



STRATEGIC PLAN 2016-2020



CONTENTS

FOREWORD FROM OUR CHAIR	PAGE 2
MESSAGE FROM OUR EXECUTIVE DIRECTOR	PAGE 3
OUR VALUES	PAGE 4
OUR PURPOSE	PAGE 6
25 YEARS OF MAKING A DIFFERENCE	PAGE 7
OUR GOALS	PAGE 8
OUR STRATEGY	PAGE 9-13
OUR GUIDING PRINCIPLES	PAGE 15
STRATEGIC OVERVIEW	PAGE 16
OUR LEARNING & RESOURCES	PAGE 17

FOREWORD FROM OUR CHAIR

.....

My late father, Dick Dusseldorp, founded the Forum in 1989 as a free standing, public interest organization with a mission to help improve the life chances of all young Australians.

He believed a society is best judged by how well it nurtures its young people, particularly those who through no fault of their own are afforded fewer chances to thrive and succeed.

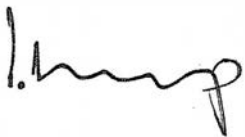
This strategic plan builds on the 30 year history of the Forum's work, and takes into account the rising social and economic inequality that confronts us today.

With the recent generational change in our leadership, the Forum is well placed to stay in close collaboration with stakeholders and partners with whom we share a common vision.

My father chose an apt metaphor for that vision all those years ago.

"We're building lighthouses", he said. "Shining a beacon that people can see and steer by." Shedding new light on better ways to chart a way forward is needed more than ever.

So let's get on and connect the dots!



Tjerk Dusseldorp, Chair



MESSAGE FROM OUR EXECUTIVE DIRECTOR

.....

Australia is a lucky country for most people. It was for my grandfather, Dick Dusseldorp, who arrived after WW2 to great opportunity.

Despite unparalleled economic growth in Australia since that time, inequality has also grown with detrimental impacts felt individually and collectively. Vulnerable children start school developmentally years behind their contemporaries, students of less resourced backgrounds are significantly less likely to finish school, Indigenous children dominate our criminal justice system and young people whose families have fled wars and persecution struggle to make futures.

Ensuring all young people in Australia reach their full potential and thrive in life is complex and challenging. This cannot be the

responsibility of any one family, program or sector. Despite the promise that education levels the playing field, schools alone cannot carry this load. Dedicated educators and health practitioners across the country are calling our attention to the state of young people's wellbeing, the responsibility for which extends beyond the classroom into communities.

There are exceptional communities re-imagining their futures – first and foremost re-imagining the futures of their children. Drawing on their collective strengths and assets they are focused on addressing the challenges they face through education, health, community and economic development – recognising these are all linked. Governments are recognising the silos and barriers that hamper effective public service and

acknowledging that holes exist in the safety net.

The problems and challenges are well documented and understood. Our goal for the next five years is to connect the dots for stronger solutions. We are excited to deliver a strategy that aims to engage all parties in solutions so young people can thrive – young people themselves, their families, communities and the systems that work to support them.



Teya Dusseldorp
Executive Director



OUR VALUES

.....

Our core values stem directly from the deeply held beliefs and practices of the Forum's founder Dick Dusseldorp. They underpin our guiding principles and inform our relationships and actions.

INDEPENDENCE

We are an independent foundation that funds our own work. We are not politically or commercially aligned and therefore able to convene and facilitate across sectors from a non-partisan platform.

INNOVATION

We value the ability to turn insurmountable obstacles into opportunities and creative solutions. We look to support individuals and organisations that take risks to challenge the status quo and shine a light on the way forward.

INTEGRATION

We value bringing together diverse individuals, communities, governments and organisations around a common interest to create sustainable solutions to complex problems.

INTEGRITY

We value open and respectful relationships that are built on trust and transparency.



Society has chopped itself up into compartments and there is just no more discourse, no more communal things. If you were to ask me, "how would you describe yourself", I would say I was an integrator.

