

MYAN NSW

STRATEGIC PLAN & THEORY OF CHANGE

2023 - 2028



MYAN NSW
Multicultural Youth Affairs Network

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Introduction

The MYAN NSW Strategic Plan is a five year strategic plan that commences from 1 July 2023 to 30 June 2028.

The Strategic Plan and Theory of Change have been co-developed with our research and evaluation partners FPE, young people, staff and the MYAN NSW Board.

The project took place over two phases:

Phase 1: Planning, research and engagement with the board, staff and young people to develop the draft Strategic Plan and a Theory of Change.

Phase 2: Review & finalise Strategic Plan and Theory of Change.

ENGAGEMENT TO DEVELOP THE STRATEGIC PLAN

FPE conducted workshops with the board, staff and young people at MYAN NSW. The purpose of each engagement and how it has contributed to the development of the Strategic Plan is noted below.

Board

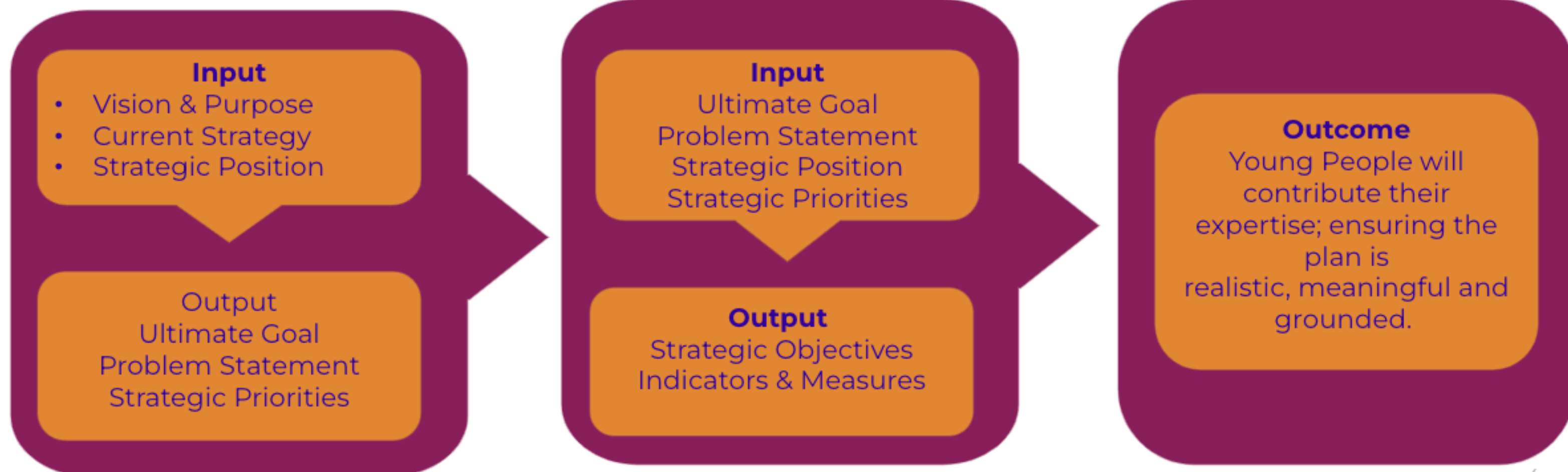
Purpose: to understand what the organisational priorities are

Staff

Purpose: to understand how the strategic priorities can be actioned

Young People

Purpose: to understand the why, ensuring the strategic priorities are meaningful



The context that MYAN NSW is operating in

MYAN NSW operates within a complex socio-cultural/political system. In this system young people often face structural and systemic barriers to equal participation in civic society. Many of these barriers are outside the direct sphere of influence that MYAN NSW holds.

When developing a strategic plan, it is important to acknowledge the factors that influence the areas of society that MYAN NSW operates in but are not within the organisation's sphere of influence. This acknowledgement brings clarity to the specific problem that MYAN NSW exists to solve and the strategic priorities the organisation will employ to progress towards the ultimate goal.

Below are some, not all, of the factors that influence the context that MYAN NSW operates in. These are not areas that MYAN NSW has direct influence over. These factors were gathered through engagement and workshops with MYAN NSW staff and young people.

