

*CatholicCare*

Diocese of Broken Bay

# Strategic Directions 2016-18

Together we are  
Child Safe  
A Thriving Organisation  
A Provider of Choice

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Strategic Direction

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Strategic Direction



A member agency of  
Catholic Social Services  
**Australia**

# Strategic Directions 2016-18

CatholicCare's Strategic Directions for 2016-18 ensures a thriving and sustainable organisation equipped to embrace opportunity. We will be Child Safe and promote a positive culture reinforced by our Mission and Values.

We will be a provider of choice to clients delivering quality, evidenced based services.

Our systems will enable an agile and well-supported workforce.

The 2016-2018 Strategic Directions bring to life Bishop Peter A Comensoli missionary focus areas of Youth, Marriage and Family, Parishes as neighbourhoods of Grace, and fostering a vocational life through encounters of love and mercy. The work of CatholicCare is guided by the rich content of Catholic Social Teaching through which the principles of human dignity, the common good, subsidiarity and solidarity are lived. CatholicCare is committed to a culture of life. The Diocesan focus on evangelisation and Catholic Social Teaching provide a framework in which CatholicCare delivers its Strategic Directions. Mercy therefore is the measure and the standard of our work in our ambitions for the future.

CatholicCare gives witness to the mercy of God in Jesus Christ. As the social care arm of the Catholic Church, its mission empowers people and communities with care for their God-given dignity and by providing resources and opportunities to meet them in their need. This is achieved by a constant refreshment of our purpose in God who reveals himself as love, by walking respectfully alongside people regardless of their personal circumstance, and by ensuring they have support to foster a fulfilled life along with their children, families and loved ones. The Gospel provides many stories of Jesus' compassion and constant care for others, and shows us the way of self-offering and of new life. In the same way CatholicCare works with and for people in making a real difference in their lives leading to improved well-being, sustained support networks and a sense of hope for the future.

Over the next three years CatholicCare will focus resources and activities around four Strategic Directions, each with particular Focus Areas. The Focus Areas are not ends in themselves but together form the basis for improved breadth and depth of service delivered in alignment with the mission of the Catholic Church and in accord with the principles of Catholic Social Teaching. In this way we will hold the Gospel at the heart of our work, and do so with strategic planning and purpose. The Strategic Directions will assist CatholicCare to continue to improve our services, our organisational capacity and our strategic stakeholder relationships. We will actively work to position CatholicCare to identify, broaden and capitalise on our ability to deliver social care and support services to the most vulnerable and disadvantaged people within the Diocese of Broken Bay.

***“And now faith, hope, and love abide, these three;  
and the greatest of these is love.”***

*(1Cor13.13)*

## OUR VISION, MISSION AND VALUES

The work of CatholicCare is encapsulated in our Mission, teachings of Jesus Christ, and faithful to the principles of

### OUR VISION FOR THE FUTURE

We strive for a world where people are safe, happy, well, and connected with each other in inclusive communities.

We recognise that individual wellbeing is influenced by relationships within families, neighbourhoods and the wider community.

### OUR MISSION

We serve in justice and love.

We live out the Gospel by walking alongside people to find and build solutions to their needs; to deliver evidence-based services; and to do so with commitment, regardless of the difficulties faced.

To this Mission we bring a long history of service and faith, the resources of dedicated staff, volunteers and partners, a willingness to go beyond essential care, and persistence in supporting justice and well-being for all.



# Vision and Values and is guided by the life and Catholic Social Teaching.

## **OUR VALUES**

### *Respect*

We respect the dignity and worth of all people and embrace difference.

### *Hope*

We see the strengths in each person and believe that every individual can grow and build a positive future. We respect each person's right to shape their own future.

### *Commitment*

We build relationships with those we serve and stand in solidarity with them through tough times and joyous times. We dedicate ourselves to their rights and interests.

### *Professionalism*

We are ethical and act with integrity in all we do. We are accountable to the communities we serve, to our funders and to each other. We take responsibility for continually learning and improving.

### *Excellence*

We learn from and act on evidence of what works. We maintain high standards and pursue innovative and best practice approaches to effecting change in people's lives.

