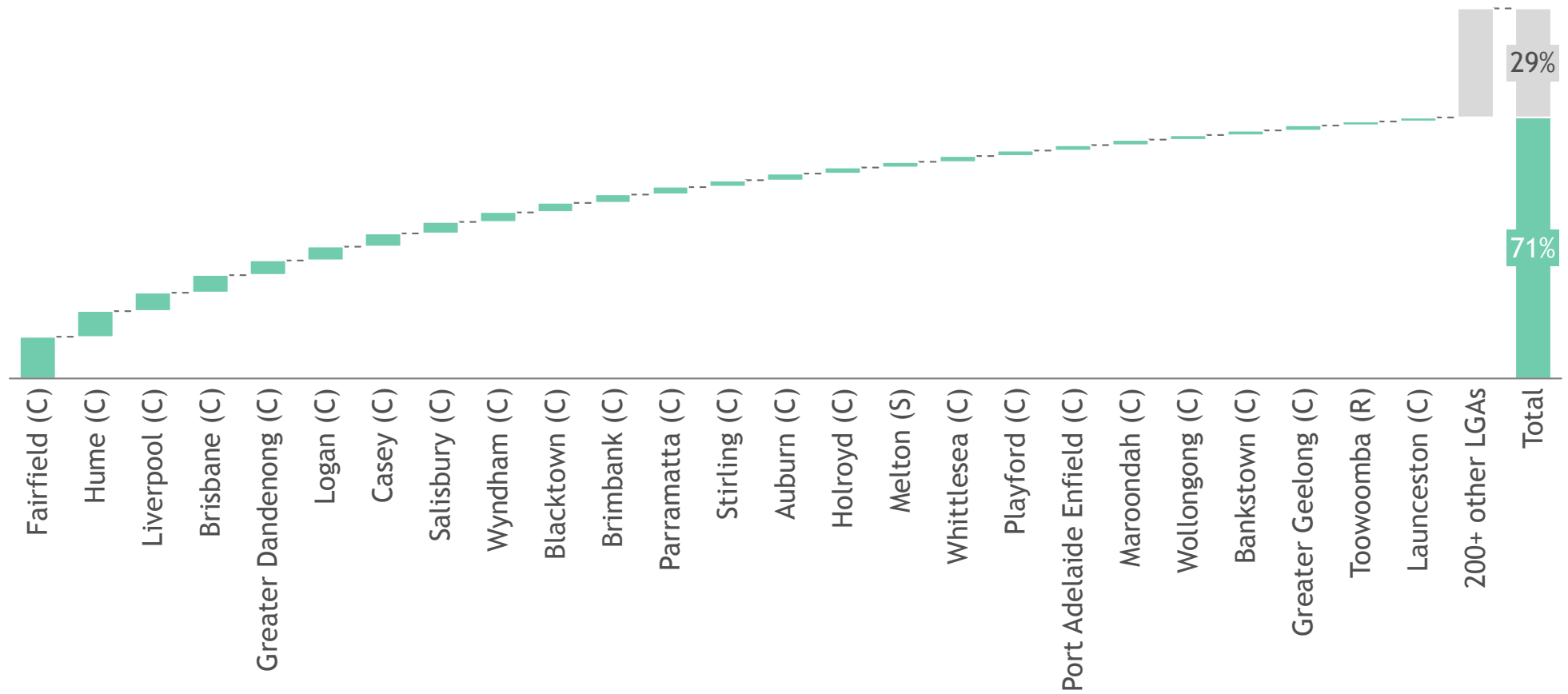


Other questions on community deals

- What is needed at federal and state level to implement and expand community deals?
- What is needed from federal and state service systems to give community deals the flexibility to deliver local solutions (eg client and service provider rules, incentives and payments; best use of first 12 months of settlement)?
- Should communities be preselected on the basis of agreed criteria, such as:
 - humanitarian settlement numbers/concentration
 - high unemployment
 - low economic participation/lack of cohesion
 - willing backbone institution at local level
 - willing local partners to build social license
- What are the five best outcomes around which to structure these community deals?

Humanitarian migrants are disproportionately settled in a few areas

Top 25 LGAs have settled over 70% in the last nine years





A merged set of guiding principles for a place-based approach¹



Locally led design, decision-making and accountability

- local bodies/initiatives decide their own priorities and approaches to service delivery in consultation with local stakeholders. High level of transparency and public scrutiny



Engagement with local stakeholders

- stakeholder engagement is crucial to identify local needs, processes and service capability (including what may need to be developed) and avoid duplication, fragmentation or service gaps



Coordinated/integrated service delivery with intensive one-to-one case management for client and family unit

- local body/initiative takes a strong leadership position to align other stakeholders and service providers. Extends to securing clear commitments from community groups and leaders



Employer-focused from the start

- employers active in designing and participating in measures to boost employment of refugee job seekers as well as championing workforce diversity and migrant success



Community involvement

- members of the broader community are engaged with disadvantaged job seekers in a variety of capacities to aid smooth integration, social cohesion and acquisition of social capital by refugees

1. A merged set of principles from the work of CPD and the Settlement Services Advisory Council, taking into account Australian and international place-based approaches

The development of a trial in Wyndham

Embedded resources

- CPD works closely with Wyndham City Council (WCC) including embedding resources to work with Council, with support from a small team of BCG volunteers
- WCC established new role of 'Social and Economic Inclusion Lead' to develop this project

