

Strategic Plan

2010 – 2015



MULTICULTURAL YOUTH SOUTH AUSTRALIA INC (MYSa)

contents

Our Message	01
About MYSA	03
Key Highlights and Achievements	08
Challenges Ahead	10
Multicultural Youth South Australia (MYSA)	17
Our Strategic Plan	18
Strategic Goals	20
References	25

our message

Multicultural Youth South Australia Inc (MYSA) has been in existence for over 12 years and has come a long way from its original form as the Multicultural Youth Network of South Australia (MYN-SA). The network was established to raise the profile of issues facing young refugees and migrants and encouraged peak and government bodies to take action on specific issues and areas of concern. Although it now looks and feels different, the need for an organisation such as MYSA to advance the needs and interests of multicultural young people remains as relevant today as it was in 1997, if not more so. During the last six months we have dedicated time to review and evaluate MYSA both as an organisation and a responsive service. We have found that key ingredients to our successful growth and development over the years are based on:

- Our connections and responsiveness to our clients
- Our commitment to creative quality solutions
- Our investment in innovation, and
- Our drive to expand opportunities for multicultural youth.

As we look forward to the next 5 years, MYSA will ensure that these key ingredients are strengthened, promoted and adequately resourced to become the cornerstones of our blue print for the future.

MYSA has an important role to play as the only multicultural youth specific organisation in South Australia. We still have 25% of the total youth population identifying as multicultural and national statistics show us that approximately 70% of the humanitarian entrants are under the age of 30 years. These trends are unlikely to change.

Our strategic plan aims to map a way forward for MYSA organisationally, that will result in measurable outcomes for the young people we represent and serve, their families and communities that support them and the sector that assists them. The following four key goals, we believe will take us forward as a quality, responsive and innovative organisation in the next 5 years:

1. Creating opportunities to advance the needs and interests of multicultural young people
2. Building a high performance team
3. Strengthening the role and involvement of new and emerging communities in supporting young people
4. Working in partnership with an active and responsive sector.

Mofeed Shahin
Chair

Carmen Garcia
Director



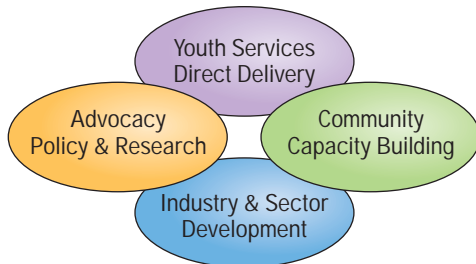


about mysa

Multicultural Youth South Australia Inc (MYSA) is the state recognised representative advisory, advocacy and service delivery body for young refugees and migrants aged between 12 and 30 years. MYSA has been in existence for over 12 years and is a not for profit organisation. MYSA is governed by a Board of Management consisting of culturally diverse people with a wide range of skills, experience and expertise across all sectors. The role of the Board is to provide strategic direction for the organisation and to ensure that the vision, aims and goals are realised.

OVERVIEW OF SERVICES

MYSA's primary service area is the provision of direct relief, support and development of young refugees and migrants. MYSA is more than just a service provider and is committed to supporting the community sector, government and local communities to effectively respond to the needs of refugee and migrant young people. Its role as a leader in multicultural youth issues is also strengthened by its research and contribution to strategic policy in a range of areas.



Advocacy, Policy and Research

MYSA is funded by the State and Federal Government to provide advice, information and support to a range of government departments and services on multicultural youth issues.

MYSA is represented on various state and national policy groups and chairs the South Australian Refugee Youth Issues Network policy (RYINSA) group. RYINSA was developed in response to requests from within the refugee youth services sector for a state advocacy and advisory body to provide direct advice to the State Government on refugee youth issues.

MYSA convenes the Youth Settlement Action Network, which aims to increase participation and collaboration across the sector in the development of coordinated advocacy and action to advance the needs and interests of multicultural youth.

MYSA is also the SA representative on the National Multicultural Youth Advocacy Network (MYAN) the nationally recognised body for multicultural youth. MYSA also sits on the Executive and provides leadership in the capacity building of other jurisdictions to advance multicultural youth issues.

