



STRATEGIC PLAN 2022 – 2026



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MESSAGE FROM THE CHAIR AND CEO

We have been responding to the needs of multicultural children, youth and young families for the past **20 years**, with independent evaluations consistently reporting that **MYSa** is a highly focussed, effective and innovative organisation.

We provide a holistic, integrated continuum of youth-specific, specialist services based on where youth are situated in the settlement process, English language proficiency, the absence or presence of family and community support systems, engagement in employment and education, risk and vulnerability, and the extent to which youth are experiencing settlement difficulties.

Our work is supported by all tiers of government, the private sector and individual members of the broader Australian public.

We engage in an ongoing process of organisational review and adjustment to ensure flexible, responsive and accessible services. As part of these activities, we have undertaken a strategic consultation and planning process to review our current work, set new priorities and focus our efforts and resources for future improvement and development. The Board of Management and CEO have developed this Strategic Plan to guide and inform our work for the next five years.



Harry Savelsberg
Chair



Tamara Stewart-Jones
CEO

WHO WE ARE

Multicultural Youth South Australia Inc (**MYSA**) is the state representative advisory, advocacy and service delivery body for multicultural youth aged 12-30 years, the only youth-specific multicultural agency in South Australia, and one of two leading youth-specific multicultural agencies in the country. MYSA is recognised locally and nationally for its leadership in multicultural youth issues.



OUR AIMS

We aim to work towards a world where all young people are equipped with the resources and opportunities to fully participate in the social, cultural, economic and political life of the community. We achieve this through:

- Raising the state and national profile of young people and the issues affecting them.
- Providing policy and program advice to state and national government decision-makers on multicultural youth issues.
- Providing supported opportunities for young people to present their views openly to key decision-makers.
- Working in partnership with other agencies to ensure that the achievements and contributions of young people are celebrated, valued and respected.
- Facilitating and encouraging strong partnerships and information exchange across and between service sectors and agencies to improve the type, nature and level of support provided to young people.
- Identifying and mobilising human and financial resources to respond to needs of young people.
- Providing meaningful opportunities for young people to contribute to our policy and service delivery work.
- Developing and building the capacity of the government and non-government sectors to respond more effectively to the needs of young people through training, resource development, joint projects and initiatives, information, advice and support.
- Engaging in an ongoing process of self-assessment and evaluation to ensure effective leadership and continuous learning and improvement.



OUR VALUES

Our core values include:

- **Leadership** – we are committed to reflecting the qualities of good leadership including vision, innovation, inspiration, adaptability, wisdom, competence, communication, self-evaluation and confidence.
- **Social justice** – we are committed to intervening in the conditions, circumstances, processes and practices that give rise to injustice, disadvantage, discrimination and oppression of multicultural young people.
- **Diversity** – we are committed to working against discrimination based on age, gender, culture, ethnicity, language, religion, socioeconomic status, sexual orientation, disability and any other aspect of diversity.
- **Empowerment** – we are committed to supporting young people and their communities to bring about their own change.
- **Professionalism** – we are committed to acting with honesty, integrity, responsiveness, transparency and accountability to maintain the trust and respect of youth, the broader community services sector, its funding providers and the general public.
- **Social responsibility** – we are committed to managing human and financial resources in an ethical and responsive manner.
- **Participation** – we are committed to ensuring that young people can meaningfully participate in decisions that affect their lives.



OUR WORK

We are involved in four key areas of work:

1. **Research and policy development.** We provide policy and program advice, information and support to policy and decision-makers on multicultural youth issues. We are actively involved in a range of research projects as part of a broader organisational commitment to evidence-based practice and continuous service improvement. Over the last 12 years, we have partnered the three main universities in South Australia as well as universities in other states on over 20 research projects to improve understanding on the issues and needs of multicultural children, youth and young families.
2. **Industry support and capacity building.** We assist mainstream government and non-government organisations to become more culturally inclusive and responsive through cross-cultural training, resources, information, advice and other support.
3. **Direct service delivery.** We provide a wide range of specialised services, programs, and projects to youth. We currently support approximately 4000 children, youth and young families per year.
4. **Community capacity building.** We provide advice and support to youth and community groups for youth development and youth capacity building projects.