- The impact of global events on local communities
- Disasters caused by climate or conflict
- The cost of living crisis, financial and housing stress
- The impacts of historically entrenched political systems and institutions in Australia

MYAN NSW Vision, Purpose & Values



Vision

We work towards a society where all young people from refugee and migrant communities are connected, influential and valued



Purpose

At MYAN NSW we engage, support and connect multicultural young people settling into Australia. We resource young people with new skills and broader networks of influence. We collaborate with young people across the state so that your needs are met and your voices are heard.

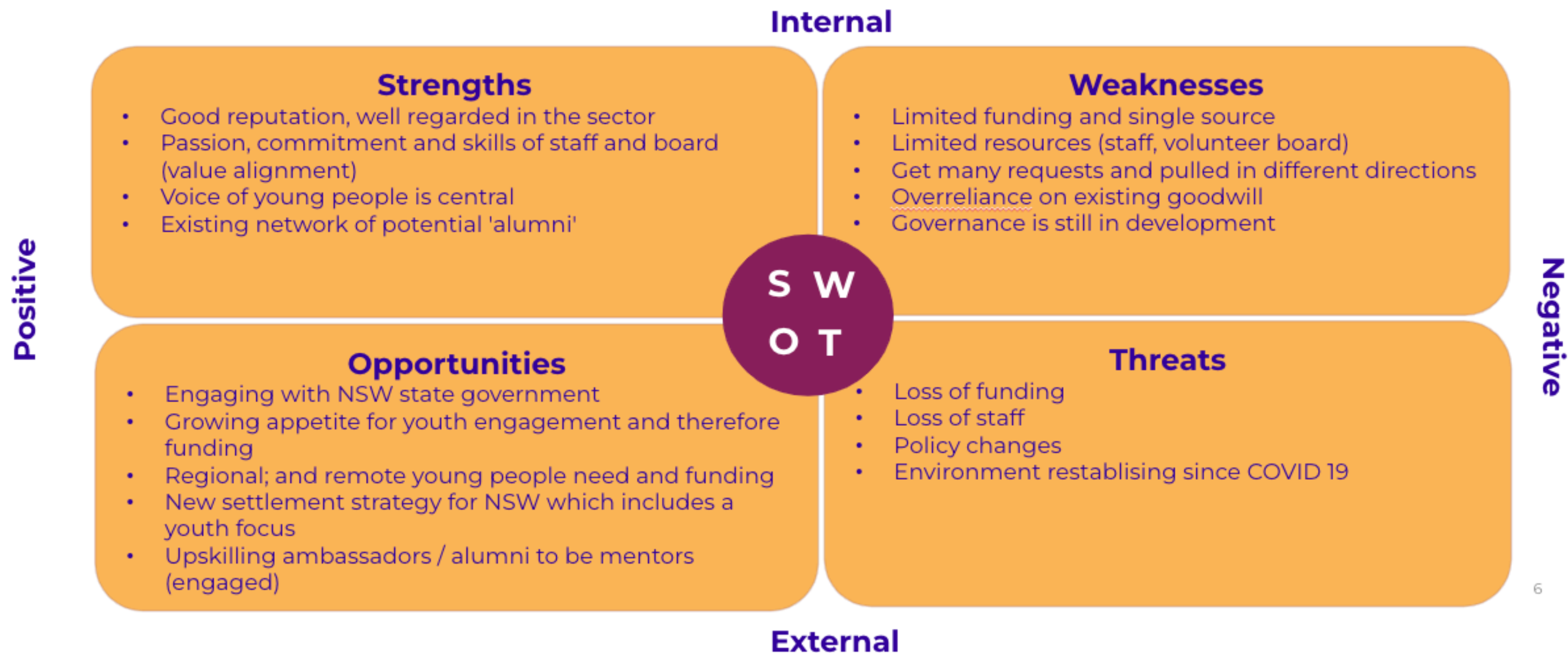


Values

- Youth Participation
- Collaboration
- Diversity in all its forms
- Social justice
- Challenging the status quo

MYAN NSW Strategic Position

This SWOT analysis was completed with the Board of Directors and Staff. The SWOT ensures the Strategic Plan builds on the strengths of the organisation and leverages priority opportunities, whilst being practical and responsive to current internal and external challenges.