Local development

- WCC led multiple discussions with a range of local stakeholders (including large employers), Victorian government regional employment trial (RET) coordinators
- \$500K Community Revitalisation commitment by Victorian government - a key enabler in funding a range of initiatives to support employment readiness, increased employer engagement, targeted support and community networks
- WCC hosted four major workshops with stakeholders, including employers and service providers

Regional Employment Trials (RET) application

- RET application developed by consortium including WCC, Wyndham Community and Education Centre and AMES Australia (currently being progressed by RET Coordinators and RDA)

Ethnographic research

- BCG volunteers led on ethnographic research with refugees in Wyndham to confirm pain points and fine tune details of trial design

Next steps (April 2019 to July 2021)

Establishment of collective impact taskforce

▫April - May 2019: Establishment of Social and Economic Inclusion Taskforce and MOU which will develop full range of coordinated local strategies including employer engagement

Trial launched

▫Mid 2019 onwards: Sustained program of social and economic inclusion initiatives rolled out under the auspices of the Taskforce including:

- new local initiatives/interventions (see 'Service Model: Trial Overview')
- Community Revitalisation Programs focused on building networks, strengthening pathways and engaging employers around inclusive HR practices, work experience and employment programs
- Fresh Start Employment Program commences focusing on employment skills and pathways for young people.

Social Procurement

Nov 2019: Wyndham Social Procurement Policy developed to enable a range of work placement and employment outcomes on capital works projects and other WCC contracts.

First 'Industry Agreements' commence, building the number of employers involved in inclusion programs

Evaluation

Ongoing from January 2020 until conclusion in July 2021

Wyndham Trial: Stakeholders engaged to date



Service Providers

Wyndham Community Education Centre (multiple service provider, including settlement/AMEP/JVEN)

Jobprospects (*jobactive*)

AMES (multiple service providers including *jobactive*)

MiCare (service provider)

Centre for Migrant Youth (service provider)

Wynbay LLEN

The Gordon TAFE



Employers

Wyndham City (2nd largest employer)

Fresh Select

Mercy Health

Oxford Cold Storage

Werribee Zoo

Alex Frazer Group

Avalon Airport

Target

Committee for Wyndham (business group)



Others

Regional Employment Trials Coordinators

Settlement Services Advisory Council members

DEDJTR, DPC in Victoria

Wyndham Humanitarian Network

Cities & Settlement Working Group

Wyndham Trial: Ethnographic Insights

What we learnt

Job search

Job advice

Job retention



▫ 'Confidence' matters



▫ Importance of trust and personal networks



▫ Loss of trust in *jobactive*



▫ Rigid processes trump relevant advice



▫ Trust enhanced by 'people like us' in services



▫ Need for places to gather with job-seeking/working peers



▫ Need for tailored 'English for purpose'