THE ISSUES WE ADDRESS

While young people from multicultural backgrounds demonstrate remarkable resilience, various conditions and circumstances place them at increased risk of a range of vulnerabilities that affect their wellbeing and social inclusion.

Vulnerability is the result of a complex interplay between the effects of forced displacement, resettlement in an unfamiliar host country, and the sociopolitical context of resettlement.

The experience is often one of loss and grief, family and community rupture, fragmentation and dislocation - an experience that is further compounded by the protracted poverty and socioeconomic disadvantage that generally continues long after migration.

Despite their increased risk of vulnerability, young people from multicultural backgrounds are the least likely to access community services due to a range of individual, cultural and service related barriers. Of these barriers, a system-wide lack of cultural awareness and competence, coupled with a general lack of cross-cultural training and support, features most prominently and not only prevents access to services but seriously affects the quality of services that are received.



STRATEGIC GOALS AND PRIORITIES

Based on our consultations with young people, staff and other key stakeholders in the government, academic, community and private sectors, we have identified the following four strategic goals and priorities to guide our work over the next five years.

Strategic Goal 1

Increase and strengthen youth opportunities for social, civic and economic participation and inclusion. Strategies include research, advocacy and policy work, youth programs including youth leadership and mentoring programs, youth advisory groups, partnerships with employers, scale up of Miss MYSA Events (MME), and sector development and capacity building (via training, resources, advice and other support).

Strategies

- A.** Increase the number of young people linked to social, civic and economic opportunities.
- B.** Increase the number and range of youth programs provided, with a particular focus on education, training and employment.
- C.** Increase the number and range of partnerships with the corporate, small business and government sectors as part of the scale up strategy for Miss MYSA Events (MME).
- D.** Increase the number of unemployed young people linked to jobs in hospitality and event management via MME.
- E.** Conduct service quality audits with a view to maintaining quality service delivery standards.

Strategic Goal 2

Initiate, promote and participate in research projects to increase knowledge and facilitate learning, gather evidence for effective programs and interventions and inform action. Strategies include partnerships with the three universities in South Australia as well as universities in other states, the provision of financial and in-kind support to projects investigating issues of relevance to MYSA's key work areas and sponsoring a PhD scholarship for a MYSA staff member in social impact investing.

Strategies

- A.** Maintain involvement in at least one major research project per year.
- B.** Translate the findings of research into practice to ensure they have direct practical effects in the lives of young people.
- C.** Increase the number and range of contexts to which research findings are used and applied.
- D.** Generate opportunities for advocacy based on research findings.
- E.** Develop new training curriculum and sector resources informed by research findings.

Strategic Goal 3

Initiate, promote and strengthen across-sector partnerships to address complex issues and needs which span multiple systems and sectors (e.g., high youth unemployment). Strategies include stakeholder mapping and gap analysis to identify potential partners who can help us meet our objectives, strengthen our advocacy work and influence change, assessing the effectiveness of current partnerships and tracking changes in partnerships over time.

Strategies

- A.** Increase the number and range of across sector partnerships and collaborations.
- B.** Increase and diversify the training and other support provided to the sector.
- C.** Achieve and surpass specified training quality standards.

Strategic Goal 4

Maintain the momentum of sustainable organisational growth and development. Strategies include financial planning, organisational and systems development, including increasing digital capabilities to stay up to date with information and communications technology (ICT) as it evolves, program evaluation to assess impact, Board and staff development, and internal and external environmental scanning to identify factors which may impact growth and sustainability, currently and in the future.

Strategies

- A.** Achieve growth in overall revenue.
- B.** Achieve growth in revenue from diverse funding sources to reduce an over-reliance on government funding.
- C.** Expand MYSA's fee-for-service program.
- D.** Expand initiatives to support staff, Board and organisational development including an increase in ICT skills/knowledge.
- E.** Achieve certification of MME as a social enterprise with Social Traders to publicly verify its social enterprise status.



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