MYAN NSW Strategy 2023 – 2028

Elevate Multicultural Young People

1. Develop and deliver well designed, responsive services
2. Keep the voice of young people central to our work
3. Provide services to young people in regional and remote NSW

What this looks like in 2028?

Young people and their families have access to a broad range of culturally responsive and co-designed services across all of NSW.

Progress Public Policy

1. Support young people to influence decision makers & public policy
2. Amplify the voice of young people in public policy
3. Advocate for policy changes that reflect the needs and interests of young people

What this looks like in 2028?

Young people are confident and purposeful in their advocacy. MYAN NSW influences public policy. MYAN NSWs perspective and expertise is sought out by policy makers.

Strengthen the Youth & Settlement Sector

1. Be a strong voice in the youth and settlement sector and a trusted partner
2. Participate in research, evaluations & consultations
3. Develop youth and settlement sector training & resources, so it better meets young peoples' needs

What this looks like in 2028?

Strong partnerships across the youth and settlement policy and practice sector and government. Investment in evaluation and knowledge sharing that enhances our reputation as a trusted source and sector leader.

A society where multicultural young people are connected, influential and valued.

Sustain MYAN NSW

1. Build financial stability, through diversification of income streams
2. Engage new and existing Board members who are skilled to govern into the future & strengthen policies
3. Maintain a strong, supportive and inclusive work culture that facilitates continuous improvement

What this looks like in 2028?

Sustainable funding from diverse sources, supported by a board of directors that support and enhance the strategic outcomes of MYAN with young people represented.

Values

Youth Participation | Collaboration | Diversity in all its forms | Social Justice | Challenging the status quo

MYAN NSW Strategic Success Indicators 2023 -2028

Elevate Multicultural Young People

Priority 1: Develop and deliver well designed, responsive services

Indicators 1 Year (2024): Current services, with the budget to do so, are evaluated. Ensure all new programs are co-designed and include an evaluation budget where possible.

Indicators 3 years (2026): Evaluation activities actively include Young People. Evaluation learnings are shared with participants and service improvements are co-designed.

Indicators 5 years (2028): All programs are co-designed, evaluated and service improvements are collaborative. Engaging with families as needed.

Priority 2: Keep the voice of young people central to our work

Indicators 1 Year (2024): Young people participate in feedback loops e.g. involve young people in the development of the strategic plan. Establish baseline, set targets.

Indicators 3 years (2026): Increased opportunities for young people to share ideas and participate. Exceed target for number of opportunities.

Indicators 5 years (2028): All services are co-designed. Young people have representation on the MYAN NSW board.

Priority 3: Provide services to young people in regional and remote NSW

Indicators 1 Year (2024): Conduct SWOT for regional and remote NSW; including numbers of young people, geographic locations and existing organisations.

Indicators 3 years (2026): Build relationships with existing organisations supporting young people in regional and remote NSW.

Indicators 5 years (2028): MYAN NSW provides responsive services in regional and remote NSW and has strong, supportive partnerships with local organisations. Engaging with families as needed.

Strengthen the Youth & Settlement Sector

Priority 1: Be a strong voice in the youth sector and a trusted partner

Indicators 1 Year (2024): Number of sector events attended and participated in by staff. Number of partnerships and or relationships with organisations in the sector. Establish baseline, set target.

Indicators 3 years (2026): Increased number of events attended and participated in by staff. Number of new organisations seeking collaborations.

Indicators 5 years (2028): Increased number of partnerships and or relationships with organisations in the sector.

Priority 2: Participate in research, evaluations & consultations

Indicators 1 Year (2024): MYAN NSW funds, supports, conducts and participates in consultations, research, and evaluations e.g. *COVID-19 Research Report*

Indicators 3 years (2026): Young people participate in consultation, research and evaluation opportunities supported by MYAN NSW.

Indicators 5 years (2028): MYAN NSW regularly shares its evaluation results and learning with the sector and Young People.