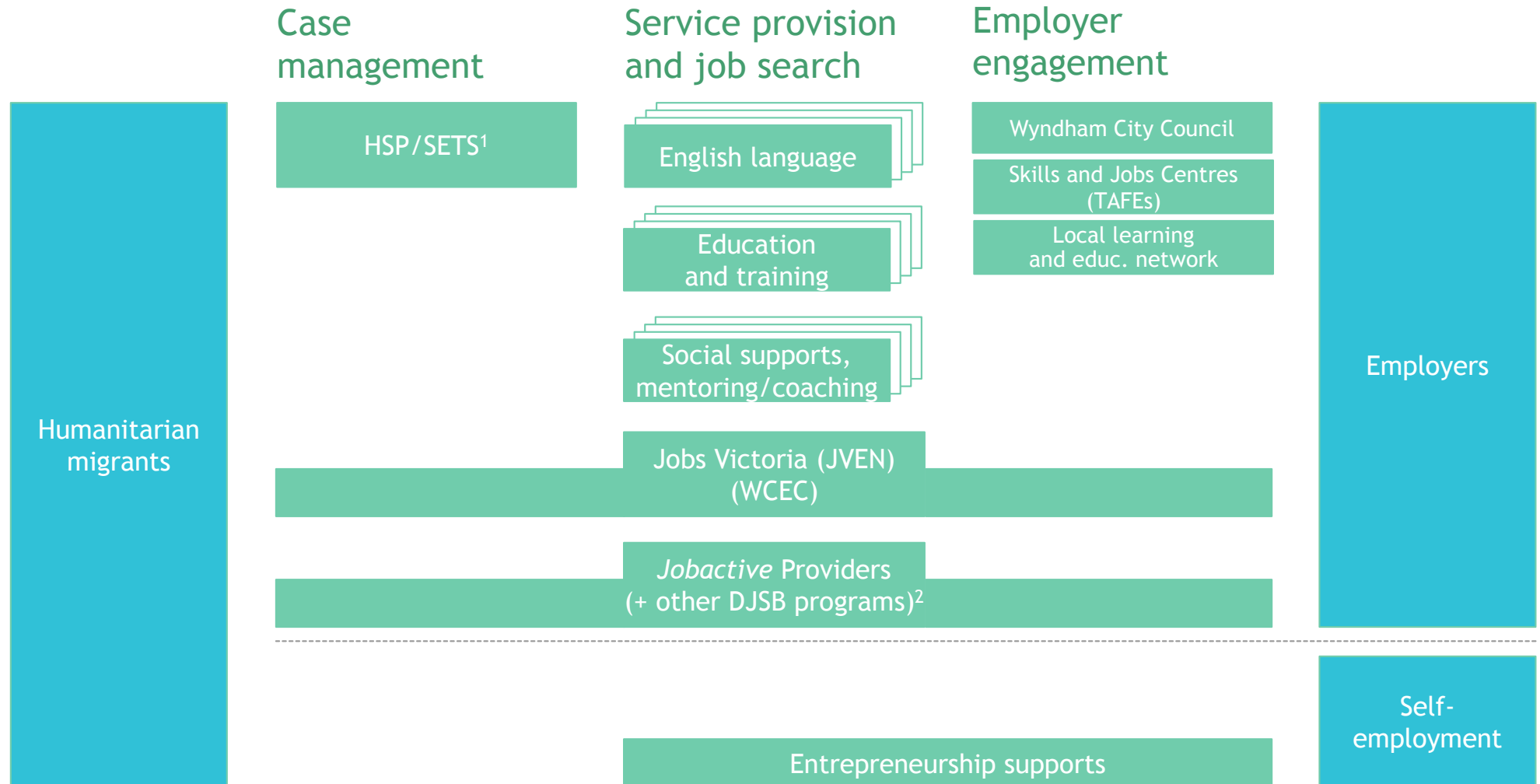


▫ Layers of intermediaries are a risk and barrier



▫ Retention requires suitable roles and employer readiness

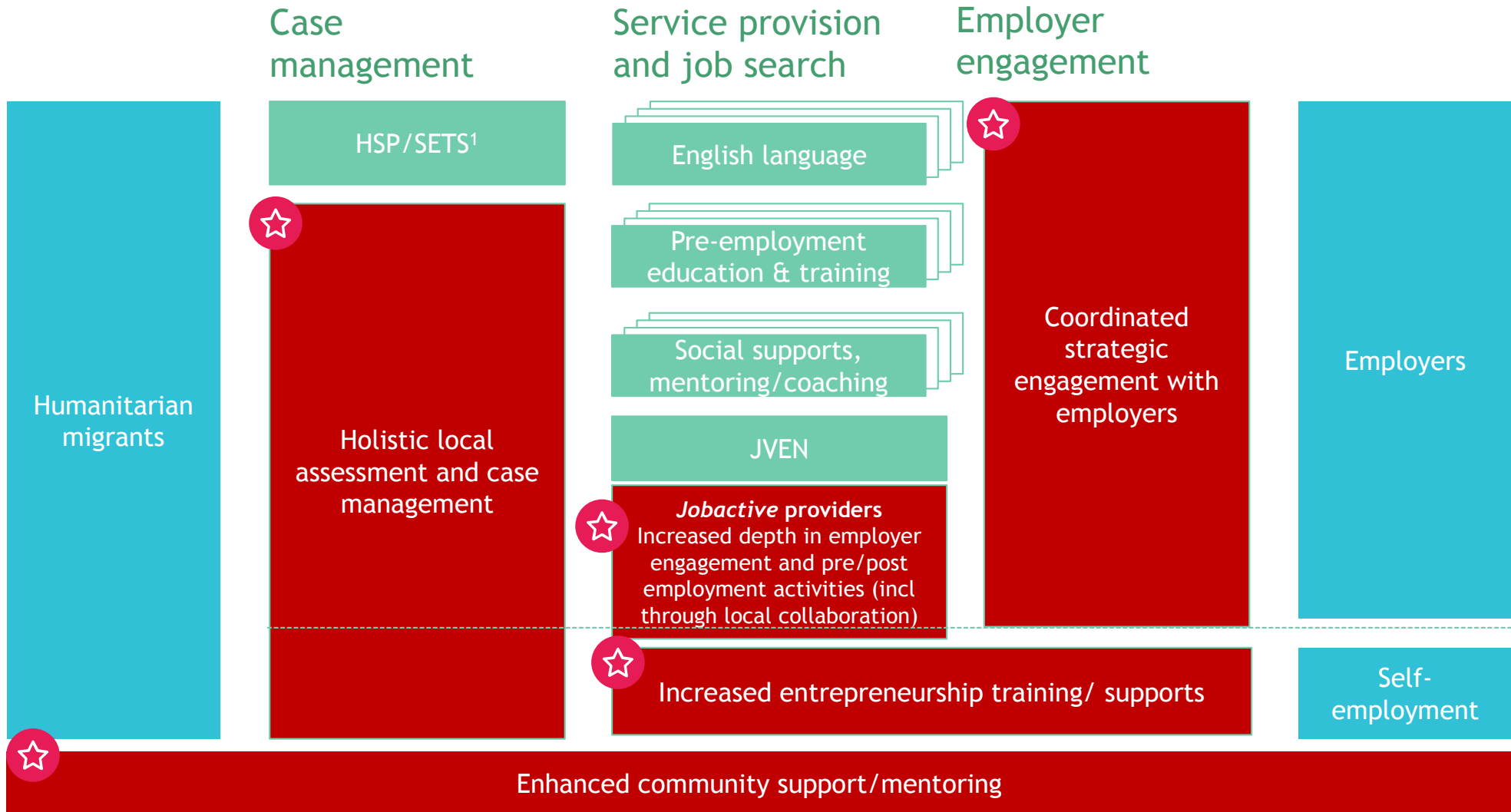
Service model: Current state (Wyndham)



