

Transform

Strategy 2021-2023

THE FOUNDATION FOR YOUNG AUSTRALIANS

fya

the future



Transform the future

Intro- duction

The Foundation for Young Australians (FYA) is adopting a bold new strategy to shift the power of young people in Australia, beat injustice, and transform the future. Because if there is ever a time to back young people to create change, it is now.

Under our new strategy, our positioning is as a *strategic intermediary* fostering support for youth-led changemakers and facilitating powerful investment opportunities for philanthropic partners. This is a strategy with serious intent, reflected in a commitment of \$10 million from our corpus over the next three years. We seek inspired co-investors from across the Australian philanthropic landscape to join us on this extraordinary journey. Our goal is to mobilise upwards of \$30 million for unparalleled youth empowerment efforts over the next three years.

Strategy

This strategy has been prepared by the FYA team and board, with a deep appreciation for key contributions provided by Social Ventures Australia, Global and Collective, and YLab, as well as input shared by young change-makers across Australia and the globe.



Context

Being “young and free” is central to a particular Australian national mythology.

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But this generation of young people across Australia (aged 14-25) are facing an unprecedented series of intersecting crises – from climate change to a global pandemic. This has meant a severe disruption to the way they live, learn, and earn, at such a formative time in their lives.

These crises are being keenly felt by youth in precarious work, with poor mental health as well as those who have long struggled for justice – from First Nations young people to young migrants, and young people with disability.



At the same time, young Australians are overlooked as citizens and contributors.

Unable to vote, under-represented in our Parliaments, undervalued in casualised workplaces, and unheard in our media, young Australians are not disengaged – but they *are* chronically disempowered.

Young people's lack of influence manifests in systems and policies which continuously fail them: like an education system that entrenches disadvantage or the rules for JobKeeper which leave large groups of young people ineligible. While a huge fuss is made to maintain some Seniors' tax loopholes, young people are told to withdraw their superannuation.

Addressing young people's structural disadvantage, and elevating their voices, are *inextricably entwined*.



And yet...if Australia 'advances fair' to be a dynamic, inclusive, caring and more sustainable society, it will be because young Australians step up and lead the way.

There is nothing quite like young people's unwillingness to accept the status quo as 'good enough' – or their sheer optimism and ingenuity, to create alternatives.

Just as young people injected new momentum and moral clarity to Australia's climate stalemate, young Australians are at the forefront of efforts to reform our criminal justice system and build a fairer disability system. They're connecting, creating and organising in new ways, enabled by technology, and with an increasing sense of urgency. They're doing this as young people – but for everyone. Our goal is to propel their efforts and help build their power – as allies, and on their terms.



Our vision



**Young people have the power
to beat injustice and
transform the future.**





Young people are not just the 'beneficiaries' of our vision – they are the central agents of change.

Building young people's power – empowerment – is key.



Young people have the power to beat injustice and transform the future.



We're focused on helping youth experiencing structural disadvantage or injustice to not simply overcome it, but address it at a systemic level.

Young people expect a different future (for their community and the planet) than the one they're being handed. We're not about preparing them to inherit a broken future, but backing them to fix it.



Our purpose

Back young people with the trust, resources, skills, and connections to make change.



**We're backing young people
– not doing it for them or
representing them.**



**Trust is at the core of this – a
willingness to trust young people,
show belief in them and be
of service to them.**



**The power and capacity to create change comes
in many forms. We're committed to shifting
financial resources, equipping young people
with skills, and building a web of institutional
connections to underpin youth action.**

FYA backs young people (14-25)

WHAT THIS LOOKS LIKE

- + Trust and partnership
- + Resources such as flexible funding and infrastructure support
- + Skills training and convening peer learning
- + Connections, as an intermediary to philanthropy, government, media, corporates and non-profit sector

Young people have power

WHAT THIS LOOKS LIKE

- + Autonomous youth-led spaces
- + Greater influence
- + More representation in media
- + Scaled work by mainstream institutions to elevate youth voice
- + Services and system providers co-designing with young people

To transform the future

WHAT THIS LOOKS LIKE

- + A future shaped by young people
- + Reflects their priorities
- + Meets their needs
- + Harnesses their energy and ideas

**FYA backs young
people (14-25)**

**Young people
have power**

**To transform
the future**

**Focus: Youth
facing injustice**

- + Backing youth facing injustice (e.g. First Nations youth, youth with disability, youth in regional Australia) will have the biggest impact on disadvantage
- + Strengthening young people's agency and sense of control will also improve their well being

