



Monaro Community Access Service (MCAS) Strategic Plan 2022-2025

About MCAS

Monaro Community Access Service Inc. (MCAS) is funded as a Specialist Homelessness Service to deliver and complement the services within the Snowy Monaro Region. MCAS assists people 16 years and over who are experiencing social disadvantage or may be at risk of homelessness.

MCAS is a 'first to know' service that works in partnership with Specialist Homelessness Services and other key agencies supporting people in the community known to be at most risk, for example people experiencing Domestic & Family Violence, rough sleepers, Young People leaving care, people with Mental Health Issues and people living in unsafe conditions.

MCAS is primarily funded by the Department of Communities and Justice (FACS) however, has multiple revenue streams which enables the organisation to diversify the support it provides to the Snowy Monaro Region.

Vision

To create a safe and supported Snowy Monaro region.

Mission

To provide a high-quality support service to those who are disadvantaged, marginalised, homeless or at risk of homelessness

Values

MCAS is guided by the following values:

- Empowerment
- Self-determination
- Social justice
- Social inclusion
- Collaboration
- Community

About this Strategy

This strategy was developed following consultation with the Organisation's key stakeholders, partners, staff, and the Management Committee. The MCAS 2022-2025 strategy is guided by existing plans, policies, and legislation from State and Federal Government and has been drafted to align with:

NSW State Government

- NSW Homelessness Strategy 2018-2023 – Family & Community Services
- NSW Practice Framework 2017 – Family & Community Services
- Family & Community Services Strategic Plan 2017-2021
- NSW Government Reducing Homelessness - 2025

NSW Premiers Priorities

- Reducing domestic violence reoffending
- Protecting our kids
- Making housing more affordable
- Reducing street homelessness

National

- Social Inclusion Agenda 2011 – Australian Council of Social Services
- Family & Domestic Violence Strategy, 2016-2019 Department of Social Services

Our Strategic themes

Leadership	Position MCAS as an influencer of social change by empowering, supporting and advocating for the disadvantaged in our communities.
Growth	Position MCAS as a leading community service organisation and pursue opportunities to grow in line with our Mission and Values
Service Delivery	MCAS will provide an innovative, flexible, and effective service that addresses evolving community needs, while continuing to identify and support disadvantaged and marginalised people.
Our Enablers	Increase collaboration, empower our people, and strengthen our partnerships to enable and sustain the impact of our work in the Snowy Monaro

Action Plan 2022-2025

Leadership				
Aim: Position MCAS as an influencer of social change by empowering, supporting and advocating for the disadvantaged in our communities.				
Outcomes	Actions	KPI	Responsible	Timeframe
1.1 Raise awareness about social issues and MCAS's role in addressing them.	Attend local interagency meetings and community forums to promote our Services. Regular engagement with State and Federal MP's.	One MCAS staff member or Committee Member present at relevant meetings, when available.	Staff and Committee	Ongoing
	Initiate and participate in community awareness events and activities, including but not limited to: Youth Homelessness Matters Day, Homeless Persons Week, Mental Health Month, White Ribbon Day	Develop a Calendar of relevant Awareness Activities and Events which staff/ Committee will attend.	Staff	Ongoing
	Support the development of a Snowy Monaro housing and homelessness discussion paper, in partnership with local services	Attend working groups Support funding applications	Staff	End 2024
1.2 Encourage collaboration across the Community Services Sector to strengthen our response to solving social problems	Advocate for Snowy Monaro Regional Council to conduct an unmet community service needs analysis to identify service gaps	Email sent Snowy Monaro Regional Council Community Development Team	Management, staff	End 2023
	Conduct a training needs analysis with local support services to identify opportunities for skill development	Training needs analysis conducted	Staff	End 2023
1.3 Be the lead agency for data collection on local social issues	Develop a template for data collection which accurately captures issues	Template Developed	Staff and Committee	End 2023
1.4 Use our position as a leader in the Community Sector to support initiatives that increase access to affordable housing	Advocate for a Snowy Monaro Affordable Housing Strategy to be developed	Advocacy provided when appropriate	Manager and Committee	End 2025
1.5 Shift the stigma of disadvantage to one of community support, strengths and capability	Deliver and participate in community education programs, forums & workshops	Participation/delivery of one annually	Manager & Staff	Ongoing

Growth				
Aim: Position MCAS as a leading community service organisation and pursue opportunities to grow in line with our Mission and Values				
Outcome	Actions	KPI	Responsible	Timeframe
2.1 Increase the profile of MCAS in the local community	Develop a marketing plan to be reviewed annually	Marketing plan adopted by Management Committee	Staff and Committee	End 2023
	Explore options for a fundraising activity which aligns with the pursuit of increased brand recognition	Sub-Committee established	Staff and Committee	End 2023
2.2 Increase and diversify funding streams	Deliver fee-for-service programs/workshops to clients and sector workers	At least one program/workshop delivered annually	Staff and Management	Ongoing
	Secure grant funding to offset costs of program/workshop delivery	At least one grant application submitted annually	Staff	Ongoing
	Seek philanthropic donations and sponsorship	Template developed to approach prospective donors	Staff Committee	Mid 2023
	Promote the Organisation's DGR Status	Update flyers, website and relevant promotional material to include DGR status	Staff	Ongoing
	Foster partnerships with local businesses to facilitate corporate sponsorship	Template developed to approach potential sponsors	Staff	Ongoing
	Continue to lease office space to organisations that align with the MCAS mission	MCAS receives rental income	Staff	Ongoing
	Pursue fee-for-service program delivery and Support Coordination funding within the NDIS framework	Develop a "how to fact-sheet" to support participants to ask for programs to be included in their plans	Staff/Committee	End 2023
	Continue to tender for relevant contracts or project funding which align with the MCAS mission	Possible Tenders to be considered at each Committee Meeting	Staff and Committee	Ongoing
2.3 Partner with local services to explore accommodation models that address housing and	Research successful models	Model discussed at Committee meeting	Committee and Management	Ongoing