1. Humanitarian Support Program/Settlement Engagement and Transition Support 2. NEIS, Transition to Work, Parents Next

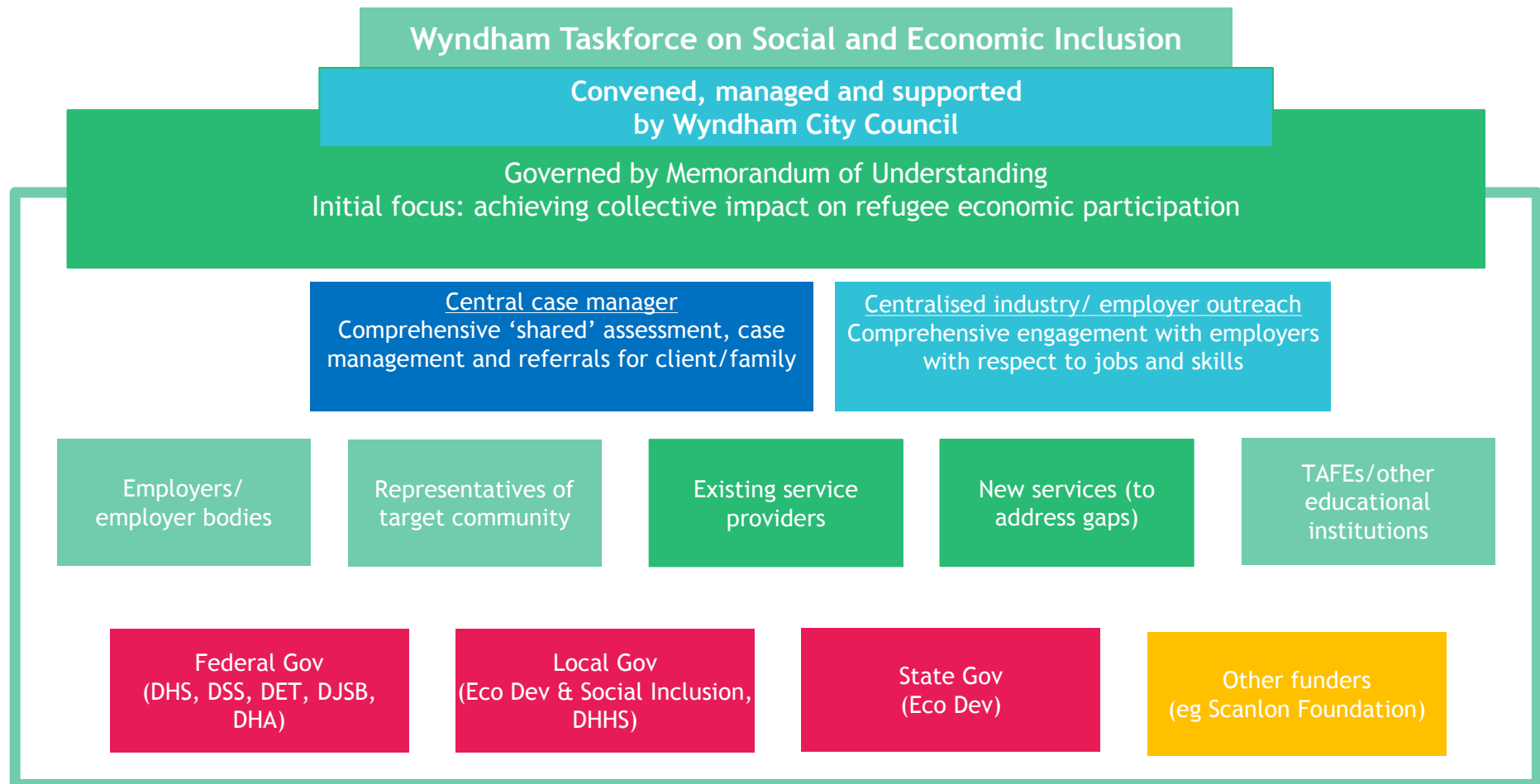
Service model: Trial overview

☆ Key changes in trial



1. Humanitarian Support Program/Settlement Engagement and Transition Support 2. NEIS, Transition to Work, ParentsNext

A collective impact approach to governance



Key features of this governance model

Wyndham City Council as 'Backbone'

Wyndham City Council

- the largest employer
- declared commitment to building economic and social cohesion
- wants to support and coordinate the trial

Wyndham City Council would

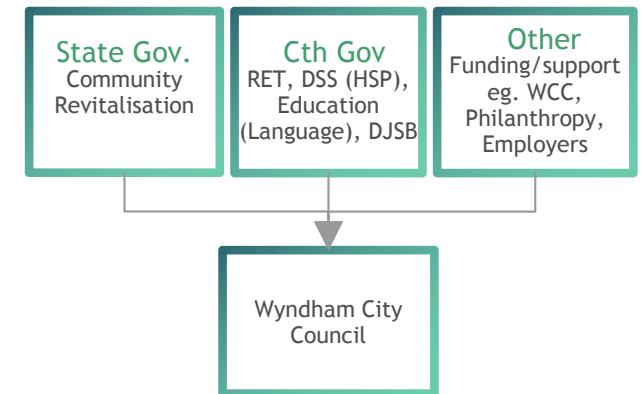
- coordinate trial and governance
- establish an 'economic participation' unit to:
 - broker employer engagements and industry outreach
 - enhance local service offering
 - grow entrepreneurship training/support
 - develop and deploy resources

