MULTICULTURAL YOUTH SOUTH AUSTRALIA

2023–2028

Strategic Plan

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BACKGROUND

Established in 1997, Multicultural Youth SA (MYSA) is the state representative advisory, advocacy and service delivery body for multicultural youth aged 12-35 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. MYSA is involved in three key areas of work: (1) direct service delivery; (2) research, policy and advocacy; and (3) sector development and capacity building.

MYSA currently has two sites, one in the CBD of Adelaide and the other in West Croydon that supports a state-of-the-art 2.4M Multicultural Youth Education and Development Centre (MY EDC) for newly arrived youth, their families and communities. MY EDC facilities include casework rooms, a computer hub, recreation areas and a resource centre. MYSA's city premises provide space for group work, casework (confidential rooms/space), homework stations, recreation space including computer stations and information hub, community gym and dance studio.

MYSA currently employs 28 full-time, part-time and casual staff, including Miss MYSA Events (MME) workers and trainees, has approximately 50 active volunteers and multicultural youth advisors and consultants and provides field placements for up to 10 postgraduate and undergraduate students each year.

Service delivery

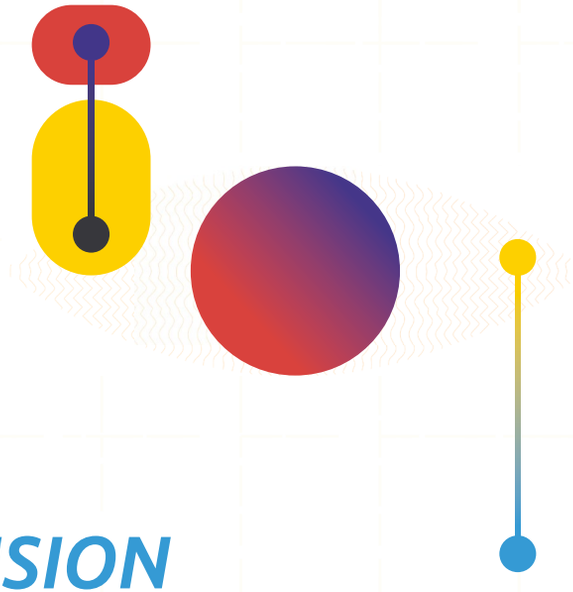
Approximately 4000 young people and young families access MYSA's programs each year. MYSA's youth programs are designed to facilitate full participation in society, connectedness and the realisation of potential.

Research, policy and advocacy

MYSA is actively involved in a range of research projects to inform the policy and practice context in which government funded services are delivered to multicultural communities. MYSA is also involved in policy and advocacy work to improve settlement outcomes for youth and young families.

Sector development and capacity building

MYSA is embedded in national, state and local policy and service delivery networks and works closely with a wide range of government, non-government, community, academic and corporate sector stakeholders to ensure that access and equity principles are reflected in service delivery, youth perspectives are included in program directions and there is a coordinated and collaborative response to youth settlement needs. As part of this work, MYSA has a strong focus on equipping the broader service sector with the skills, knowledge and resources to become more culturally responsive and inclusive.



VISION

MYSA will 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. MYSA will inspire and challenge young people and young families from multicultural backgrounds to work towards their goals and full potential at their own pace and according to whatever stage of personal, social and cultural development they are at. MYSA will serve young people through research and policy development, sector development and capacity building, direct service delivery and community capacity building.

MISSION STATEMENT

MYSA will take a leadership role in ensuring that young people from multicultural backgrounds are equipped with the resources and opportunities to fully participate in the social, cultural, economic and political life of the community 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 MYSA's 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.

VALUES

MYSA's core values include:

- Leadership – MYSA is committed to reflecting the qualities of good leadership including vision, innovation, inspiration, adaptability, wisdom, competence, communication, self-evaluation and confidence.

- Social justice – MYSA is committed to intervening in the conditions, circumstances, processes and practices that give rise to injustice, disadvantage, discrimination and oppression of multicultural young people.

- Diversity – MYSA is 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 – MYSA is committed to supporting young people and their communities to bring about their own change.

- Professionalism – MYSA is committed to acting with honesty, integrity, responsiveness, transparency and accountability to maintain the trust and respect of young people, the broader community services sector, its funding providers and the general public.

- Social responsibility – MYSA is committed to managing human and financial resources in an ethical and responsive manner.

- Participation – MYSA is committed to ensuring that young people can meaningfully participate in decisions that affect their lives.