MYSA has been actively involved in a range of research projects, the findings of which have been presented at state, national and international

about mysa

conferences on best practice approaches for working effectively with young refugees and migrants. MYSA has also been invited to present at high-level forums facilitated by the Department of Immigration and Citizenship (DIAC), the Department for Families and Communities (DFC), the Office for Youth (OFY), the Scanlon Foundation and others.

Recent research projects have included:

- *Under the Radar: Exploring Problem Behaviour Among Newly Arrived African Youth in SA (2007-2010)*, funded by the Scanlon Foundation. The research was designed to contribute to a comprehensive knowledge base that is currently unavailable in the community services sector on how to respond to the most socially disengaged and disconnected at risk young people. The findings were used to:
 - Development of best practice principles and frameworks for service providers and stakeholders from which to develop more effective service delivery responses for disengaged refugee young people.
 - Development of a Train-the-Trainer toolkit for the community services sector, schools, police and other stakeholders to enable them to effectively engage, respond and support disengaged refugee young people.
 - Establishment of an evidence-based approach to advocate for the review of funding allocations by State and Federal government towards the most disengaged refugee young people.
- *Refugee Youth and Mental Health (2008)*, funded by the Minister for Youth's Youth Council (Office for Youth). The research explored how young refugees understand mental health and illness and the key issues impacting on their wellbeing. The findings and recommendations were presented to policy and decision-makers across government departments.
- *Refugee Youth and Public Space (2007)*, funded by the Adelaide City Council (ACC). The project was commissioned by the ACC in response to concerns about young people's use of public space in the Central Business District (CBD) of Adelaide. The research produced five sets of findings: (1) results of 271 face-to-face interviews with young refugees and other young people from culturally and linguistically diverse (CALD) backgrounds; (2) results from non-participant observation of CALD young people in the CBD; (3) results from interviews with the South Australian Police (SAPOL); (4) results of questionnaires completed by businesses and retailers based in the CBD; and (5) results from questionnaires completed by service providers based in the CBD. The findings and recommendations were presented to policy and decision makers in a number of forums in South Australia and Canberra.
- *Cross Cultural Training Needs Among Mainstream Services (2005)*, funded by the then Department of Immigration and Multicultural Affairs (DIMA). The overall objective of the research was to identify and describe the support and cross-



about mysa

cultural training needs of service providers working with Indigenous and CALD young people and/or their communities. The findings were used to inform a cross-cultural training package for mainstream and other agencies working with Indigenous and CALD young people. The findings were also used to improve service provision and strengthen advocacy efforts.

MYSA has also collaborated with various universities on several research projects including:

- *Mental Health of Refugee Children and Adolescents* (University of South Australia, the University of Adelaide and the Women's and Children's Hospital).
- *Youth Gangs* (Rob White and Centre for Multicultural Youth).
- *Multicultural Youth Issues in Australia* (Australian Research Alliance for Children).

Industry and Sector Development

MYSA assists mainstream government and non-government services to become more culturally inclusive and responsive. MYSA's industry support includes cross-cultural training and advice, specialised training conferences, best practice guidelines, and the development of training resources to equip agencies to respond more effectively to the needs of young refugees and migrants. MYSA has provided training, information and advice to a wide range of agencies across various service sectors including housing, employment, sexual,

physical, and mental health, juvenile justice, child protection, and immigration.

MYSA's statistics verify a high number of requests for training, information, advice and support from government departments and agencies, mainstream youth and generic service providers, schools, and community-based groups.

As the recognised state leader on refugee and migrant youth issues, MYSA has on many occasions been invited to present at state, national and international conferences on best practice approaches for working effectively with young refugees and migrants. MYSA has also been invited to present at high-level forums facilitated by the Department of Immigration and Citizenship (DIAC), the Department for Families and Communities (DFC), the Office for Youth (OFY), the Scanlon Foundation and others.

Through its national and state committee involvement, MYSA is able to facilitate inter-state, inter-sectoral, and inter-agency partnerships and connections to build youth sector capacity and cultural competency.

Community Capacity Building

MYSA administers the Multicultural Youth Development Fund (MYDF), a community grants scheme which provides funding to refugee youth and community groups for youth development and youth capacity building projects.

The Department for Families and Communities (DFC) has allocated funding to invest in the commitment of supporting new and emerging communities to have the

resources, support and encouragement to develop local solutions to refugee and migrant youth issues. MYSa undertakes an Administrator role to work with communities and the sector to increase opportunities for refugee and migrant youth in SA.

