



CatholicCARE | DIOCESE OF WOLLONGONG

hope begins with us



THRIVING *together* IN A CHANGING WORLD

STRATEGIC PLAN 2015–2018



thrive: \`thrīv \ *verb*
: to grow well / to be strong



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hope begins with us

Thriving together



At the heart of the work of CatholicCare is the primacy of human dignity. As the social services agency for the Catholic Diocese of Wollongong, CatholicCare has an important responsibility in reaching out to those in need, to enable growth, healing and hope and to promote the wellbeing of individuals, families and communities.

In an increasingly complex and changing world, CatholicCare is faced with an array of challenges as we undertake our work of delivering quality and effective

social services for those whom we are called to serve. Our sector continues to be one impacted by significant change and volatility. In this environment it is beholden upon us to plan wisely and effectively for our future, to ensure we continue to thrive and enact our Mission in providing services for the whole community. This Mission is one which calls all of us to leadership and responsibility which I embrace as Director of CatholicCare on behalf of the Bishop of Wollongong and all those we serve.

The work of CatholicCare cannot be undertaken in isolation. We celebrate the opportunity for partnership with a range of organisations, including our

community partners, government, and our Diocesan agencies and proudly assume our role as the social services agency within the broader Pastoral Plan for the Diocese.

In our Founding Story, the parable of the Good Samaritan, we are invited and challenged to relate to all people as our neighbour. This is the radical invitation to outreach and love which CatholicCare is called upon to undertake each day in our work. With this inspiration may we bring this plan to realisation and continue our work together in enabling positive change in the lives of those whom we serve.

Michael Austin
Director of CatholicCare



Bearers of Christ's Love



Pope Francis has called on us all to bring the healing power of God's grace to everyone in need, to stay close to the marginalised and to be "shepherds living with the smell of the sheep." In essence, this describes the important work CatholicCare performs each and every day on behalf of our Church - the very hands of Jesus in the world, whose witness helps to change the course of the lives of many.

This Strategic Plan 2015-18 focuses on ensuring the services of CatholicCare are planned, delivered and assessed to the highest standards. It is right and necessary that a church agency should set itself those high standards.

Pope Francis has described the nature of CatholicCare's work insightfully as "the engine of the Church that organises love". May this love strengthen people and communities who are struggling to reach their full human potential.

In the Diocesan Pastoral Plan 2015-18, I speak about the joy that comes with

co-responsibility where all the members of the people of God strive together to be Bearers of Christ's Love. This vision for CatholicCare, as the social services arm of our Diocese continues with that theme of working together for the common good.

I commend the thought and work that have gone into this Strategic Plan and I give my whole-hearted support to it. I pray that God continues to bless CatholicCare's vital ministry as we journey ahead in a changing world.

Most Rev Peter Ingham DD
Bishop of Wollongong





“Go and do likewise.”

Our Founding Story



PARABLE OF THE GOOD SAMARITAN (LUKE 10:25-37)

Just then a lawyer stood up to test Jesus "Teacher," he said, "what must I do to inherit eternal life?" He said to him, "What is written in the law? What do you read there?" He answered, "You shall love the Lord your God with all your heart, and with all your soul, and with all your strength, and with all your mind; and your neighbour as yourself." And he said to him, "You have given the right answer; do this, and you will live."

But wanting to justify himself, he asked Jesus, "And who is my neighbour?" Jesus replied, "A man was going down from Jerusalem to Jericho, and fell into the hands of robbers, who stripped him, beat him, and went away, leaving him half dead. Now by chance a priest was going down that road; and when he

saw him, he passed by on the other side. So likewise a Levite, when he came to the place and saw him, passed by on the other side. But a Samaritan while traveling came near him; and when he saw him, he was moved with pity. He went to him and bandaged his wounds, having poured oil and wine on them. Then he put him on his own animal, brought him to an inn, and took care of him. The next day he took out two denarii, [b] gave them to the innkeeper, and said, 'Take care of him; and when I come back, I will repay you whatever more you spend.' Which of these three, do you think, was a neighbour to the man who fell into the hands of the robbers?" He said, "The one who showed him mercy." Jesus said to him, "Go and do likewise."