I am not against specialisation, but I am interested in integrating the specialists – to get the best possible results.

GJ (Dick) Dusseldorp



Our priority is to improve the lives of vulnerable children and young people living in communities that experience recurring hardship.

OUR PURPOSE

.....

TO CONNECT THE DOTS FOR AN AUSTRALIA WHERE ALL YOUNG PEOPLE THRIVE

We believe that every child deserves the opportunity to thrive.

Children who thrive have all the material basics they need. They are healthy, learning and actively participating in a community where they are deeply valued, their voices are heard and their cultural identity is nurtured and respected. These children and their families also have access to positive, supportive systems and environments.

Our priority is to improve the lives of vulnerable children and young people living in communities that experience recurring hardship.

We believe that while interventions targeting immediate needs are vital, our objective is to support system level interventions that have potential to alter the structure and rules of the social systems that support young people so that positive change can be more widespread and sustainable.



30 YEARS OF MAKING A DIFFERENCE

.....

VOCATIONAL EDUCATION

In the 1990s, we pioneered TRAC, a national program focused on the learning needs of young people seeking a vocational career pathway while they are still at school.

TRAC paved the way for the Federal Government's establishment of the Australian Student Traineeship Foundation to embed quality VET in schools.



LEARNING CHOICES

Our Learning Choices initiative shined a light on the many innovative learning models that engage young people who are disaffected from mainstream education. National expos, research projects and an online national database highlighted alternative education programs which provide vital pathways for our young people to remain engaged in learning, and connect them to further education, training and employment.

YOUTH TRANSITIONS

Landmark research projects *Reality and Risk*, *The Deepening Divide* and the annual *How Young People Are Faring* put the impact of poor youth transitions from school to work on the national agenda. Advocating for an alternative means for young people to complete year 12, our work seeded government reforms at the State and National level.



WORLDSKILLS DEVELOPMENT

The Forum's work grew out of the creation of WorldSkills Australia in the early 1980's. Through a system of local, national and international skills competitions, the WorldSkills movement promotes the status and standards of vocational education in over 70 countries. The Forum has been associated with the development of WorldSkills nationally and globally, and was one of six global partners of the WorldSkills Foundation.

OUR GOALS

.....

In order to thrive we believe children and young people need:

STRONG LEARNING

Young people are engaged in learning that is inclusive and effective equipping them with the knowledge and capabilities to take up opportunities and make choices across their learning lifespan.

STRONG HEALTH

Young people have their wellbeing, mental and physical health needs met to enable them to have full and long lives of economic, civic and cultural participation.

STRONG COMMUNITIES

Young people belong to safe, resourced communities where their voices are heard, where they can contribute to community-led, decision-making and where their cultural identity is respected and supported.

STRONG EVIDENCE

All initiatives aimed at improving outcomes for young people build and share evidence of effectiveness.

** We use the word 'strong'; meaning sound, robust, enduring.*

For the next five years we will focus our resources on building and supporting initiatives that apply a holistic approach to young people's development – integrating each of our four goals to deliver improved education, health and social outcomes for young people, their families and communities.

.....

OUR STRATEGY

.....

We will deliver on our goals through these four strategic focus areas:

PARTNER

with visionary people and organisations dedicated to improving the long-term learning and health outcomes for vulnerable young Australians.

CONNECT

diverse individuals and organisations across sectors to foster collaborative relationships and collective actions to generate more coordinated strategic effort and structural reform.

INSPIRE

systems change by communicating solutions, amplifying our partner's voices and influencing system decision makers.

CREATE

an inspiring work environment with expert and dependable support to implement our strategic plan.

.....

The high level outcomes we are aiming to achieve by 2020 include:

- Improved learning and health outcomes for children and their communities
- Communities equipped to engage in governance and decision making
- Collaboration and coordination to address barriers and drive system reform
- A portfolio of holistic demonstration sites backed by evidence

PARTNER

.....

PARTNER with visionary people and organisations dedicated to improving the long-term learning and health outcomes for vulnerable young Australians.