Over the last three years, over \$100,000 has been distributed to new and emerging communities in SA. The MYDF is the first of its kind nationally, that provides new and emerging communities with the intensive project management training, mentoring and support over the life of the project. The MYDF has proven to be a very successful stepping stone for communities to develop the skills and experience to build strong communities in South Australia.

MYSa also convenes regular community forums and works in partnership with a range of community groups, community leaders and representatives in youth program design, grant writing, governance support and more.

Direct Service Delivery

Casework and case management services are delivered to young refugees and migrants at MYSa's CBD location and via an outreach program in homes, schools and other community settings. MYSa also provides complex specialised and intensive case management support to humanitarian entrants with high and complex needs as a preferred provider panellist. Casework services are underpinned by a youth-development and strengths-based approach which identifies and builds on existing capacities and resources, and equips young

people with the knowledge, skills and resources to address their own issues.

MYSa also engages young refugees and migrants in a range of group programs, which cover topics including settlement and orientation, employment, social and personal development, health, independent living, drug and alcohol issues, and more. All group work programs are youth-specific, culturally appropriate and designed to meet young people at whatever stage of personal, social and cultural development they are at. We adopt an innovative approach to our curriculum design and have had our workshops showcased as best practice in state, national and international conferences for working effectively with refugee and migrant youth.

In addition to casework and group work, MYSa is funded by the State and Federal Government to provide a wide range of services, programs, and projects to multicultural young people in the arts, sport and recreation and more.

MYSa International

MYSa has recently launched ***MYSa International***, an on-arrival orientation and support program for international students studying in South Australia in partnership with TAFE SA. Services include airport pick up and transfer, orientation and settlement support, accommodation support and access to bilingual "buddies" who provide tours around Adelaide to orient students to the sights and attractions, transport options and community organisations and supports.

key highlights & achievements

There are a number of factors that serve to make MYSA unique and identify it as a leader in multicultural youth advocacy, research and service provision. These are as follows:

- MYSA is the only multicultural youth specific agency in South Australia and one of two leading organisations nationally.
- It has developed key tools and resources to better equip the services sector to respond to the complex needs of newly arrived refugee and migrant youth in the areas of:
 - anger management
 - sexual health
 - mental health
 - access and equity
 - volunteering as a pathway to employment
 - developing leadership potential
 - working with at risk
 - increasing the participation of young migrants and refugees in consultation processes.
 - practical tips and pointers for working with interpreters
 - working with parents and guardians in a youth context, and more.
- MYSA has developed Key Performance Indicators which have been included in the South Australian state government's youth services contracts to increase accountability for working with this disadvantaged cohort of young people.
- MYSA established the first supported Multicultural Youth Development Fund nationally using a model of mentorship, support and training to establish community based projects and social enterprises through the administration of a state fund.
- Development of a refugee youth specific settlement case management framework and code of practice that operates within a strengths based approach to needs assessment and delivery.
- Taking a leadership role in the development of the National Multicultural Youth Advocacy Network to build capacity in other jurisdictions.
- Initiating inter- action learning methodologies in the delivery of orientation and life skills development for refugee and migrant youth.
- Developing and delivering customised cultural competence training specific to refugee youth issues informed through an evidence based approach which has been delivered both nationally and internationally.
- Leading Research in youth mental health, homelessness, service utilisation, public space and settlement needs.
- Developing the first community based dedicated state-of-the-art facility, Multicultural Youth Education

and Development Centre (MY EDC). MYSA has currently commenced work on our second site in Croydon (Western suburbs) a \$2.4 million project with funding from the Department of Education, Employment and Workplace Relations (DEEWR), Department for Families and Communities and the Office for Youth, and in kind support from the Department of Education and Children's Services through a 20 year lease. The second site will support newly arrived refugee youth, their families and communities. MY EDC will be co-located with the Adelaide Secondary School of English (ASSOE), the state-wide new arrival program school for refugee youth and will include casework rooms, a computer lab, recreation areas, training rooms and a resource centre.

- Initiating a Settlement and orientation program for international students, under MYSA International in partnership with TAFE SA.
- Convening the Refugee Youth Issues Network of SA, and the Youth Settlement Action Network in SA.
- MYSA outreaches into over 40 schools and 55 community organisations/ centres/ campuses each year.
- Established the first Multicultural Youth and Culture Festival in SA that is youth driven both organisationally and through participation, it has run annually for the last four years with over 2600 attendees since its inception.



challenges ahead

Challenges

In developing our strategic plan MYSA reflected on the lessons learnt from its extensive service experience, community consultations and evidence gathered through our various research projects to inform our strategic directions moving forward.

