



Mountains Community Resource Network

Strategic Plan

June 2013

Vision Statement

MCRN's Vision is a socially just, empowered, inclusive and connected community in the Blue Mountains.

Mission Statement

MCRN will lead and support the community sector in the Blue Mountains to enable it to develop good practice in community management, community development, sector financing and acquiring adequate resources. We will do this by bringing organisations together and by resourcing, representing and advocating on behalf of the sector at all levels.

Aims	Strategies	Objectives (desired outcomes)
<i>Advocacy and representation</i>		
1.1 Contribute to public and social policy development	<ul style="list-style-type: none"> • Raise issues • Facilitate responses to <ul style="list-style-type: none"> ○ Emerging community issues ○ Issues identified by members ○ Issues identified by government bodies • Develop policies • Write submissions • Collate and summarise community sector responses to support advocacy 	<ul style="list-style-type: none"> • Stakeholder feedback indicates they feel better equipped to address identified issues • Policies and submissions developed and presented to relevant bodies
1.2 Represent the Blue Mountains community organisations on local, regional, statewide and national bodies (both government and non-government)	<ul style="list-style-type: none"> • Represent the community sector through <ul style="list-style-type: none"> ○ Active membership of fora and other peak groups ○ Speaking on behalf of the Blue Mountains community sector at these fora ○ Maintaining and developing MCRN membership 	<ul style="list-style-type: none"> • Active membership of fora and other peak bodies • Community sector reports via feedback mechanism that they received support in raising issues, and felt confident that MCRN had been responsive
1.3 Generate change to improve social justice outcomes and empower groups and organisations working with vulnerable populations to have a voice	<ul style="list-style-type: none"> • Advocate on behalf of the Blue Mountains community sector <ul style="list-style-type: none"> ○ Generate public input and awareness to surveys, submissions, etc ○ Facilitate the sector to raise public awareness through letters/articles to public media ○ Submit to various enquiries on behalf of the community sector ○ Advocate directly to politicians and senior bureaucrats on behalf of the community sector • Auspice appropriate community organisations or groups 	<ul style="list-style-type: none"> • Members report that MCRN's work has improved their ability to provide services for their community

<p>1.4 Provide a leadership role to the Blue Mountains community sector in advocating for social justice</p>	<ul style="list-style-type: none"> • Provide tools such as resources and data to assist the Blue Mountains community sector to advocate • Initiate and model leadership in advocacy by <ul style="list-style-type: none"> ○ Encouraging participation by community groups ○ Consulting with community groups re social justice issues ○ Collaborating with community groups in advocating on social justice issues 	<ul style="list-style-type: none"> • Members report that MCRN's work has improved their ability provide services for their community
<p><i>Community sector capacity building</i></p>		
<p>2.1 Initiate projects which address social justice and respond to community needs in line with MCRN priorities (and informed by point 4.1, below)</p>	<ul style="list-style-type: none"> • Assess projects against the criteria for deciding if MCRN will take on the project or support an organisation 	<ul style="list-style-type: none"> • New projects have been identified and developed
<p>2.2 Support and resource projects which address social justice, disadvantage and prejudice</p>	<ul style="list-style-type: none"> • Facilitate discussions and productive relationships within the sector to improve outcomes for vulnerable populations • Assist organisations to determine their capacity and capability to take on a specific project • Auspice an organisation • Facilitate training • Ensure access to resources and data • Assist with funding submissions • Help with strategic planning and evaluation of the project where appropriate and requested 	<ul style="list-style-type: none"> • New projects have been assessed, supported and resourced
<p>2.3 Support the sector to provide community education on issues of social justice, disadvantage and prejudice</p>	<ul style="list-style-type: none"> • Use e-bulletin to inform the community sector re workshops, training opportunities and issues • Use existing networks to promote and inform on issues • Conduct professional development sessions as required for the community sector 	<ul style="list-style-type: none"> • Members report that they received support from MCRN to provide community education

Networking and partnership development

<p>3.1 Facilitate a range of interagencies and forums that enable Blue Mountains community organisations to work effectively together</p>	<ul style="list-style-type: none"> • Evaluate efficacy and intended outcomes of the Interagency and fora that MCRN engages in, in line with their Terms of Reference • Take active responsibility for convening Interagencies including BMCI, RAMHI and MMI 	<ul style="list-style-type: none"> • Records indicate MCRN membership and attendance at identified interagencies and peak organisations
<p>3.2 Engage in and sustain partnerships with strategically selected networks</p>	<ul style="list-style-type: none"> • Develop partnerships and actively participate in meetings with Interagencies and networks, including YMISA, Homelessness Forum, Stronger Families Alliance • Provide information and referrals to community groups • Provide resources, support and promote community organisations for the wellbeing of individuals and the community 	<ul style="list-style-type: none"> • Participation in selected networks • Members report that they have been effectively supported to strengthen their community
<p>3.3 Assist the sector to develop collaborative relationships</p>	<ul style="list-style-type: none"> • Develop and maintain e-links and bulletins, and use as a platform for appropriate links to government and other parts of the sector • Encourage collaborative practice and networks • Assist in development of alliances and strategic partnerships • Develop surveys, letter templates etc to facilitate advocacy concerning social issues 	<ul style="list-style-type: none"> • Members report that collaborative relationships have been developed and fostered with assistance from MCRN (eg consortia, partnership grant applications, etc) • MCRN reports specific new collaborative partnerships developed

<i>Research utilisation</i>		
4.1 Facilitate access for the community sector to up-to-date research findings and evidence-informed practice	<ul style="list-style-type: none"> • Seek resources for and undertake research on community needs and issues in the Blue Mountains • Gather and collate data available for the sector for forward planning • Develop a data repository for sector use 	<ul style="list-style-type: none"> • Data collated and repository developed • Members alerted to new information
4.2 Promote the use of research for effective social planning	<ul style="list-style-type: none"> • Alert members to new data as it is released • Facilitate the use of data for planning purposes • Demonstrate the value of prevention and early intervention to strengthen the Blue Mountains community sector's capacity to strengthen its community 	<ul style="list-style-type: none"> • Members indicate that data provided by MCRN has helped with their planning and evidence-informed practice
<i>Governance</i>		
5.1 Ensure that the organisation is managed in accordance with good practice principles as determined in MCRN policies	<ul style="list-style-type: none"> • Conduct regular planning and evaluation processes • Work in line with work Health and Safety and other legislative requirements • Regularly review MCRN Constitution, policies and other governance documents and update as necessary • Ensure effective accountability and reporting structures are in place 	<ul style="list-style-type: none"> • Identified strategies completed and reported
5.2 Model good practice in organisational management and governance for the community sector	<ul style="list-style-type: none"> • As per strategies in 5.1, make policies and templates available for community members • Make skills of the Management Committee available for mentoring/resourcing other community organisations • Ensure that the Management Committee has access to feedback and information from the sector that's representative of sector needs (see 3.3) 	<ul style="list-style-type: none"> • Identified strategies completed and reported