

# OUR STRATEGIC PLAN

## 2011-2015

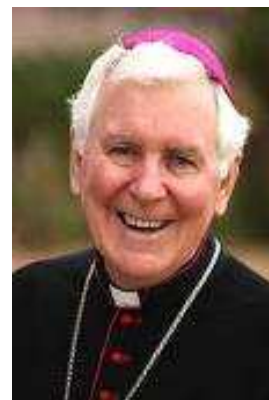


*Client Centred Community Service*

## Bishop's Statement

CatholicCare's ministry is to support and nurture the well being of individuals, families and communities in our Diocese. This Strategic Plan reflects the commitment of CatholicCare to ensure the most marginalised and devalued are at the centre of our care. This Strategic Plan has intentional, tangible connections to our Diocesan Pastoral Plan. It focuses on how CatholicCare will continue to build and strengthen the quality of services delivered. I give my whole-hearted support to this plan and I pray that God continues to bless this vital ministry as we journey ahead, bringing compassion, healing and hope into the lives of many.

*Bishop Peter Ingham*



## Message from the Director

Our Strategic Plan is a living document, spelling out our priorities and goals and planned initiatives to alleviate injustice and disadvantage in our community. The four strategic goals outlined in this document identify the priority directions for CatholicCare. They are supported by strategies and actions to be completed over the life of the Plan. The Plan steers us the right direction, but we must always be prepared for turbulence and be agile enough to change course. This Plan reflects our commitment to strengthening of our community and realising the Church's lived mission. This is particularly significant as our Diocese moves towards the implementation of the Diocesan Pastoral Plan, which guides the overall work of Church agencies in 2011 and beyond. The focus of our efforts is on improving and developing our services so that we can be the best that we can possibly be for our clients and communities. Sincere thanks to all who have contributed.

*Kath McCormack AM*

*CatholicCare plans to be a Client Centred Community Service within the period of the Strategic Plan 2011-2015.*

*Key features of this plan are:*

- the development of a client centred culture in the agency
- the continued building of agency capacity
- a fresh response to achieving just and supportive communities through the identification of and action on the needs of the marginalised
- a strengthening of the agency's connections to local communities increasing the range of services provided for people in all stages of life.

*CatholicCare's strategic plan rests on:*

- 520 pieces of data gathered about strengths / weaknesses / opportunities / threats from staff consultations and input from members of the CatholicCare Exec Team and Advisory Council
- review of the 2007-2010 strategic plan (See Appendix 1)
- consideration of relevant sections of the Diocese of Wollongong Pastoral Plan 2011-2015 (See Appendix 2)
- comments from the Executive Team and staff at the CatholicCare Staff Development Day meeting
- information obtained from clients via a range of feedback mechanisms

*Guiding factors in drawing up the plan have included the following considerations:*

- **confirmation** of the Identity, Vision, Purpose and Values statements formulated in the 2007-2010 strategic plan as CatholicCare's fundamental principles (see page 2 below);
- **acknowledgement** that the four goals articulated in the 2007-2010 strategic plan (see Appendix 1) remain valid aspirations, but that this 2011-2015 plan should be made more relevant and practical for staff at a service delivery level
- **awareness** that an uncertain environment exists for community services which makes firm goals and strategies difficult to set, ie
  - NSW Govt is transitioning Out of Home Care Services to non-govt agencies
  - federal Govt is exploring new models for aged care and disability and mental health services
  - negotiations under the Fair Work Australia test case on pay equity for community sector employees are currently occurring and the outcome of this process is unclear
- **recognition** that there is much to be achieved by aligning our new Strategic Plan with the Diocesan Pastoral Plan, particularly in developing better partnerships across the Diocese and our society to build just and supportive communities
- **a desire** that the considerable energy used in addressing staff development and resources in 2007-10 now be used to develop an agency culture focusing on the best interest of clients and engagement with the wider community

## Our Identity

CatholicCare is the social services agency of the Catholic Diocese of Wollongong, covering the Illawarra, Shoalhaven, Macarthur and Southern Highlands Regions.

## Our Vision

Our vision is for individuals and families to have safe, fulfilled and connected lives in increasingly just and supportive communities.

## Our Values

CatholicCare has been formed by the Spirit of the Gospel. We are committed to building partnerships and alliances, engaging with communities, sharing knowledge and resources and supporting advocacy with those in need. Our key values are:

**Compassion:** We care, empathise and carry hope

**Respect:** We respect the dignity, diversity, cultures and beliefs of all people

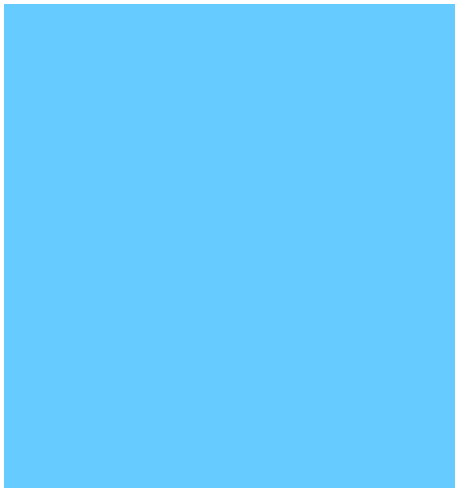
**Integrity:** We are honest and accountable in our work

**Social Justice:** We value fairness, equity of access and justice

**Professionalism:** We work collaboratively to provide quality programs and services

## Our Work

Our range of programs and services are open to all people. We support vulnerable, distressed individuals and families, children at risk, detained juveniles, persons with disabilities and their carers, couples trying to live in a spirit of love, elderly people and people with a disability concerned about their health and self-sufficiency. We focus on clients' needs, offering people and communities opportunities for growth, healing, resilience and hope.