Social Inclusion

Young new arrivals from refugee backgrounds are one of the most disadvantaged and marginalised groups in society. Some have been child soldiers, some have witnessed or experienced torture and trauma, some have received very little or no formal education, many have lost or become separated from their usual sources of support, including family, friends and familiar networks and some have spent years in refugee camps or immigration detention centres. These young people generally arrive in Australia with no money or worldly goods, with poor English language skills and with no understanding of Australian culture and systems.

Adjusting to life in a new country can be very difficult for any migrant but it can be particularly difficult for refugees who have been subject to forced migration. Refugee young people in the initial stages of resettlement have to contend with many difficult issues including learning a new language, adjusting to a new culture and systems, coping with pre and post migration experiences of loss, trauma and disruption, making new friends and for many, helping parents cope with the resettlement process.

Recognising the contributions of young people to the social fabric of the South Australian community at large

is a key challenge faced by the organisation. There are significant assumptions that community services will have a trickle-down effect to service the unique and complex needs of young people, and this is usually not the case. Approximately 25% of the total youth population identify as multicultural, national settlement statistics depicting some 70% of the humanitarian entrants are under the age of 30 years, with these trends unlikely to change over the next five years (Ferguson, 2009). The need to elevate the profile of multicultural young people, particularly refugee and migrant youth will be paramount to ensure adequate resourcing in key areas of unmet needs.

Education and Employment Pathways

Studies of education and employment outcomes among refugee youth populations are very scarce even though it is widely acknowledged that they experience multiple disadvantages which affect their school completion and retention, university entry, and employment. Most studies focus on youth in the general population and have little relevance and applicability to refugee populations.

Although research is scarce, it is widely agreed that new and recently arrived refugee youth face a unique set of challenges that place them at increased risk of poor education and employment outcomes. Risk factors include limited English language skills; difficulty understanding and negotiating the education, training, and employment systems; limited or interrupted former education; psychosocial problems associated with





pre and post-migration difficulties and pressures; lack of support at school and at home and; racism and discrimination (Centre for Multicultural Youth Issues, 2003; de Anstiss, 2009; Jupp & Luckey, 1990; Stevenson & Willet, 2007).

Employment is consistently reported across MYSA's and other national research as a key concern of refugee and migrant youth. One of the main barriers to employment for newly arrived young refugees is the lack of knowledge of the Australian employment system. While multicultural young people born or raised in Australia usually have the same knowledge of the employment system as their mainstream Australian peers, new arrivals generally lack understanding and have difficulty accessing opportunities due to language, culture and other barriers.

Many of the more educated young arrivals also experience difficulties finding work in their preferred area as a result of not having any Australian work experience and/ or not having their qualifications recognised. Moreover, racism, discrimination and a general lack of awareness among employers of what young refugees can contribute is a significant issue (MYSA, 2007).

Ensuring that young refugees and migrants have the adequate support to make informed choices and navigate education and training towards future employment is an area of significant unmet need. It is consistently considered a priority among young people in effectively supporting their active involvement and inclusion in the wider community.

challenges ahead

Challenges

Housing and Homelessness

According to the Centre for Multicultural Youth (2010), young refugees and migrants are up to 10 times more at risk of becoming homeless than their counterparts in the general Australian population, although this figure is drawn from a range of aggregated sources rather than formal research. It is very difficult to determine the extent of refugee homelessness, partly because many young people do not have a concept of homelessness that corresponds with or even approximates Western understandings. Those who have been homeless for extended periods of time prior to arrival in Australia - for example those who were born in, or have lived for years in, refugee camps - may never have had a home and therefore may have no concept of 'homelessness'.

A range of factors individually or combined, contribute to refugee youth homelessness. The general shortage of appropriate and affordable housing together with resettlement difficulties, family conflict, changed family configurations, overcrowding, and a general lack of support, place many young refugees at increased risk. Of these, family conflict and related issues are particularly significant.