The parable illustrates our core mission and values. It is a model for social cohesion and effective community building. It highlights the important role CatholicCare plays in reaching out to those on the margins, seeking out underlying causes of social problems and developing solutions.

The values of collaboration, dialogue, respect and mutuality are marks of an authentic community, as is evident in the way the Samaritan acts toward both the victim and the innkeeper. Mutuality is integral to true community. The victim's pain of marginalisation reminds the Samaritan of his own similar experience and his need for compassion. This is the victim's gift to the caregiver and the Samaritan responds by giving priority to the healing of the heart of the sufferer.

Fr G Arbuckle SM
Retelling the Good Samaritan, 2007

The parable is about a journey and the choices we make along the way. We can look away or cross over to the other side of the street or we can take the time to stop, take a risk, and help someone in need to heal and provide a safe place for ongoing care.

The Good Samaritan is a story about showing compassion. In what ways are we called to help a stranger? The Samaritan responds just as Jesus would – without regard for rank, race or creed. The challenge is for us to do so as well.

Our Mission & Vision



Mission

Inspired by the Gospel of Jesus Christ, we seek to bring joy to those we serve by enabling growth, healing and hope. By delivering effective and high quality social services, CatholicCare helps to build the social and emotional wellbeing of individuals, families and communities.

Vision

Our vision is for inclusive, thriving communities where the human dignity of all is respected and valued.

Who we are

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

What we do

We work with the whole community, supporting people to:

- have positive relationships and connected lives;
- achieve the dignity of self-reliance; and
- realise their full human potential

We advocate for social equality and prioritise the needs of the most vulnerable.



I prefer a Church
which is bruised,
hurting and dirty
because it has been
out on the streets.

POPE FRANCIS
The Joy of the Gospel, 49



Our Values

Empowerment

assisting clients to build confidence,
fostering hope and courage to make their own life choices

Integrity

being accountable for our actions,
conducting ourselves and our business honestly and ethically

Safety

providing an environment that safeguards
the holistic health and wellbeing of clients and employees

A small, vibrant green plant with several leaves is growing out of the sand in a desert-like environment. The background is a vast, golden-brown sand dune under a clear sky. The plant is positioned in the lower-left quadrant of the page, symbolizing growth and resilience in a challenging environment.

Respect

valuing human dignity and embracing diversity

Innovation

continually adapting to provide better services through creative thinking and problem solving

Collaboration

working with clients, colleagues and other services to achieve positive outcomes

Our Beginnings



CatholicCare's first office, the Catholic Family Life Centre in Corrimal Street, Wollongong.

CatholicCare Wollongong's history goes back to 1979 when Bishop William Murray asked Dr Rodger Austin and Kathleen McCormack to develop a Welfare Service for the Diocese of Wollongong. His aim was to assess the needs of the Catholic community for specialised welfare services and to establish information and referral networks to meet those needs.

In 1980, the Catholic Family Life Centre was officially opened by Bishop Murray. In his speech that day he said: "I have been conscious of the need for a well coordinated Catholic

welfare service here in our Diocese. It was very obvious that the nature and composition of an ever expanding community gave many enriching qualities to our society but they also generated a number of welfare problems."

He continued to say that the Church's mission is to the human family in the situations and conditions in which they find themselves. "You cannot preach the Gospel of eternal life to people and at the same time ignore the difficult and distressful situations in which they may be caught up".

"The Church has her own philosophy which is based on the teaching and example of Jesus Christ and on the compelling nature of Christian love, which urges us to reach out a helping hand to all in need".