MOU with all key stakeholders

A shared MOU, agreed by all stakeholders would include

- agreed target cohort, vision, objectives and goals
- shared data and communications systems
- commitments to core elements of the trial and pooling of funding
- agreed modifications to service provider system/contracts
- locally developed collective strategies for employment, entrepreneurship, vocational education, and language provision
- identify and address service gaps

Collaborative funding



Under this model, Wyndham City Council would coordinate sourcing & distribution of funding for the trial

This includes overseeing procurement of additional local services

Local Areas Strategic Partnership Group

Aim: A collaboration between CPD and key local government authorities and other ‘anchor’ community organisations to develop interventions and policy responses which boost social and economic participation of refugees

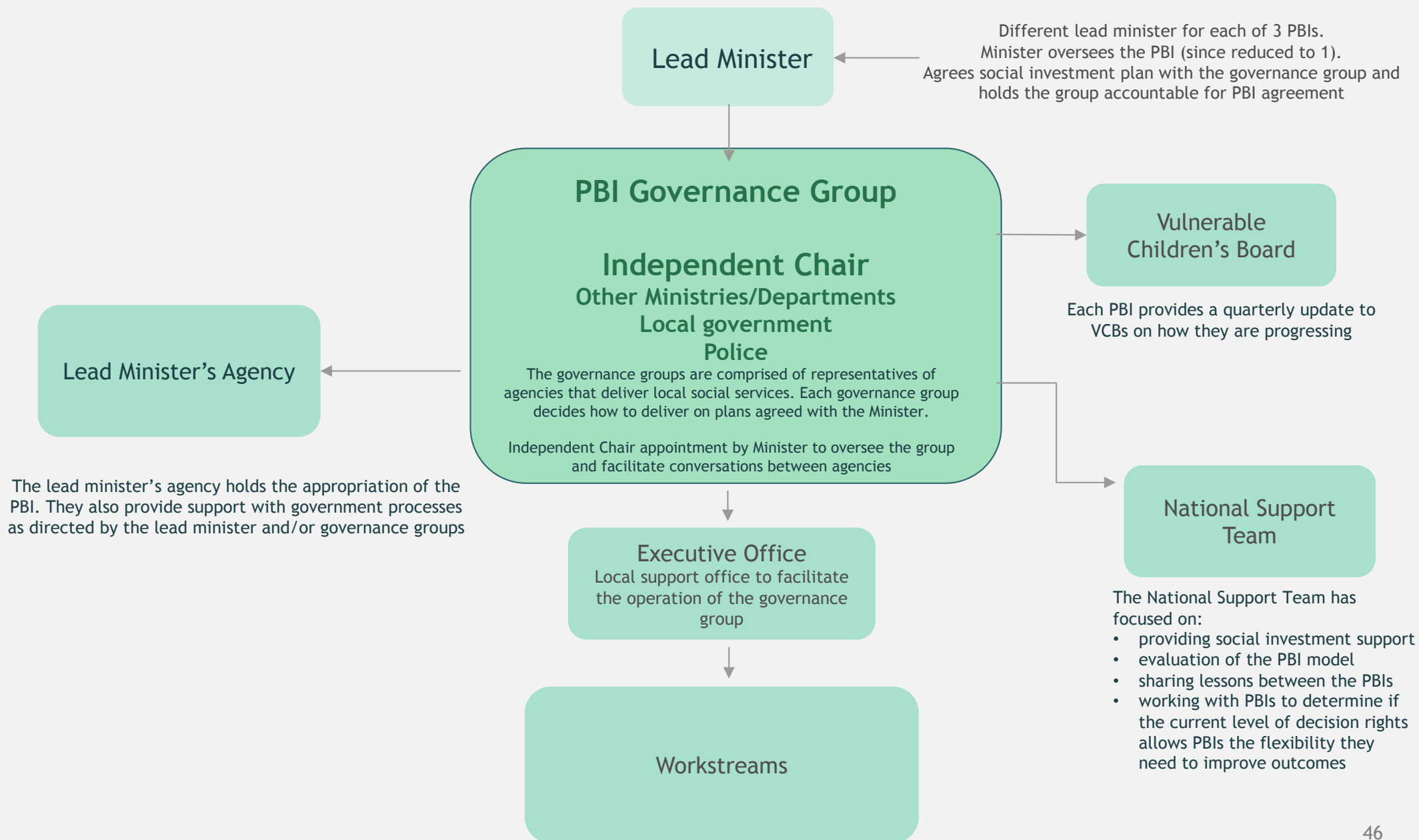
Benefits:

- Ideas and strategic thinking including framework for place-based approaches
- Coordinated research and trials
- Collective advocacy to funders

Forms of engagement:

- Regular operational-level meetings (every 6 weeks)
- Initial workshop on place-based approaches (11-12 April 2019, Canberra)
- Bi-annual CEO-level discussions at meetings of Council on Economic Participation for Refugees

New Zealand example: Governance for ‘at risk children’ place-based initiatives



3. The federal reform agenda

Friday 12 April

Session 1: 9.15 - 10.45am

Context: There have been several highly relevant policy and service developments at the federal level since the Council last met in Fairfield in September 2018. These include announcements on employment services and population policy, along with the Shergold Review into Humanitarian Outcomes.

Purpose of session: To more fully understand the implications of these developments for the work of the Council and the ideas we are considering. We will begin by hearing from Peter Shergold about the review he has led, followed by updates on other key developments federally, before having a facilitated discussion about their implications.