Mental Health

While there is a broad consensus in the research literature that young refugees are more vulnerable to mental health problems than the general population, there is less agreement about prevalence rates. Nevertheless, there is growing concern in the national

and international literature that many young refugees in need of mental health care are not accessing mental health services. While very few studies have explored service utilisation among young refugees, research undertaken with non-refugee ethnic populations provides cause for concern. Numerous international studies report under-utilisation of services by ethnic minority populations (U.S. Department of Health and Human Services, 1999, 2001; de Anstiss and Ziaian, 2009). Studies have also found that when ethnic populations do access services, they are unlikely to receive the same level and quality of care as the general population (U.S. Department of Health and Human Services, 1999, 2001; de Anstiss, 2009).

Many young people are turning to peers, teachers, school counsellors and non-mental health service providers as alternative sources for support. A recent Australian child and adolescent mental health study found much the same thing with children and young people in the general population (Sawyer et al., 2001). It is widely recognised that non-mental health professionals are finding it very difficult to cope with refugee mental health issues. It should be noted, however, that most young refugees do not themselves identify a need for mental health care (MYSa, 2007). Mental health issues are often eclipsed by immediate settlement needs such as learning the English language, adjusting to the Australian education system and making new friends. Encouraging a social view of mental health will be a key challenge in increasing the wellbeing of new arrival young people.



challenges ahead

Challenges

Racism and Discrimination

Consistently young people have identified racism, discrimination and exclusion as issues experienced in daily life, particularly in schools, the workplace and in public settings, for example on public transport. Although the extent may vary from individual, subtle and institutional racism to vilification and abuse, the impact on self esteem, confidence and a sense of belonging remains the same (MYSA, 2008).

Service providers have long been concerned that less resilient young people may feel discouraged and instead of rejecting negative stereotypes and generalisations, they may accept and even fulfil them. In MYSA's experience, perceived social exclusion can place young people at risk of falling in with the 'wrong crowd' in an attempt to find belonging and acceptance.

Reports of racism and discrimination underpin many of the primary areas of need from barriers to employment, securing a private rental and receiving services. As such promoting positive images, strengths and talents among new arrival communities is critical in achieving social cohesion (MYSA, 2007, 2008).

Quality Assurance

Operating in a highly competitive and contestable market is not ideal for the delivery of key human services to this disadvantaged group, as in many cases the creation of a business environment in this sector has led to business behaviours. Added to this

is the lack of state or national quality standards and guidelines in settlement which further heightens the risk of quality service delivery. Further, the difficulties in retaining highly skilled staff due to the lack of parity between the community sector wages and those provided by government and lack of multi-year funding also impact on a continuous improvement approach to service provision.

Young refugees comprise numerous heterogeneous subgroups. Needs and issues vary between and within groups according to cultural and religious background, English language proficiency, level of acculturation, and various socioeconomic and demographic factors such as age and gender. By necessity, services therefore demand flexibility, responsiveness, and sensitivity to diversity. Primary research and sound data collection systems are critical to effectively undertake relevant and up to date needs analysis to inform quality service responses.

Collaboration and Partnerships

The concepts of access and equity are underpinned by the principle that all young people, including those from multicultural backgrounds, have the right to access community services, resources and support essential to their development and full participation in community life. While the concept of access and equity has been around for a long time, it has by no means been achieved and there continues to be a number of barriers to access services for young

challenges ahead

Challenges

people and their communities. MYSA's research study Just Hanging Out (2007) reported 62% of participants having no contact at all with either city-based or local area services. Many cited barriers including a lack of knowledge, lack of confidence in receiving help and concerns with confidentiality.

Providing culturally responsive services to ensure their full and equitable participation in community life should therefore be a priority for all service providers. Some mainstream agencies, however, see it as the responsibility of multicultural agencies to meet the service needs of multicultural young people. Important as they are, multicultural agencies are just one part of the community services network and can only service a small portion of this youth population. The different experience, knowledge, skills and networks that both multicultural and generalist services can offer are needed to reduce barriers and ensure equitable access to services and provide a continuum of service beyond initial settlement stages.

Community Cohesion

Achieving key outcomes for young people and enhancing their opportunities and abilities to actively contribute to community life requires a whole of community approach. It mandates a clear role for all and capitalises on the acknowledgement that family is well documented to be a significant protective factor in effective settlement of new and emerging communities.