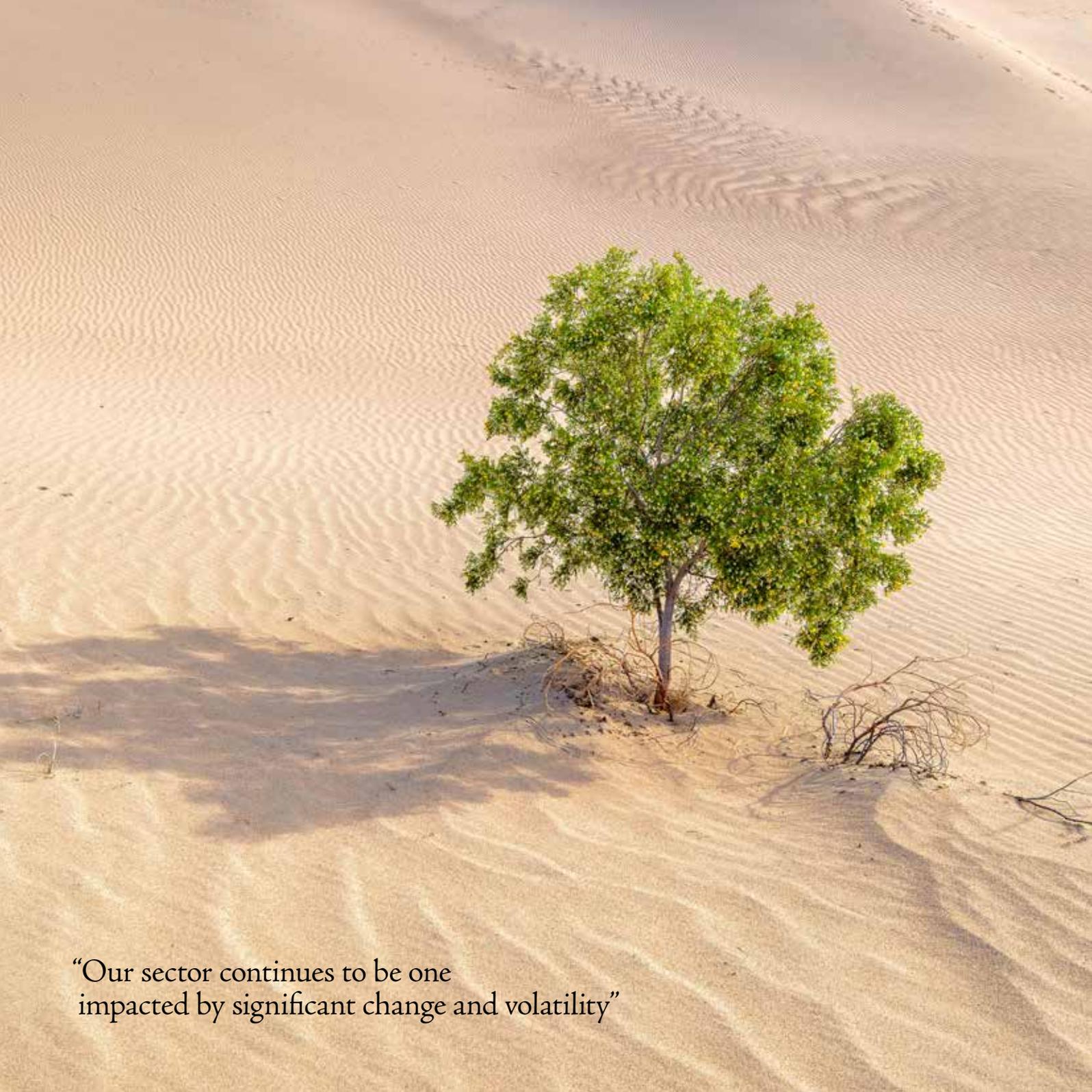
The organisation started with just one paid employee and 10 volunteers in a small cottage in Wollongong. Since then, Centacare (now CatholicCare) has grown to a staff of 215 and 120 volunteers, providing a range of quality-assured services for the aged, people with a disability, children and families in five locations across the Diocese.



You cannot preach
the Gospel of eternal
life to people and at
the same time ignore
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distressful situations
in which they may be
caught up.

BISHOP WILLIAM MURRAY, 1980





“Our sector continues to be one impacted by significant change and volatility”

Plan Development



This Plan is the culmination of a rigorous process involving a comprehensive assessment of our current situation, defining our challenges, identifying our opportunities and setting a positive course for the next three years. The process was led by a small team of managers representing all aspects of CatholicCare, and involved extensive involvement by our staff.