Federal reform agenda recent developments

1

Employment Services Review, Senate Inquiry and *jobactive* announcements by Government and Opposition

2

Shergold Review of integration, employment and settlement outcomes for refugees (report pending)

3

Thodey Review into the Future of the APS (currently running)

4

‘Planning for Australia’s Future Population’ policy

5

‘Investing in Bringing Australians Together’ announcement and other measures announced in the Federal Budget 2019 package

Themes emerging in the federal reform context

Over the last eight months there has been a string of reviews and policy announcements in the areas of employment services, settlement, integration and the public service.

They point to a number of characteristics or themes within the current reform context:

- growing support for **local solutions and place-based approaches**, including funded trials.
- recognition of the need for **dialogue, partnerships, new ways of working and co-design processes** on the issues of settlement, population, economic and social participation of migrants – across governments and agencies, and between government, service providers and communities.
- commitment to enhanced and tailored services to people and places which require **additional support**, including refugees.

Support for integrated services and place-based approaches

Employment Services 2020 Report

“ *Local solutions to local problems have the best chance of success. The future employment services system will ensure that locals contribute to solving local employment problems.* ”

*The future system ‘will involve teams across government **working together**. It will need employment services providers, job seekers and employers to work with government to design the details, trial solutions and improve together. It will require an open and flexible mindset.*

Thodey Review of the APS (interim)

“ *Recognises ‘imperative to develop stronger internal and external partnerships’ linked with ‘a service-wide ambition to ensure people can access **seamless and personalised services** and support - irrespective of which agency, portfolio or even government is responsible for its provision.’* ”

‘These partnerships will be many and varied - including with state, territory and local governments, civil society, business, communities, service providers, and the Australian public.’

Employment Services Expert Advisory Panel

Chaired by Sandra McPhee AM, reported October 2018

Review recommended:

- empowering job seekers through online services
- assessing job seekers to tailor support to their needs
- new incentives for job seekers to find work
- targeted regional and local approaches
- place-based approach to employment services, informed by Regional Employment Trials
- ‘enhanced services’ for jobseekers who require additional support - ie language training, online skills, disability access



Report submitted on 15 Oct 2018

Senate Inquiry into *jobactive*

Chaired by Senator Gavin Marshall, reported February 2019

The Committee made 41 recommendations, including around:

- improving provider awareness of approved activities including AMEP language courses for mutual obligations.
- giving humanitarian entrants and migrants more flexibility over when they start *jobactive*, including staggering commencement of services and mutual obligations, especially if they're in the HSP or English classes
- making it easier to reschedule appointments with *jobactive* providers
- making provisional visa holders or permanent residents eligible for employment services where needed

Senate Inquiry report (p. 90)

“The committee notes that jobactive is currently not well equipped to support place-based and local solutions for specific communities. The committee considers that the government should do more to facilitate place-based approaches in areas of high unemployment....[and] that place-based approaches must however stand alongside a high-quality, universal employment services program”

▫Led by Professor Peter Shergold AC

▫Advisory panel included:

- Kerrin Benson, CEO of Multicultural Development Australia
- Margaret Piper AM, member of the Joint Partnership Working Group on Refugee Resettlement

Review of integration, employment and settlement outcomes for refugees

Extracts from terms of reference

▫This review should...

- provide advice to the Government on how to better support refugees and humanitarian entrants to make valuable contributions to our social fabric and our economy
- undertake research allowing for the recommendation of policy options for improving the integration, employment and settlement outcomes of refugees and humanitarian entrants
- investigate employment outcomes in refugee and humanitarian cohorts, and the ways in which positive outcomes benefit individuals, communities and strengthen the economy
- consider the literature on settlement outcomes for refugees and humanitarian entrants, and identify key areas influencing positive settlement outcomes
- consider how integration, employment and settlement outcomes vary by region

Recent announcements - *jobactive*

Providers

- contracts to be rolled over to June 2022 (further 2 years)
- panel of employment service providers, with fixed number of licenses in specific employment regions
- some specialist licenses to work with specific cohorts/industries
- provider performance and payment structure:
 - focus on outcomes, user feedback, license as leverage, new progress payments to encourage early investment, higher outcome payments

Employers

- employer services - digital platform, work with employment service providers and other programs

Job seekers

- job seekers no longer have to apply for 20 jobs per month
- improved Job Seeker Classification Instrument (JSCI) with reassessments at any time
- new service offering:
 - digital - job/training platform(s)
 - digital plus - added options for specific services/training 'on a fee for service basis'
 - enhanced service - integrated case management and support; access to complementary services; more choice in provider and activities
- 'points based' mutual obligation requirements but still under Targeted Compliance Framework

See also 'Budget 2019 Measures' below

Regional Employment Trials (RET)

- began 1 October 2018, running until 20 June 2020
- in 10 disadvantaged regions
- 'Local Employment Initiative Fund' of \$1 million available in each region (200k max per grant)
- the trials were intended to inform future employment services reforms

New System Pilots

- piloting of key elements of the service model between 1 July 2019 and 30 June 2022
- pilots to involve approx. 95,000 job seekers on the NSW mid north coast and Adelaide's southern suburbs.