Young people from refugee and migrant backgrounds play a pivotal role in the settlement and community participation of their family members. They develop their English proficiency, learn to navigate their new environment, and form connections with the outside world at a relatively faster rate than their parents who may find themselves limited by the more rigid confines of home or work. Young people are often their parents' link to the wider community, they act as gatekeepers in their parents' access to information about life in Australia, they often interpret and advocate for their parents, and they care for younger siblings (MYSA, 2007).

As an organisation that supports the active participation, development and leadership of young people, investing in additional family and community support services is paramount in achieving greater outcomes for young people and building strong communities.

Bringing together young people, individuals, families, community groups, service providers and the broader community to respond to the settlement needs of new arrivals is an important contribution in enacting our social responsibility to the wider community.

multicultural youth south australia

The logo for Multicultural Youth South Australia (MYSa) is a large, stylized, light blue graphic of the letters 'MYSa' in a sans-serif font. The letters are slightly overlapping and have a soft, rounded appearance.

OUR MISSION

To provide leadership, advocacy and direct relief to young refugees and migrants, their families and communities so they may have equal access to opportunities and increased participation within the wider South Australian community.

OUR VISION

An inclusive and cohesive community that recognises and invests in the importance of multicultural young people and their ability to contribute to the economic, social and cultural prosperity of the state.

MYSa is committed to ensuring its role in the sector as a lead youth organisation that is well informed and proactive in expanding opportunities and developing creative solutions to meet and advance the needs and interests of refugee and migrant young people in South Australia and nationally.

OUR VALUES & COMMITMENTS

Our core values and commitments are the fundamental principles that shape our organisational culture and upon which our mission is based.

Our Values:

- Integrity and Professionalism
- Accountability and Responsiveness
- Social Responsibility
- Leadership
- Equity.

Our Commitments:

- To take a leadership role to advance the needs and interests of young people at all levels of decision making
- To produce genuine and meaningful outcomes based on action
- To drive change to improve the wellbeing of young people, their families and communities
- To deliver services based on evidence, quality and responsiveness
- To engage, support and collaborate with young people, their communities and the sector in the development of service responses
- To promote positive awareness of multicultural young people in the community
- To recruit, support and retain highly skilled, professional and passionate people to deliver our services.

our strategic plan

The purpose of this plan is to provide strategic directions and accountability for MYSA as an organisation to proactively work towards achieving its vision for the future. This is a five year plan for the period 2010 – 2015, which will be overseen by the Board of Management under the responsibility of the Director and MYSA's leadership team.

The following four key goals will take the organisation forward as a quality, responsive and innovative organisation in the next 5 years:

GOAL 1: Creating opportunities to advance the needs and interests of multicultural young people

MYSA's primary goal and commitment remains focussed on our young people. This includes continuously improving and evaluating services that meet them at their point of need, builds trust and rapport and encourages young people to take greater control of their lives. MYSA will continue to find new ways of operating that meets the needs of young people, supports their aspirations and facilitates individual growth and development. MYSA will continue to advocate strongly for multicultural young people to be heard, listened to and supported to ensure they can achieve their full potential as active members of our community today.

GOAL 2: Building a high performance team

MYSA's core business is the delivery of quality services to young people. Our staff are therefore our most

valuable resource and it is their passion, commitment and productivity which will drive our vision forward. To ensure multicultural young people have the highest quality people advocating and supporting them. MYSA will ensure that there is an investment in our people by providing increased training, access to leading edge research and a developmental organisational culture that creates a well informed and high performing team to achieve quality results.

GOAL 3: Strengthening the role and involvement of new and emerging communities in supporting young people

MYSA's vision is one of a sustainable and well resourced community which actively supports and contributes to skills development of young people in all spheres of life. As such, MYSA will invest in and contribute to the development of a community that works for and with young people. Increased opportunities for training, informed and evidence-based resources and advocacy for increased community involvement will create a strong and supportive community network.

GOAL 4: Working in partnership with an active and responsive sector

MYSA's vision of the sector is one of collaboration and partnerships, where responsibility is shared and the sector prioritises young peoples' issues. Therefore, MYSA will ensure that the sector is highly equipped and well informed, with resources and information to enable proactive support and advocacy for young people.





strategic goals

MYSA recognises the importance of leadership and strategic directions to enable its vision to be achieved. Investing in young people and providing them with opportunities to participate and thrive as individuals also mandates a commitment to work with the communities and services that support them. In order to achieve our vision we will not only look outwards but assess and improve the organisation's capabilities. Investing in our people, who deliver the services, will be a critical factor for our success.