MYSA'S POINT OF DIFFERENCE

Point of Difference	*Explanation*
We are innovators and explorers	• We foster an organisational culture where innovation is encouraged, recognised and rewarded • We hire staff from diverse backgrounds to promote diverse ways of thinking • We keep inquiry at the heart of everything we do • We lead complex and original initiatives that involve multiple stakeholders • We create significant social impact
We choose growth over expansion	• We avoid organisational empire-building and self-aggrandisement • We use our surplus funds for good rather than hoarding them • We choose excellence over growing in size and assets • We share our skills, knowledge and resources with others • We collaborate with others to align resources and strengthen joint efforts

Point of Difference	*Explanation*
We embrace the unconventional	• We are open to new ideas and ways of doing things • We are not bound by how things are generally done • We think outside the square • We participate in research to create new knowledge and understanding • We work with the private, government and academic sectors to facilitate the development of new ideas and strategies
We are always learning	• We continuously seek to improve our understanding and performance • We keep up-to-date and respond to key changes, trends and developments in the field • We look for examples of good and promising practice that we can implement • We are constantly changing and adapting • We learn from rather than repeat mistakes
We are comfortable with complexity	• We work with complex social problems • We think critically to form careful judgments • We are open-minded and inherently inquisitive • We adapt to change • We show courage in decision-making

STRATEGIC GOALS AND PRIORITIES FOR 2023-2028

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.

1. Sustainable business growth
2. Inclusive and accessible service provision
3. Infrastructure and technological capabilities
4. High performance team

Strategic Goal 1

MYSA will enhance financial security through strategic business growth initiatives that respond to community needs, diversify revenue streams, optimise resource allocation, and strengthen organisational sustainability.

Strategies

A. Identify and pursue new funding opportunities, including grants, partnerships, and social enterprise ventures, to reduce dependency on a single source of income while meeting community needs.

B. Navigate the NDIS registration process to become an approved provider, enabling MYSA to access funding for disability services and expand its service offerings to support individuals with disabilities.

C. Position the catering arm of Miss MYSA Events (MME) to become the preferred supplier for government and corporate events in line with their social responsibility goals.

D. Obtain new sponsors and donors through awareness raising and relationship-building.

E. Conduct regular community consultations and assessments to keep abreast of the evolving needs of the communities MYSA serves, ensuring that programs and services are aligned with their priorities and demands.

Strategic Goal 2

MYSA will provide a direct response to community needs in previously underserved areas (e.g., LGBTIQ+, disability services, psychological services, First Nations service provision) to address long standing service gaps.

Strategies

A. Partner with government, community groups, community leaders and elders, and service providers that specialise in newly identified areas of service provision to create referral pathways and share resources, knowledge, and best practices.

B. Develop targeted programs in new areas of service provision that include feedback loops with clients to assess and refine programs based on their experiences and changing needs.

C. Build the knowledge, skills and capacity of the social work team to work in new areas of service provision.

D. Market MYSA's new service offerings to the target populations, government decision-makers, service providers and other stakeholders.

E. Progress through all four stages of the Reconciliation Action Plan (Reflect, Innovate, Stretch, and Elevate), each building on the last, to deepen relationships, embed reconciliation into our core operations, and enable us to provide quality services to First Nations youth and young families.

Strategic Goal 3

MYSA will modernise its infrastructure, improve IT security, and integrate advanced technological tools such as video conferencing and cloud-based systems to ensure the organisation operates efficiently, effectively and securely in a digital world.

Strategies

A. Implement modern hardware and software solutions across the organization to streamline operations, improve productivity, and enhance service delivery.

B. Strengthen IT security protocols to protect sensitive data, prevent cyber threats, and ensure compliance with data protection regulations.

C. Introduce video conferencing and collaboration tools to enable remote communication, streamline meetings, and improve engagement with staff, volunteers, and stakeholders.

D. Transition to cloud-based systems for secure, scalable data storage and real-time collaboration, improving access to information and ensuring business continuity.

E. Provide ongoing training to ensure all staff are proficient in using new technologies, fostering a digitally competent workforce that can adapt to changing tools and trends.

Strategic Goal 4

MYSA will develop a high-performance team of social workers who are skilled, highly competent, and collaborative, ensuring effective service delivery in new areas of focus, including LGBTQI+ services, disability services, and Aboriginal service provision, among others.

Strategies

A. Implement recruitment strategies that prioritise diversity and inclusion, ensuring the social work team reflects the communities MYSA serves and brings a variety of perspectives and expertise.

B. Develop and deliver comprehensive training programs focused on practice competence, sector-specific knowledge, and best practices in service delivery, equipping the social work team to meet the needs of diverse populations.

C. Create an environment that encourages open communication, teamwork, and shared leadership, enabling the social work team to collaborate effectively across service areas.

D. Continually monitor, review and assess the social work team's effectiveness and service delivery outcomes, fostering a culture of accountability and continuous improvement.

E. Implement staff wellbeing initiatives to promote job satisfaction, motivation, engagement, and resilience within the social work team to support the delivery of high-quality services.

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