Budget 2019 Measures

□ *Jobactive 12 month waiver*

- refugees not required to participate in *jobactive* until they have received income support for 12 months (previously, first 6 months)
- to improve sequencing of services to refugees through HSP and AMEP, assisting them to focus on language and settlement first
- extends full *jobactive* access to refugees who seek to use them voluntarily anytime after their arrival
- savings (\$77.9 million over 4 years) redirected to Budget repair and policy priorities
- permits voluntary refugee participation in first 12 months

□ *Employment services pilots and transition*

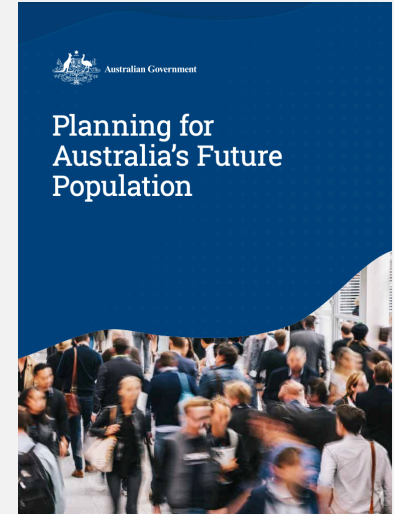
- \$249 million over 5 years for:
 - piloting of new employment services in SA and NSW
 - extended digital employment services and funding for the 'Employment Fund'
 - transitional *jobactive* arrangements (savings gained by providing digital services valued at \$59.4 million over 4 years)
 - savings to be reinvested to provide more intensive, targeted, tailored services for those needing extra help

Social Cohesion Package

- A \$27.2 million package of initiatives to foster belonging and break down barriers to social and economic participation for Australian immigrants, including, Community Languages Multicultural Grants and Fostering Integration Grants
- \$22.6 million to extend National Community Hubs Program (to an additional 32 sites) and establish National Youth Hubs Program (first 25 sites)
- in line with 'investing in bringing Australians together announcements'

'Planning for Australia's Future Population' policy

Announced March 2019



1 Invest in infrastructure

- Invest \$75 billion in road, rail and air infrastructure across the country
- Invest in infrastructure to address congestion through a \$1 billion Urban Congestion Fund
- Encourage migrants to settle outside of Sydney and Melbourne

2 Work more closely with states and territories

- Make population management a fixture at future COAG meetings through a bottom-up approach
- Establish a 'Centre for Population' to inform and coordinate population policy across government
- Continue to deliver new City Deals and Regional Deals to ensure all three levels of government work together, through a place-based approach.
- Increase the number of state-nominated migration places

3 Reduce the migration program cap and encourage regional migration

- Reduce the permanent migration program ceiling by a cumulative 120,000 over four years (from 190,000 to 160,000 places annually)
- 23,000 places set aside for new regional visas (Skilled Employer Sponsored Regional, and Skilled Work Regional visas), requiring holders to live and work in regional Australia for three years before accessing permanent residency.
- New tertiary scholarships for domestic and international students to study at regional universities, and allowing international students an extra year to live in Australia if they study at a regional university.

4 'Investing in Bringing Australians Together' *(further detail on the next slide)*

‘Investing in Bringing Australians Together’

20 March 2019
Department of Social Services
The Hon Paul Fletcher MP

\$71 million package aimed at bringing Australians together

- \$20.4m to expand and enhance the **National Community Hubs Program** helping migrants with school-aged children connect with their community. The expanded program will focus on encouraging community participation and pathways to employment
- \$2.2m for a **National Youth Hubs Program**, using the above successful approach to support migrant and refugee women and young people aged 13-21
- \$7.3m in additional funding for the **Fostering Integration Grants Program**, including a new \$3 million grant round to support migrants integrating into Australian social, economic and civic life. The grant round will open shortly.
- \$19.6m for **Implementing Sport 2030** - a range of initiatives to support Australian sport and the role it plays in promoting social inclusion.
- \$10m for the **Community Languages Multicultural Grants Program** to help young Australians learn another language and connect people to new cultures.
- \$9.5m as part of the **Strong and Resilient Grant Program** to community organisations with a record of delivering successful grassroots programs to enhance integration, mutual understanding and respect for diversity.
- \$1.8m for digital initiatives through the **Enhanced Community Engagement Program** to help young people counter online hate.
- \$0.6m to **evaluate Australia’s existing social cohesion measures**, to help determine successful policies and programs for the future.

Recent ALP policy announcements

1

□ Employment Services

- In favour of **local solutions**: cut administrative/reporting requirements so that providers can get to know local/individual needs
- In favour of performance indicators related to **building relationships within the local labour market**
- Remove requirement for jobseekers to apply for 20 jobs a day
- Employment service providers only have to **report to Centrelink four times a year** (rather than fortnightly or monthly as they do now)
- **Redesign Work for the Dole** system

2

□ Refugees and Asylum Seekers

- Committed to increasing **Community Sponsored Refugee Program** to 5,000 places per year (in addition to regular humanitarian intake) also to allow states and local governments to sponsor refugees.
- Increase funding for processing and resettlement
- Pledged **\$500m to UNHCR** over 5 years
- **\$30m in urgent humanitarian relief** for Palestine, Myanmar and Bangladesh
- Announced intention to create a **Special Envoy for Refugee and Asylum Seeker Issues** to advance Australia's interests and leadership on refugee issues within the region, secure third country resettlement agreements, develop an Australian Refugee Commission, and provide policy advice for Australia's Humanitarian Program
- Consider joining the United Nations Global Compact on Migration
- Establish the **Australian Skills Authority** to determine skills needs and restrict temporary work visas to those areas
 - For all skills on this list, a Labor Government will implement a plan and timeline to train sufficient Australians, aiming over time to get as many occupations off the list as possible.