- Fund and support a number of demonstration sites focused on significantly increasing learning and health outcomes for vulnerable children, in partnership with community.
- Deliver an opportunity grants program that supports organisations to trial, develop or learn something new about their work.
- Implement a collaborative research, development and evaluation program that builds a deep understanding of the issues, what needs to change and how we and our partners contribute to that change.



CONNECT

.....

CONNECT diverse individuals and organisations across sectors to foster the collaborative relationships and collective actions to generate more coordinated strategic effort and structural reform.

- Build relationships across government, community, corporate and philanthropic sectors to cross-fertilise and find common ground.
- Host an annual 'Festival of Change' event bringing together our partners, board, team, broader circle of critical friends and key representatives of government, community, corporate and philanthropy – to share what works and the process for change.

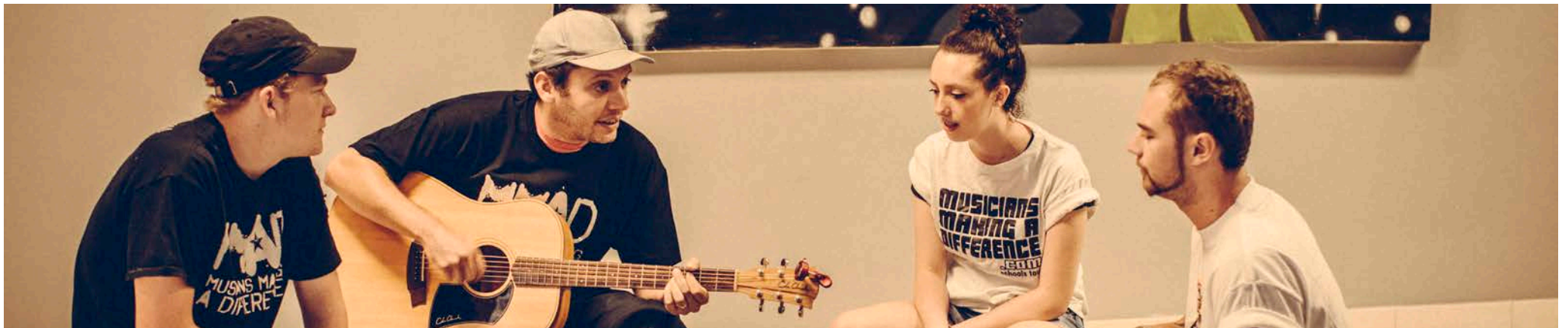


INSPIRE

.....

INSPIRE systems change by communicating solutions, amplifying our partner's voices and influencing system decision makers.

- Promote our partners' work and share evidence with key government influencers to increase awareness, provide solutions and inform better data-driven decision-making.
- Strengthen the voice of our partners and young people as part of advocacy efforts to influence systems change.
- Be a trusted, credible, independent voice.

