



# A Heart that Sees



CatholicCARE

| DIOCESE OF  
WOLLONGONG

STRATEGIC PLAN 2018-2021



“

**The parable of the Good Samaritan remains as a standard which imposes universal love towards the needy, whom we encounter by chance, whoever they may be... The program of the Good Samaritan is “a heart which sees”. This heart sees where love is needed and acts accordingly.**

**Pope Benedict,  
Deus Caritas Est**

”

# Contents

**Bishop Brian Mascord**  
Bishop of Wollongong

**2**

**Michael Austin**  
Director of CatholicCare

**3**

**Our Mission, Vision  
and Values**

**4**

**Strategic Plan Themes**

**6**

**Recognise**

**8**

**Respond**

**10**

**Transform**

**12**

# An empowering presence in people's lives



I am pleased to present CatholicCare's latest Strategic Plan, my first as Bishop of Wollongong.

In his encyclical, *Deus Caritas Est*, Pope Benedict was very clear on the intrinsic nature of Charity for our Church. His chosen expression of 'A Heart Which Sees' evokes a strong sense of what CatholicCare prioritises. True service starts with a heart which is moved into action. Each and every day the staff of CatholicCare live out the Gospel through their professional practice, reaching out and walking alongside our brothers and sisters on the margins.

Modern life is full of trials and tribulations and CatholicCare is always there to be an empowering presence in people's lives, through their whole life journey.

Even though CatholicCare finds itself in a complex social services operating environment, my experience is that CatholicCare is a strong, vibrant organisation, with a deep commitment to assisting people to have positive relationships and connected lives, achieve the dignity of self-reliance and realise their full human potential.

The production of the Strategic Plan 2018-21 is tangible evidence of CatholicCare's progress and provides the framework for continued growth and development. It is the result of an extensive consultative process involving a range of internal and external stakeholders and reflects a shared vision for the future.

It is with a sense of optimism that CatholicCare enters this new phase. With its strong foundations, I am confident we will face the challenges head on as we look to recognise, respond and transform and ultimately have a profound, long lasting impact on the people we serve.

I would like to thank Michael Austin, the CatholicCare Advisory Council, Executive Leadership Team, staff and volunteers of CatholicCare for the work that is done in enabling the message of the Gospel to be experienced by so many, and I commend to you their next Strategic Plan 2018-21.

**Bishop Brian Mascord**  
Bishop of Wollongong

# A Heart that Sees



We turn our gaze to the future with our new Strategic Plan, 'A Heart That Sees'.

The title of our Plan draws upon a rich encyclical, *God is Love*, an inspirational teaching on the concept and practice of Charity in the Christian tradition, written by Pope Benedict. In this encyclical, Pope Benedict references the Good Samaritan Parable, which CatholicCare takes as its Founding Story, stating *"...the program of the Good Samaritan - is a Heart Which Sees. This heart sees where love is needed and acts accordingly."* The call of the Good Samaritan in the world is the call to which CatholicCare seeks to respond, and the reason we exist as an organisation.

In developing this Plan we have looked to the future and envisioned new possibilities. Grounded in our Mission, our Plan provides a focus for where and how we will prioritise our efforts over the next three years, in an environment that continues to present many challenges and opportunities. This Strategic Plan has three themes – Recognise, Respond, and Transform. Within these three themes, five key goals have been identified – Visibility, Growth of Mission, Sustainability, Impact and Leadership.

Given the dynamic social services environment, we can expect the priorities in the Plan will be challenged through its duration as circumstances change. Whilst we can never know what the future

holds, we can be confident that we are well placed to evolve and meet the needs of the people we serve, embodying the resilience required to work through challenges as we encounter them.

Thank you to all who have contributed to this Strategic Plan, especially members of the CatholicCare team for your ongoing commitment to those we serve.

We look forward to executing the strategic objectives outlined in this Plan, with Bishop Brian at the helm of our Diocese, ensuring we are one step closer to fulfilling our vision for inclusive, thriving communities where the human dignity of all is respected and valued.

**Michael Austin**  
Director

## OUR MISSION, VISION & VALUES

### Mission:

Inspired by the Gospel of Jesus Christ, we seek to bring joy to those we serve by enabling growth, healing, and hope.

### Vision:

For inclusive, thriving communities where the human dignity of all is respected and valued.

## Values

#### **Empowerment**

Assisting the people that we serve to build confidence, foster 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.

#### **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.



“

May the light we  
bring to others  
not be the result of  
cosmetics or special  
effects, but rather of  
our being loving and  
merciful neighbours  
to those wounded  
and left on the side  
of the road.

”

**Pope Francis,  
1 June 2014**

## STRATEGIC PLAN THEMES



### Recognise

In delivering our Mission, we recognise human needs throughout life's journey.

### Respond

Our professional response is through a heart that is moved to action in working with those in need.

### Transform

Working together with those we serve and our communities, we aim to achieve positive change and transformation.





## GOAL: VISIBILITY

**To increase awareness and recognition of our services we will:**

- Develop and promote our brand in the community
- Develop and implement a comprehensive marketing strategy
- Engage key stakeholders and staff to raise awareness of our Mission and services across the Diocese



## GOAL: GROWTH OF MISSION

**To provide more services across the Diocese for people in need we will:**

- Expand our services in the Macarthur and Southern Highlands
- Investigate and implement new service offerings
- Increase engagement with Aboriginal communities as informed by our Reconciliation Action Plan (RAP)
- Increase engagement with CALD communities across our Diocese



# Respond

## GOAL: SUSTAINABILITY

**To continue to operate sustainably as an organisation we will:**

- Review and improve systems and business processes
- Ensure programs are self-sufficient
- Maintain and develop a mission informed, highly skilled and engaged workforce to meet emerging needs
- Foster an organisational culture that strengthens our capacity to deliver on our mission





## GOAL: IMPACT

**To have transformational and measureable impact we will:**

- Use evidence informed tools to measure outcomes
- Demonstrate our impact with data in a clear and compelling manner
- Develop and implement a Collaboration for Impact Strategy
- Develop new services in response to emerging social issues



## **GOAL: LEADERSHIP**

**To respond positively to the changing social services environment we will:**

- Implement an internal leadership strategy
- Deliver services in new and innovative ways
- Actively contribute to sector and network knowledge and leadership



We acknowledge and respect the traditional owners  
of the lands on which we work, live and prosper