Pillars of work

	CAPACITY BUILDING	ADVOCACY	STRATEGIC PROJECTS	CO-DESIGN CONSULTING (YLab)
ACTIVITIES	Leadership development and training, grant-making, convening, coaching, physical space, backbone support.	Coaching and programs to support young people to advocate – from the media to government relations, to policy.	Catalysing alliances with mainstream institutions, including convening, incubation funds, mobilisation.	A co-design consulting practice – employing and training young people with lived experience of issues to advise clients.
OUTCOMES	Growth of powerful and capable youth-led initiatives engaging their peers and underpinning movements for change.	Young people are supported to advocate on the issues that matter to them, and connected with those with power.	Collaborations of diverse institutions deliver innovative programs engaging young people in our democracy at scale.	Young people are included in the design of the day-to-day systems and services that deeply impact their lives.
PRIMARY COLLABORATORS	Youth-led social change organisations.	Young advocates and change-makers.	Mainstream cultural, corporate, and government institutions.	Government, non-profit service providers, commercial industry and educational institutions.
EXTERNAL CO-INVESTMENT*	Philanthropic partnerships		Earned income partnerships	

*External co-investment complements the Foundations own financial commitment from its corpus.

THE PILLARS OF WORK IN ACTION

(Indicative examples)

CAPACITY BUILDING

We provide a two year fellowship grant to a young person leading the youth-climate movement so they can focus on their work full-time.

ADVOCACY

We help a young disability campaigner successfully pitch to join a panel discussion on ABC's Q&A to talk about the findings of the Royal Commission.

STRATEGIC PROJECTS

We work with a major art gallery to host and tour a national exhibit of photos by young First Nations photographers about issues facing their communities.

CO-DESIGN CONSULTING (YLab)

We embed a team of young people with lived experience at a major youth mental health provider, who co-design better service models.

The foundations

FYA is a unique institution, with the capacity and expertise to deliver. Our new program strategy will also be underpinned by major new investments and a commitment to further strengthening these foundations.



EVIDENCE BASE

Global hub for research into best practice in youth empowerment, with deep relationships with young people, practitioners and academic researchers in Australia and worldwide. We will develop a cutting edge approach to impact assessment of our work.



TEAM

World-class team of professionals of all ages – bringing deep expertise, lived experience, a passion for youth empowerment, and a track record of impact. Our new strategy is underpinned by a new structure and a number of new roles to lead key areas.



BEST-IN-CLASS OPERATIONS

Robust and efficient operational capacity, including deep expertise and systems for financial management, legal and risk, people, the workplace, and planning. In 2021, we will refine and codify a new FYA “operating system”.



GOVERNANCE

Highly committed intergenerational board including some of Australia’s most prominent social sector, education, corporate and philanthropic leaders. Active participation and ownership by young people is vital.



CONNECTIVITY

High-level relationships spanning political, sectoral and generational divides characterise our work. We will strengthen collaboration, especially with key youth and social sector bodies, think-tanks, business and union bodies, and Local, State and Federal governments.



INVESTMENT STEWARDSHIP

Prudent management of FYA’s \$50m corpus provides a unique degree of organisational stability and independence, and therefore, capacity for bold thinking. Our priorities include preserving the value of our investments while adopting a youth-informed, values-driven approach to allocation.

Our people

Our board

Sam Mostyn (Chair) is one of Australia's leading company directors, with expertise spanning corporate and government affairs, business, legal affairs, sport, social inclusion and arts. She is currently chair of Citibank Australia, and a director of Mirvac, Transurban, Alberts, the Sydney Swans, Go Foundation and the Climate Council. Sam was the first woman director of the AFL Commission.

Ken Liow (Treasurer) is a private investor who serves on investment committees for RealIndex (a division of Colonial First State), Whitehelm Capital (a subsidiary of Challenger Ltd), Realm Investment House and Maritime Superannuation Fund. He previously spent many years in senior roles at Blackrock, Mercer and AMP. Ken is a member of the Australian Accounting Standards Board.

Leah Armstrong, a Torres Strait Islander, brings expertise in leadership from a local to national level. Leah is currently Director of Indigenous Engagement and Reconciliation at the University of Newcastle, and Managing Director of First Australians Capitol. She has also served as CEO of Reconciliation Australia, chair of Supply Nation, a director of the Smith Family, and a member of the Prime Minister's Indigenous Advisory Council.

Thomas Clark was born in raised in the suburbs of Western Sydney, and has been involved in numerous volunteer and community organisations including as an FYA Young Social Pioneer. Today, Tom works at Optus as a Strategic Product Manager and leads key CSR programs such as "Donate your data" which saw more than 195,000 subscribers donate 5 million gigabytes to disadvantaged youth.

Maya Marcus is Head of Product and Learning at Young Change Agents, a program supporting social entrepreneurship education in schools across Australia. Previously she worked at University of Technology Sydney (UTS) developing and managing entrepreneurship education initiatives. Maya has a Bachelor of Communication focused on Gender and Public Relations, a Graduate Certificate in Not for Profit and Social Enterprise, and a Masters in Applied Policy from UTS.