GOAL 1: Creating opportunities to advance the needs and interests of multicultural young people

MYSA's primary goal and commitment remains focussed on our young people. This includes continuously improving and evaluating services that meet them at their point of need, builds trust and rapport and encourages young people to take greater control of their lives. MYSA will continue to find new ways of operating that meets the needs of young people, supports their aspirations and facilitates individual growth and development. MYSA will continue to advocate strongly for multicultural young people to be heard, listened to and supported to ensure they can achieve their full potential as active members of our community today.

Strategies	Success Measures
Design and deliver services and programs that better support the participation of multicultural youth in making well informed decisions for their futures.	Establish a customised multicultural youth specific learning and earning program that builds on the 'skills for all' agenda and enables greater navigation and access to learning opportunities.
	Produce a school engagement strategy to improve MYSA's responsiveness and service provision to the schooling sector.
	Establish a customised strengths based assessment tool to support the development of future pathway plans.
Lead campaigns and initiatives that will give young people a strong voice and promote positive images of young multicultural Australians.	Establish and resource a Youth Advisory Committee comprised of multicultural youth to inform all aspects of programs and projects.
	Actively engage Youth at risk through a dedicated MYSA sports and recreation team to support greater community connections.
	Deliver an annual event that showcases the talents, strengths and achievements of multicultural youth and provide a platform for their active contribution to the community.
Invest in new innovation and service delivery models that expand opportunities for multicultural young people and meet them at their point of need.	Review MYSA facilitated group work curriculum and amend (as appropriate) to ensure the inclusion of action learning principles.
	Resource and support the delivery of annual youth led initiatives that have a commitment to social innovation and local based solutions.
	Establish strong alliances and partnerships to lead strategic refugee youth reforms in settlement, housing, health, education and employment.

strategic goals

GOAL 2: Building a high performance team

MYSA's core business is the delivery of quality services to young people. Our staff are therefore our most valuable resource and it is their passion, commitment and productivity which will drive our vision forward. To ensure multicultural young people have the highest quality people advocating and supporting them. MYSA will ensure that there is an investment in our people by providing increased training, access to leading edge research and a developmental organisational culture that creates a well informed and high performing team to achieve quality results.

Strategies	Success Measures
Invest additional resources to develop the capabilities of the organisation, its staff and its systems.	MYSA will seek to achieve National Accreditation Status.
	Staff will have individual professional development plans (PDPs) and participate in a minimum of 1 week equivalent of training per annum.
	Establish a new data management system to better capture, analyse and report on data and emerging trends.
	Establish an internal innovation fund for MYSA staff to access resources to trial their creative ideas and approaches to enhance direct outcomes for multicultural youth.
Actively increase knowledge, understanding and engagement in the Australian community on multicultural youth issues.	MYSA will continue to deliver annual research projects of national significance.
	Develop and implement a marketing and communications plan.
	Increase MYSA's volunteer participation percentages with members from the wider Australian community.

GOAL 3: Strengthening the role and involvement of new and emerging communities in supporting young people.

MYSA's vision is one of a sustainable and well resourced community which actively supports and contributes to skill development of young people in all spheres of life. As such, MYSA will invest in and contribute to development of a community that works for and with young people. Increased opportunities for training, informed and evidence-based resources and advocacy for increased community involvement will create a strong and supportive community network.

Strategies	Success Measures
Initiate new programs and services to increase community development and engagement.	Develop a community engagement and development plan which incorporates principles for consulting with communities and young people.
	Seek funding for programs that enhance family and community settlement support for young people.
	Develop and implement a youth focussed social enterprise framework to engage young people, communities and business sectors and achieve sustainable outcomes.
	Deliver a minimum of 2 annual events that bring together young people, families and their communities.
	Further refine and develop the Cultural and Bilingual Consultants (CBCs) program and train a minimum of 150 active CBCs.
Increase advocacy and support to new and emerging communities as an active part of the development, support and advancement of youth issues.	Expand the Multicultural Youth Development Fund to provide greater opportunities and resources to community groups.
	Advocate for the inclusion of multicultural community education in schools including the <i>Africa in Schools</i> program.
	Establish a strong network and working relationship with community leaders and representatives in new and emerging communities.
Increase the social participation and community engagement of newly arrived international students.	Develop sector standards for the delivery of quality orientation and settlement of international students.

strategic goals

GOAL 4: Working in Partnership with an active and responsive sector.