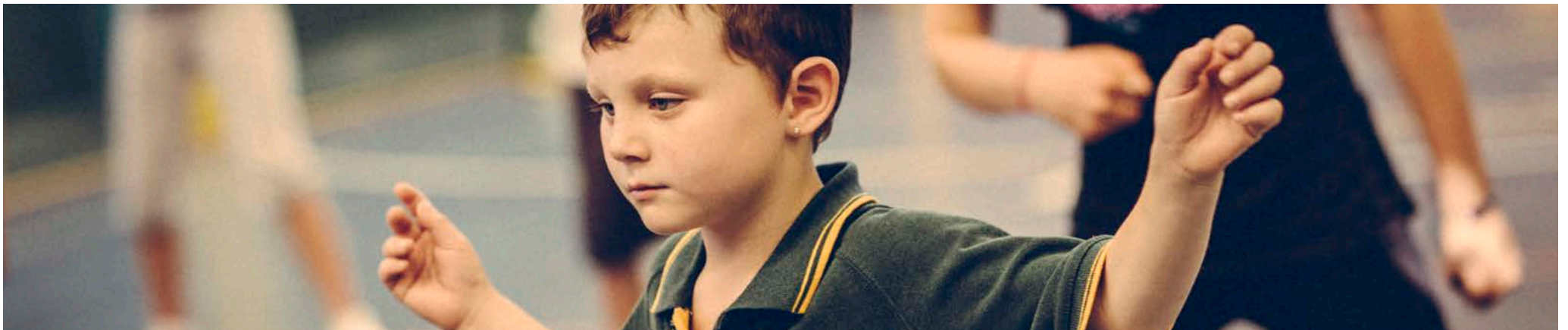


CREATE

.....

CREATE an inspiring work environment with expert and dependable support to implement our strategic plan.

- Resource our internal team and the organisation, focusing on culture, values, skills, diversity, learning, capacity, process and policies.
- Build a network of expert advisors, people of influence and consultants to support our work.
- Ensure strong governance structures, transparency and accountability.



.....

We look for partners who take a holistic approach to young people's development, delivering improved education, health and social outcomes for young people, their families and communities.



OUR GUIDING PRINCIPLES



.....

These principles are a checklist of attributes and behaviours that we consider when assessing potential partnerships. They also provide an outline of our expectations of all partner relationships.

OPPORTUNITY

We acknowledge that barriers exist for some young people more than others and that multiple factors affect their ability to thrive. We look for partnerships that redress inequality and ensure greater opportunity for young people.

ACTIVE ENGAGEMENT

We are an organisation that is engaged in its partnerships and relationships. We look for partners who can benefit from more than funding support with a focus on strengthening capacity, capabilities and credibility to increase their impact.

SYSTEMIC CHANGE

We have a strategic focus on system change and look to organisations that are focussed on system barriers and their solutions.

MEASURABLE IMPACT

Being able to measure and show impact is a vital part of creating social and system change. Building an evidence base is an essential component in our partnerships.

SUSTAINABILITY

We look to partner with organisations that take a long-term view and have considered their future path to sustainability.