We began with reviewing our Mission, Vision and Values, consulting widely with staff particularly around our values. The foundations of the plan development were then built on gathering a range

of data from a wide variety of sources. This included environmental scanning, stakeholder consultations, analysis of CatholicCare client feedback and client outcomes data, demographic and key characteristics analysis of the Diocese of Wollongong catchment, and SOAR (Strengths, Opportunities, Aspirations and Results) analysis in program areas.

Workshops with the Leadership Team and members of the CatholicCare Advisory Council were held, as well as contributions from our staff at our annual Staff Development Day.

At these workshops, through a process of discernment on the data collected, we agreed on the desired outcomes, the strategic priorities, the measures and targets.

Throughout the life of the plan, we will be committed to monitoring and evaluating its implementation.

Thank you to all who contributed to the development of this plan. Particular thanks to Paul Schott of Paul Schott Enterprises (PSE) for his skilful facilitation of the process.

Strategic Scorecard

We will respond to the needs of those whom we serve and our changing environment between now and 2018 by organising our efforts around eleven strategic priorities designed to achieve results in four key outcome areas.

Quality Client Service & Innovation

1. Person centred, prevention and early intervention services across all programs

- 1.1 Increased percentage of services with a prevention and early intervention focus
- 1.2 Increased number of clients accessing prevention and early intervention services
- 1.3 Development and implementation of CC Practice Framework in line with Mission

2. Improved strategies to better meet the needs of complex clients

- 2.1 Increased percentage of RAP targets met
- 2.2 Increased number of complex needs clients supported
- 2.3 Improved staff confidence & support in dealing with complex clients

3. Effective measurement and reporting of client outcomes

- 3.1 Increased percentage of RBA targets met

Mission & Leadership

4. Increased understanding and engagement with our Mission

- 4.1 Increased number of staff forums raising awareness about mission & values
- 4.2 Increased number of visual displays promoting mission, vision values, heritage and founding story

5. Increased contribution to sector knowledge and leadership

- 5.1 Increased representation on key peak bodies
- 5.2 Increased contribution to and presentation at sector and community forums
- 5.3 Increased number of published papers
- 5.4 Increased number of conference presentations
- 5.5 Increased number of panel appearances
- 5.6 Increased involvement in research projects



Sustainability & Growth

6. Growth in services in line with Mission

- 6.1 Increase in revenue
- 6.2 Increase in untied income
- 6.3 Increase in numbers of clients
- 6.4 Increase in occasions of services
- 6.5 Increase in types of services
- 6.6 Increased number of social enterprises

7. More efficient program operations

- 7.1 Improved unit cost \$ per hr
- 7.2 Increased staff occupancy ratio in offices
- 7.3 Achievement of our 'current ratio' (finance) target
- 7.4 Increased program outputs as % of program capacity

8. Expanded marketing and promotion of services

- 8.1 Implementation of Business Model Canvas across all program areas
- 8.2 Completion of marketing plans across each program area
- 8.3 Increased enquiries
- 8.4 Increased publicity
- 8.5 Increased donations /sponsorship/funding