Priority 3: Develop youth and settlement sector training & resources, so it better meets young peoples' needs

Indicators 1 Year (2024): Reflect on the number and type of resources produced and training provided. Assess sector needs and develop a plan including income generation.

Indicators 3 years (2026): Enact plan, increasing the number and diversity of resources produced and training provided.

Indicators 5 years (2028): People and organisations with influence are requesting or commissioning resources or training. Income is generated from these resources and training.

MYAN NSW Strategic Success Indicators 2023 -2028



Progress Public Policy

Priority 1: Support young people to influence decision makers & public policy

Indicators 1 Year (2024): Young people have opportunities to increase their awareness of policy development in Australia e.g. *Policy Brief Development*

Indicators 3 years (2026): Increase in the number of opportunities for young people and or how many young people are supported to increase awareness of policy development.

Indicators 5 years (2028): Young people feel increasingly confident to influence decision makers and public policy (feedback and stories of change)

Priority 2: Amplify the voice of young people in public policy

Indicators 1 Year (2024): Assess opportunities to amplify young peoples voice in public policy and prioritise some specific focus areas e.g. *state elections, a single policy issue*

Indicators 3 years (2026): Develop a plan to influence public policy in the priority areas and resource the plan.

Indicators 5 years (2028): Enact plan to influence public policy and seek to understand impact e.g. *indicators of change, level of engagement and with who.*

Priority 3: Advocate for policy changes that reflects the needs and interests of young people

Indicators 1 Year (2024): Understand interests and needs of young people and identify key policy areas to influence. Develop a plan to influence policy changes.

Indicators 3 years (2026): Enact plan to influence public policy.

Indicators 5 years (2028): MYAN NSWs perspective and expertise is sought out by policy makers.

Organisational Sustainability

Priority 1: Build financial stability through diversification of income streams

Indicators 1 Year (2024): Conduct a review of current funding streams, identify opportunities and organisational needs to sustain current requirements and to deliver the strategic plan.

Indicators 3 years (2026): Develop a business growth plan to increase amount and diversity of funding.

Indicators 5 years (2028): Increase the amount of fundings and diversity of funding sources.

Priority 2: Engage new and existing Board members who are skilled to govern into the future & strengthen policies

Indicators 1 Year (2024): Conduct a review of the Board of directors to identify strengths, needs and opportunities and make a plan for changes or additions.

Indicators 3 years (2026): Implement the plan to strengthen, diversify and develop the Board e.g. *including young people* and strengthen policies.

Indicators 5 years (2028): Maintain a skilled and involved board of directors, that includes young people, that support and enhance the strategic outcomes of MYAN NSW.

Priority 3: Maintain a strong, supportive and inclusive work culture that facilitates continuous improvement

Indicators 1 Year (2024): Engage in external and internal evaluation activities to assess program performance and staff satisfaction. Ensure opportunities for staff feedback and involvement.

Indicators 3 years (2026): Support and resource the team to act on longer term recommendations from evaluations.

Indicators 5 years (2028): An effective system for measurement, evaluation and learning is developed and in action.

MYAN NSW Theory of Change

THE CONTEXT

MYAN NSW supports young people from multicultural communities, within a complex socio-political system. In this system young people can face structural and systemic barriers to equal participation in civic society. Advocacy for the rights and needs of young people is needed to work towards creating inclusive policies, raising awareness and providing platforms for representation.

THE SITUATION

There are multiple barriers that prevent young people from actively engaging in society to the fullest extent. These barriers make it difficult for their voices to be heard by people who make decisions that affect their lives. When these barriers are not addressed it impacts the individuals, the communities they live in and the broader society.



Enable ...

Young people to develop skills, networks & knowledge.

Increased capacity in the youth and multicultural support sectors.

Policy makers to be informed about issues that matter to young people.

Pathways for young people to influence public policy.

To ensure...

Young people's voices are amplified!

Policy makers consider what matters to young people.

Service providers are inclusive, adaptable and responsive.

So that...

Multicultural young people are connected and part of a harmonious society that recognises and gives voice to their unique perspectives.