MYSA's vision of the sector is one of collaboration and partnerships, where responsibility is shared and the sector prioritises young peoples' issues. Therefore, MYSA will ensure that the sector is highly equipped and well informed with resources and information to enable proactive support and advocacy for young people.

Strategies	Success Measures
Increase sector capacity to respond to and meet the specific needs of refugee young people.	Produce and implement a sector development plan including the establishment of an online clearinghouse for sector resources and an annual training calendar.
	Establish a Customer Relations Management (CRM) system to inform the annual production of sector tools and resources.
	Develop a framework for the development of locally based, integrated service responses to address refugee youth issues.
Take a national leadership and mentor role in advancing the active engagement of the sector on multicultural youth issues.	Work in partnership across other jurisdictions to increase specialised service delivery to multicultural youth.
	Establish local and national initiatives to support increased community outreach and access to refugee and migrant youth.
	Produce principles and standards for achieving consistent quality service delivery in refugee youth settlement.

references

References

1. Centre for Multicultural Youth Issues. (2003). *Education and support issues for refugee and newly arrived young people*. Victoria: Centre for Multicultural Youth Issues.
2. de Anstiss, H (2009). *Young refugees living in South Australia: An exploratory study of help-seeking for psychosocial problems*. Unpublished doctoral dissertation, University of South Australia, Adelaide, Australia.
3. Jupp, J. J., & Luckey, J. (1989). Educational experiences in Australia of Indo-Chinese adolescent refugees. *International Journal of Mental Health*, 18(4), 78-91.
4. Stevenson, T., & Willet, J. (2007). The aspiration and access to higher education of teenage refugees in the UK. *Compare*, vol 37(5), 671-687.
5. Multicultural Youth South Australia (MYSA). (2007) *Just hanging out: young refugees and public space*. South Australia: Multicultural Youth South Australia.
6. Centre for Multicultural Youth (CMY). (2010). *Homelessness in refugee and migrant young people: an increased risk*. Retrieved 13 October, 2010, from the CMY website: <http://www.cmy.net.au/Assets/1437/1HomelessnessBriefingSummaryforStatewideConsultation.pdf>
7. Multicultural Youth South Australia (MYSA). (2008) *Under the radar: A research study on multicultural youth living on the margins*. South Australia: Multicultural Youth South Australia.
8. Multicultural Youth South Australia (MYSA). (2007) *Refugee youth mental health focus group study*. South Australia: Multicultural Youth South Australia.
9. de Anstiss, Helena and Ziaian, Tahereh (2009) *Mental health help-seeking and refugee adolescents: Qualitative findings from a mixed-methods investigation*, Australian Psychologist, First published on: 05 November 2009 (iFirst).
10. Sawyer, M. G., Arney, F. M., Baghurst, P. A., Clark, J. J., Graetz, B. W., Kosky, R. J., et al. (2001). *The mental health of young people in Australia: Key findings from the child and adolescent component of the national survey of mental health and well-being*. Australian and New Zealand Journal of Psychiatry, 35.
11. U.S. Department of Health and Human Services. (1999). *Mental Health: A report of the Surgeon General*. Retrieved April 12, 2007, from <http://www.surgeongeneral.gov/library/mentalhealth/home.html>
12. U.S. Department of Health and Human Services. (2001). *Mental Health: Culture, race and ethnicity: A supplement to mental health. A report of the Surgeon General*. Retrieved April 20, 2007, from <http://www.surgeongeneral.gov/library/mentalhealth/cre/>
13. Ferguson, L. (2009). *Parliamentary secretary announcement of the strategic settlement framework*. Retrieved 30 October 2010, from the DIAC website: URL: http://parlinfo.aph.gov.au/parlInfo/download/media/pressrel/OYSU6/upload_binary/oysu61.pdf;fileType%3Dapplication%2Fpdf



**Multicultural Youth
South Australia Inc**

Shop 9, Millers Arcade
28 Hindley Street
Adelaide SA 5000

T 08 8212 0085
F 08 8212 0650
E info@mysa.com.au

www.mysa.com.au