Systems & Processes

9. Stronger recruitment, induction and performance planning and review processes, in line with Mission

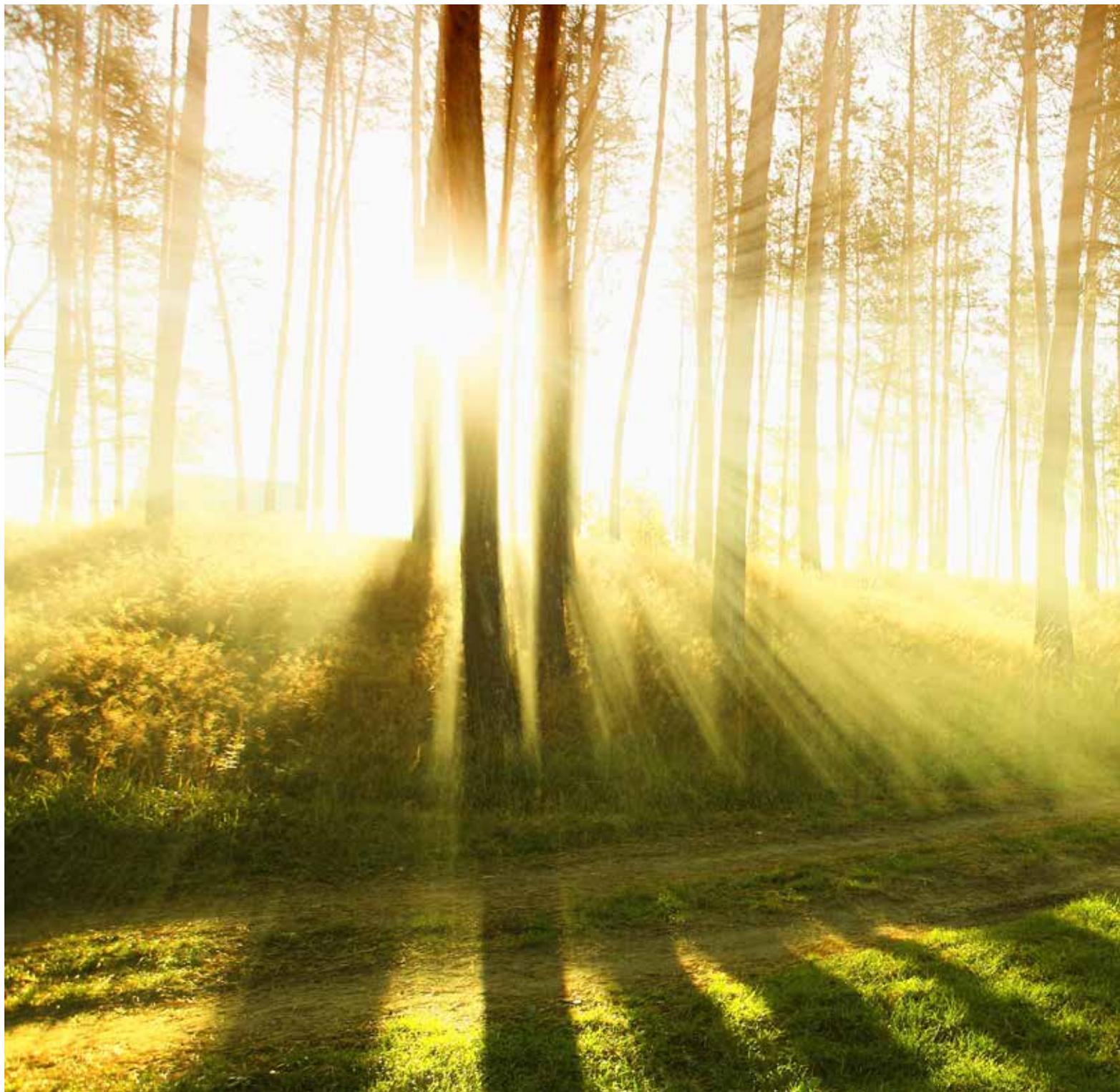
- 9.1 Increased positive feedback regarding employee orientation
- 9.2 Improved recruitment practice to include more explicit understanding of mission and how applicants would enact their role in line with mission
- 9.3 Increased completion of staff appraisals by line manager
- 9.4 Increased completion of professional guidance meetings by line managers
- 9.5 Increased positive feedback regarding employee induction & orientation

10. Improved technology to manage and monitor clients, and to resource a mobile workforce

- 10.1 Implementation of CMIS according to the project plan
- 10.2 Appropriate staff trained in mobile office IT & CMIS
- 10.3 Decreased number of travel hours due to improved office technology devices

11. Increased service collaboration and integration

- 11.1 Increased number of joint initiatives including internal alliances and Diocesan partnerships
- 11.2 Increased number of internal referrals
- 11.3 Increased number of external strategic alliances





together: \tu'ge-dhu(r) \ *adverb*
: with each other /
with cooperation and interchange



www.catholiccare.dow.org.au