4. Establishing a national center of gravity

Friday 12 April

Session 2: 11.15am - 12.15pm

Context: Reviews conducted into employment services and humanitarian outcomes, along with population policy announcements, have highlighted the importance of a centre of gravity for employment and settlement services in Canberra. Machinery of government changes after the federal election may give effect to this recommendation.

Purpose of Session: To discuss how to achieve a centre of gravity in practice and how new collaborative structures might work.



Governance challenge

▣The problem

▣Responsibility for refugee employment and settlement services is fragmented between too many federal departments and ministers

▣The response

- ▣A Federal Centre of Gravity for post-arrival humanitarian policy that:
- sets and aligns policy directions across settlement, language, employment services and other related services
 - aligns accountabilities for implementation of that policy
 - drives integrated, joined up service delivery at the community level, including with state and local governments

▣Existing proposals

- Relevant services (eg, employment, language and settlement) are brought together under one federal department (eg, DSS, Home Affairs/Immigration)
- An independent Humanitarian Agency (with a CEO and board) responsible for:
 - aligning Australian Government priorities and policy goals within a new National Settlement Framework; and
 - governance and funding of integration, employment and settlement outcomes for refugees and humanitarian entrants
 - the board brings in voices of all relevant departments, state government, LGAs and refugees



Centre of Gravity for post-arrival humanitarian policy

▫Our understanding

- A Federal centre of gravity would provide a vehicle/mechanism for a single, concentrated point of accountability for policy development and resource allocation.
- It would set shared outcomes, align policy implementation, and drive integrated service delivery.
- A centre of gravity would address the current issue of post-arrival humanitarian policy and programming being fragmented across multiple Departments and Ministers with mis-aligned policy goals. It would drive collaboration with State and Local governments.



One option to generate discussion

▫Possible model

A National Agency or Coordinator-General for Humanitarian Resettlement would provide a single point of accountability and an integrated approach

The National Agency would:

- agree policy goals, a national strategy and action plan for achieving an agreed set of settlement outcomes
- clarify responsibility for achieving these outcomes across programs, departments and levels of government
- prepare a single, whole-of-government budget to align and prioritise resources, and an annual report of performance across all agencies
- agree adjustments to existing services (employment, language and settlement) for flexible or bespoke approaches to humanitarian migrants
- agree priority areas and framework for community settlement deals co-designed with state and local governments.

The National Agency would be accountable to a Board including representation from (at a minimum):

- Department of Social Services
- Office for Women
- Department of Home Affairs/Immigration
- Department of Jobs and Small Business
- Department of Education
- State Coordinators-General
- LGA representatives
- Broad-based external advisers



Questions for discussion

□ Questions for discussion:

- Do we have a common understanding of what constitutes a centre of gravity?
- What needs to be included (policy areas/programming) in the integrated governance?
- What does the centre of gravity need to do? What are its key functions?
- How can national activity best leverage interested and ambitious state and local governments?
- What are the next steps for achieving the centre of gravity in practice?

Example: New Zealand's Joint Venture Model

“ A joint venture will join up people and resources from across the public service to work on common issues. It creates collective responsibility for achieving an agreed set of outcomes, reflecting a different mindset and approach that can provide the sustained, cross-agency leadership and commitment necessary to deliver meaningful change

▫The following summary of a joint venture model to lead prevention and reduction in family violence and sexual violence. It was announced in September 2018



Ministerial/advisory

▫**Lead Minister** - Under-Secretary to Minister of Justice

▫**Supported by Ministerial Group** - Justice, Social Development, Maori Development, Children and Seniors Ministers

▫**The Cabinet Social Wellbeing Committee** will have overall Ministerial oversight

▫Informed by an **independent Māori body (Te Rōpū)** and a broadly-based **external advisory group**



Public service

- Social Wellbeing Board of CEOs
- Department of Prime Minister and Cabinet
 - Oranga Tamariki (Ministry for Children)
 - Ministry for Health,
 - Te Puni Kōkiri (Ministry for Maori Development)
 - Ministry of Social Development,
 - Ministry of Education
 - Ministry of Justice
 - Police
 - Accident Compensation Commission
 - Corrections

▫**Dedicated Business Unit**—Director will report to these Chief Executives



The joint venture will:

- lead a whole-of-government work programme (national strategy and plan)
- provide strategic policy and funding advice on behalf of all agencies involved in the response, including collective budget advice
- utilise levers for ministers to collectively prioritise the allocation of funding to ensure effective delivery
- provide strategic leadership of the approach to commissioning services, working alongside contracting agencies to reflect this in their funding strategies, including the development of new models of contracting
- ensure an enduring, sustained commitment to reducing family violence and sexual violence
- be accountable to the public and to parliament for performance

Next Steps

- Collect feedback on Council meeting and priorities
- Circulation of meeting summary
- Reflection on priorities/opportunities post federal election
- Progression of entrepreneurship recommendations
- Local Areas Strategic Partnership Group meetings and activities
- Implementation of place-based trials
- Continuation of working group meetings (as adjusted following strategic review)
- Progression of employer research and recommendations (for finalisation/launch in Aug/Sept 2019)
- Next Council meeting in Sept/Oct 2019