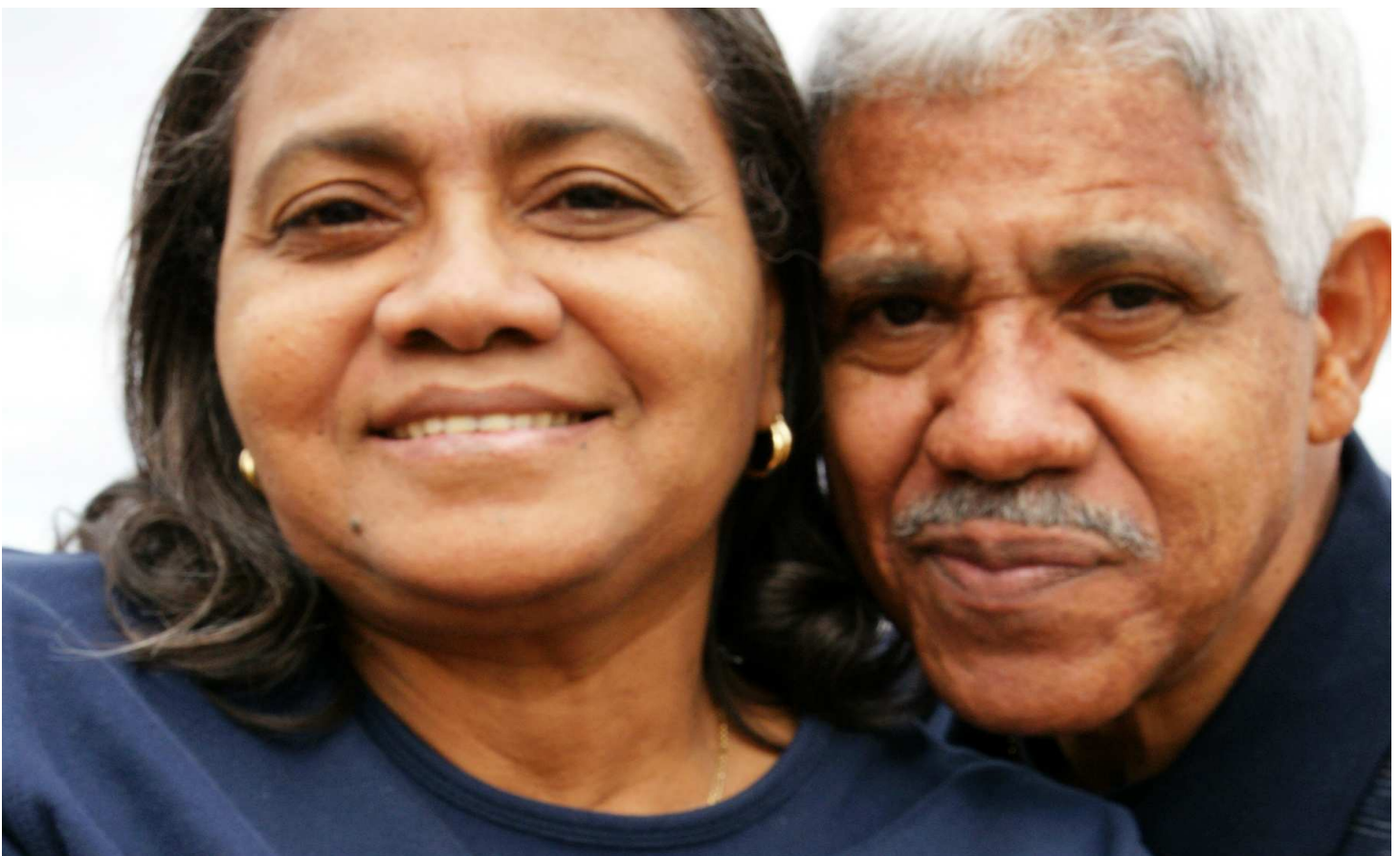




# 1 Goal One *Strengthening CatholicCare Culture*

*CatholicCare staff and services will embrace and embody a culture focused on identifying and addressing the needs of clients as our highest priority.*

- Review all services and operations with focus on placing the needs of clients first
- Guide leaders and teams in internalising and expressing CatholicCare culture and values in practice
- Empower clients as we develop client directed services





## Goal Two 2 Building Organisational Capacity

*CatholicCare will strengthen its firm financial and organisational foundations, to sustain current works and develop new services.*

- Endeavour to establish a joint Catholic approach to tenders and funding applications
- Undertake and embrace the risk management process
- Build capacity through refined management structures, streamlined services, innovation, best use of talents, effective support systems, targeted fundraising and enhanced community partnerships



# 3 Goal Three

## *Responding to Social Needs*

*CatholicCare will respond to social needs across all regions in the Diocese of Wollongong and will research and endeavor to develop selected services for those least cared for in our society.*

- Respond to feedback from the community
- Develop partnerships and services with Aboriginal communities
- In collaboration with relevant service providers, prioritise and help develop new services for those with unmet needs
- Strengthen and develop existing CatholicCare services and cross-team collaboration





## Goal Four *Engaging the Whole Community*

# 4

*CatholicCare will work with local groups, schools and service providers to help develop a 'whole of community' response to human needs in all of life's stages.*

- Follow Diocesan Pastoral Plan in building services through stronger connections with parishes, schools and community organizations
- Review current service mix and help develop a whole of community response to meet needs and promote services across all of life's stages
- Become a recognised leader in developing practice and partnerships in wider society
- Develop a pool of trained, supported and well managed volunteers involved in client support in the Diocese