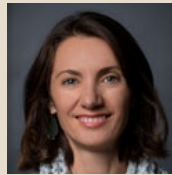
Su McCluskey (Chair of Audit & Risk Committee) is a director of Australian Unity Limited, the NSW Rice Marketing Board and Australiasian Pork Research Institute. She is chairman of battery storage solutions start-up Energy Renaissance. She is currently serving as a member of the National COVID-19 Commission and has served on the review of the ACNC legislation, and the Harper Review of Competition Policy. Su has served in senior roles with the Business Council of Australia and the National Farmers Federation.

Barry Newstead is an entrepreneur and leader focused on scaling growth businesses. Most recently, Newstead was CEO of Redbubble, a leading global consumer products marketplace. He has held internet-focused executive roles at the Wikimedia Foundation (which runs Wikipedia) and Australia Post. Earlier, he was a strategy consultant with the Boston Consulting Group and the Bridgespan Group (an affiliate of Bain & Co). At Bridgespan, Barry worked with not-for-profits and philanthropies on scaling their social impact.

Our executive



Nick Moraitis (Chief Executive Officer) joined FYA in April 2020. Most recently, Nick served for 7 years as founding Executive Director of Australian Progress, building courage, connection and innovation in Australian non-profits. Over his 20 year career, Nick has played key roles in the establishment of more two dozen non-profits, worked for international NGOs in the UK and North America, and founded a consulting and creative agency working with more than 60 for-purpose clients.



Olivia Hilton (Exec Director, Business Services) joined FYA in 2019 as acting CEO. Previously, she served for a decade in leading roles at Social Ventures Australia, including nearly seven as Executive Director of SVA Consulting. Olivia is currently Chairperson of the Centre for Eye Research, and non-exec director of Chuffed.org, a crowdfunding platform she co-founded.



Molly Whelan (Exec Director, Strategic Projects) has driven many of FYA's key programs with young people since 2015. Previously, they worked across the arts sector as a creative producer and manager on White Night Melbourne, Midsumma Festival and the Melbourne International Film Festival. Molly is currently Co-President of the Melbourne Queer Film Festival, and a director of the artist collective Field Theory.



Brigid Canny (Exec Director, YLab) has grown YLab, FYA's consulting division, into Australia's leading youth co-design practice. At heart a facilitator and storyteller, Brigid has worked across FYA's work since 2013, managing dozens of youth projects, alongside major corporate and government partners. Brigid has worked for the CREATE Foundation, the City of Melbourne and as a freelance consultant for more than thirty for-purpose organisations.

*Additional roles are being recruited currently – Executive Directors of Advocacy & Communications; Capacity Building; Philanthropy.

Co-investment

Co- investment

We are seeking major co-investors to join FYA in this unprecedented \$30m effort to back young Australians. Under this new strategy, our positioning is as a *strategic intermediary* fostering support for youth-led changemakers and facilitating powerful investment opportunities for philanthropic partners.

FYA'S EXISTING COMMITMENT

This work will be underpinned by a \$10 million contribution from FYA's corpus over the coming 3 years.

Similar revenue will be generated through FYA's youth consulting business and corporate and government partnerships.

JOIN A POWERFUL PHILANTHROPIC COLLABORATION FOR YOUTH

We are seeking >\$10 million in further co-investment from Australia's leading foundations and philanthropists. Our goal is to develop an active and trusting relationship and learning community including:

- + Hosting a "Youth Engagement Funders Network", meeting quarterly
- + Collaborative design and open sharing of our program evaluation work
- + Regular communiques sharing our strategy, advice, learning, and intelligence on partners or co-funding opportunities

A range of philanthropic partnership opportunities are available from core support and collaborative re-granting to investment in large-scale projects.

Fund our core operations, including investment in a world-class team



Collaborative grant-making to dynamic youth-led organisations and initiatives



Investment in leadership of key cohorts of young people, such as First Nations young people

Support bold projects that empower the voices of young people



Back rapid response advocacy capacity to influence the fast-moving COVID-19 policy landscape



Support a cutting edge global research partnership to evaluate and learn what works in youth engagement

Co-investment

The Foundation for Young Australians is one of the most reputable non-profits in Australia, with strong governance and a proven track record. We have the financial stability of a corpus, and flexibility that comes from being listed by name as a Deductible Gift Recipient (DGR) in the Income Tax Assessment Act.

LEVEL OF PARTNERS SOUGHT

Early collaborators are particularly needed to build a vital groundswell of resources.

Partner levels	Indicative contribution per year	Indicative number of partners sought
Principal Collaborators	\$500,001 – \$2m	2-3
Major Collaborators	\$100,001 – \$500,000	4-10
Youth Champions	\$25,001 – \$100,000	10-20

Co-
investment

Transforming the future together

With your support, and FYA's experience in backing young people, there is enormous possibility in this partnership to have a real and sustained impact in helping to build young people's power and to transform the future for us all. We'd love to discuss opportunities for collaboration with you!

FOUNDATION FOR YOUNG AUSTRALIANS

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FYA acknowledges the Traditional Custodians of the unceded land and waterways on which we work, and pay respects to Elders past, present and emerging.



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