homelessness issues in the Snowy Monaro				
2.4 Grow our organisational capacity to enable MCAS to support more people in need	Explore the feasibility of a Casual staff member	Casual considered in 2020 budget review	Staff and Committee	End 2023
	Support and engage students in work placement with MCAS	Student commences work placement	Staff	End 2022
	Support MCAS staff to attend training and program facilitator courses that align with our Objective to grow the Organisation	Staff attend or identify training/ courses	Staff	End 2022
2.5 Continually seek to improve on the financial management and financial position of MCAS, inclusive of sustainability and viability considerations.	Continue to deliver annual budget and monitor at Committee meetings	Budget delivered; Treasurer's report tabled at Committee meetings.	Committee, manager and Accountant	Ongoing
	Ensure the Treasurer has the skills and confidence to excel in the position	Training offered if required	Committee and Staff	Ongoing
	Monitor investment and asset acquisition opportunities which align with our vision for the Organisation	Considered quarterly at budget meetings	Committee, manager and Accountant	Ongoing
2.6 Social Media Strategy	<ol style="list-style-type: none"> 1. Increase brand awareness 2. Drive traffic to your website 3. Boost brand engagement 4. Build a community awareness 5. Provide social customer service 	Who is your target audience? Once you have figured out your Why, the next thing to consider is your target audience. Understanding your target audience will help you more easily answer the following questions on what, where, and when you are going to share.	Committee, manager, staff, and social media team (creative edge digital)	Ongoing

Service Delivery				
Aim: MCAS will provide an innovative, flexible and effective service that addresses evolving community needs, while continuing to identify and support disadvantaged and marginalised people.				
Outcomes	Actions	KPI	Responsible	Timeframe
3.1 Develop and deliver programs and workshops that foster better outcomes for MCAS clients and the broader community	Continue to deliver Rent it Keep it, Healthy Wealthy Wise, Cheap Eats, Let's Be Mindful, Mental Health First Aid and the Anger Management Program	At least one program delivered quarterly	Staff	Ongoing
	Develop new programs that meet evolving community needs	One new program developed by 2023	Staff and Management	End 2023
	Support our staff to attend "train the trainer" workshops which allow MCAS to deliver more accredited programs	Staff attend training	Staff & Committee	End 2023
3.2 Engage with clients to understand their experience and inform MCAS's service delivery and development.	Encourage and support former MCAS clients to nominate for Management Committee	Develop a register of former MCAS Clients who may be appropriate for the Committee	Management	Ongoing
	Collect data from client feedback forms and collate to inform service delivery	Feedback provided by 50% of clients	Staff	Ongoing
3.4 New and existing programs are person-centred and informed by our clients' voice	Consultation on new programs to include existing service users	Consultation performed where appropriate	Manager and Staff	Ongoing
3.3 Deliver high quality, evidence-based services to achieve best practice, positive outcomes for our clients	Assess MCAS's policies and procedures against the ASES Accreditation and meet requirements	Requirements met New review process will commence in 2025	Staff and Committee	End 2025
	Meet Community Services Performance Monitoring Framework requirements	Requirements met New review process will commence in 2025	Staff and Committee	End 2025
3.5 Our policies and procedures are informed by best practice guidelines and allow for maximum efficiency	Review MCAS policies to reflect current Service Delivery	All policies updated and approved by Committee	Manager and Committee	End 2025

Our Enablers

Aim: Increase collaboration, empower our people and strengthen our partnerships to enable and sustain the impact of our work in the Snowy Monaro

Outcomes	Actions	KPI	Responsible	Timeframe
4.1 Invest in our staff, ensuring they have the skills, training and support necessary to excel in their roles and have job satisfaction	Identify staff training needs through a workplace development plan	Workplace development plan implemented	Manager	Ongoing
	Encourage and support staff to attend identified training that aligns with the vision of MCAS	Staff attend training/ Workshop/conference as required	Committee	Ongoing
	Review staff training budget	Budget considered	Committee	Ongoing
	Conduct regular performance reviews with all staff and manager	Reviews conducted at least annually	Manger and Staff	Ongoing
	Monitor opportunities for salary increase or other staff recognition system	Tabled quarterly at Committee Meetings	Committee	Ongoing
	Committee members to undergo annual Governance training	Training accessed	Committee	Ongoing
	Develop a Committee training and development plan	Plan developed	Committee	Annually following the AGM
	Conduct a Committee skills audit in line with Governance Policy	Skills Audit Conducted	Committee	Annually following the AGM
4.3 MCAS is governed by a diverse, competency-based Committee	Keep a perpetual list of potential Committee Members to be approached for membership	Perpetual list developed	Committee	Ongoing
	Develop a Committee Recruitment Strategy	Strategy Developed	Committee	End 2022