COMMUNITY LED

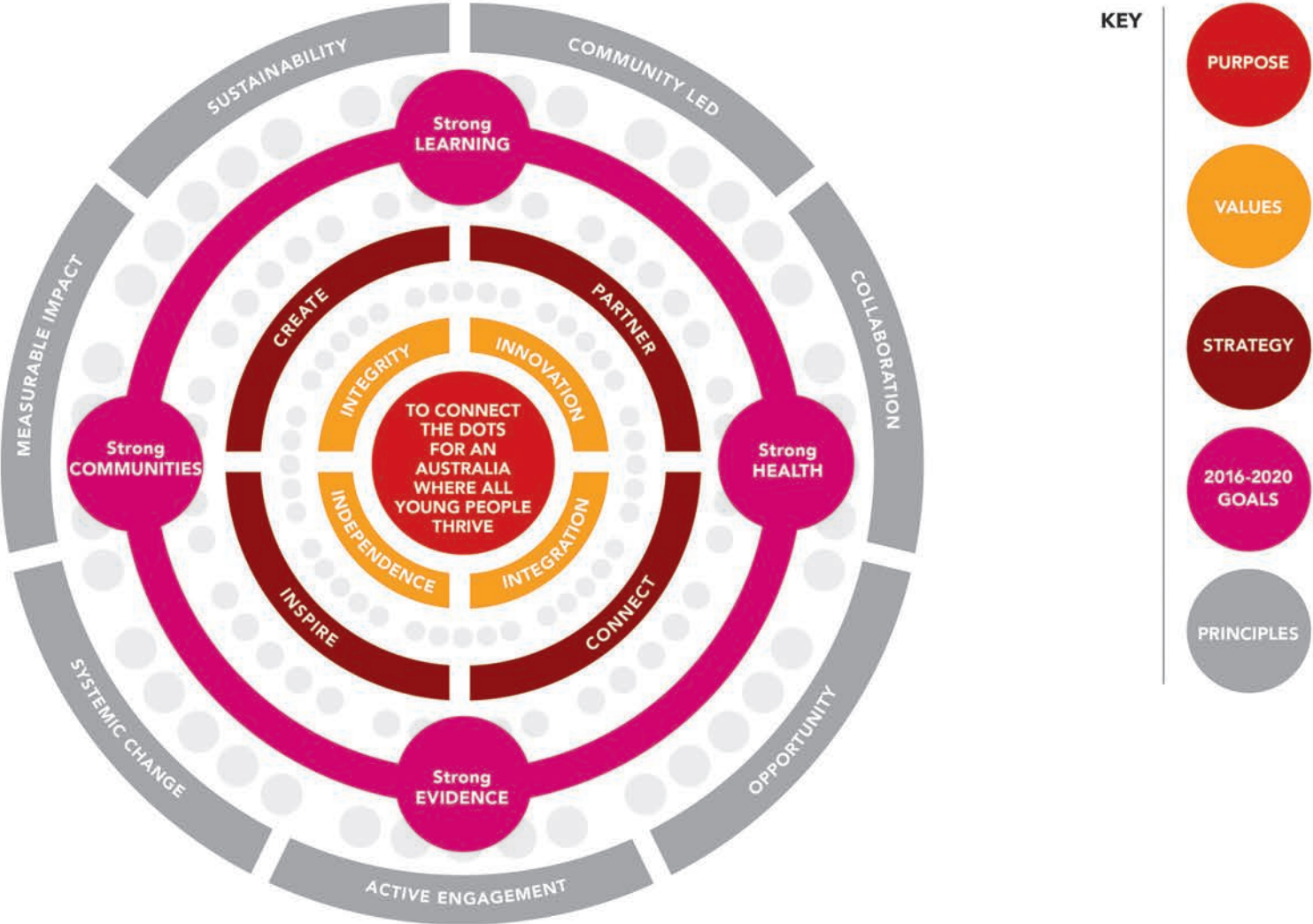
We expect and resource the genuine engagement of community leadership in the design and delivery of solutions.

COLLABORATION

We believe in the power of working together to solve complex problems and want to work with others who demonstrate this belief. We value the open source ethos of making what we learn freely available, shareable and open for others to build upon.

STRATEGIC OVERVIEW

.....



OUR LEARNING

.....

Dusseldorp Forum is a learning organisation. We believe it is critical that organisations track their success and recognise opportunities for improvement.

At Dusseldorp we have implemented the Philanthropy Benchmark Index (PBI), an independent survey of our partners conducted by research consultancy Pollinate, where our partners provide honest, anonymous feedback about their experience of working with us and how we can improve the way we work.

We work with our partners to ensure they are tracking their results through regular progress reports, looking for honesty about what is working and is not working, and evaluations over the longer-term to build evidence about their effectiveness.

This data informs the internal monitoring of our goals, which are shared with our Board through board reports. We schedule annual reviews of our strategy involving staff, trustees, partners and external expertise and will adjust our plan in response.

We will regularly share outcomes from our strategic plan and our partners' work and evaluation and will ensure our own openness and accountability through publishing an Annual Year in Review document.

OUR RESOURCES

.....

CAPITAL AND INVESTMENTS (\$52.1 million as of 30 June 2016)

Dusseldorp Forum is an independent foundation that funds its own work thanks to the generous investment of the shareholders of Lend Lease on the retirement of Dick Dusseldorp as Chairman in 1988.

Our Finance Committee is responsible for the careful management of our corpus to maximise returns for our beneficiaries.



We want to learn what works for children and young people in thriving communities so it can be replicated and shared.

CONTACT US

A: Suite 504, Level 5, 282-290 Oxford Street, Bondi Junction NSW 2022, Australia

T: +61 2 8007 6300

E: info@dusseldorp.org.au

W: dusseldorp.org.au

F: facebook.com/DusseldorpForum

T: @DusseldorpForum