### *Social Justice*

We take time to care. We strive for equity and opportunity for all. We speak up for and give voice to those who are vulnerable.





# Strategic Direction

# Strategic Direction 1

## Our Clients

### Delivering quality services through best practice

#### FOCUS AREA 1

##### *A Child Safe organisation*

1. We are recognised as a Child Safe organisation
2. Our policies and practice align with Child Safe principles
3. Child Safe practice will be fully implemented throughout the organisation through communication and training.

#### FOCUS AREA 2

##### *Support innovation through evidenced based practice*

1. We provide quality services supported by evidenced based practice
2. We demonstrate a continued commitment to Person Centred practice
3. We encourage innovation through creative service design and delivery
4. We leverage our impact to the community through the delivery of integrated services

#### FOCUS AREA 3

##### *Focus on outcomes measurement*

1. We have an outcomes framework embedded across the organisation
2. We can measure the positive impact our organisation contributes to clients and our community
3. Our systems support data collection and outcomes measurement

#### FOCUS AREA 4

##### *Know our clients through enhanced client participation opportunities*

1. We know who our clients are and conduct periodic client and community mapping exercises
2. Our clients are at the centre of all we do and we meaningfully engage with them on a regular and ongoing basis
3. Our service delivery is improved by listening to and acting on client feedback.

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# Strategic Direction

# Strategic Direction 2

## Our Staff

### An agile and supported workforce

#### FOCUS AREA 5

*Attract and retain quality staff who are committed to excellence*

1. We develop our staff through ongoing training and professional enhancement opportunities
2. Our staff feel valued, respected and supported in their work
3. Our staff contribute to the development and growth of our organisation
4. Staff drive Communities of Practice within the organisation

#### FOCUS AREA 6

*Foster leadership potential across the organisation*

1. We support the growth and development of strong leaders throughout our organisation
2. Our staff will recognise and understand leadership qualities across all levels
3. Our staff review processes will identify leadership qualities encouraging talent development

#### FOCUS AREA 7

*Improved technology to support the work of staff and enable a mobile workforce*

1. We have an sophisticated IT Platform and service provider to meet the needs of the organisation
2. We have an effective client information system for relevant operational areas
3. We have an efficient integrated system that encompasses client management, finances and human resources



# Strategic Direction **3**

## **Our Stakeholders** **Valuing Relationships**

### **FOCUS AREA 8**

*Promote meaningful engagement with our communities*

1. We have a strong and focused customer service culture in strategic partnerships that add value to the work we do
2. We invest in strategic partnerships that add value to our work
3. We have enduring and supportive connections in the corporate and business community
4. Our partnerships and collaborations enhance our service offerings to the community
5. We have meaningful connections with the communities in which we operate

### **FOCUS AREA 9**

*Enhance connection to the Parishes and Schools in the Diocese*

1. We have strong and reciprocal relationships with our Parishes and Schools
2. We are the provider of choice for Children's Services to the Schools in our Diocese
3. Our Diocese productively supports the good work we do



# Strategic Direction 4

## Our Organisation Sustainability and growth

### FOCUS AREA 10

#### *Build a strong brand and identity*

1. We are recognised in the community and supported through a range of vibrant and modern marketing collateral
2. We have a strong brand presence that connects us to our Mission
3. Our Staff are ambassadors for our organisation and connect with our brand and identity

### FOCUS AREA 11

#### *Nurture a positive and reinforcing culture*

1. Staff are proud to be associated with our organisation because of what we stand for, what we do and how we do it
2. Our organisation is built on mutual respect and professionalism and is supported through a shared language and positive, mutually reinforcing activities
3. Our culture is intimately connected to our Mission and Values

### FOCUS AREA 12

#### *Invest in systems to support sustainability*

1. Our internal systems are robust and serve to increase productivity and create efficiencies within the organisation
2. Good governance underpins all aspects of our organisation and our business decisions
3. Our business is supported through a strong continuous improvement and risk management focus
4. Robust cyclical business planning and review processes support growth and viability

### FOCUS AREA 13

#### *Increase income and promote growth*

1. We understand and leverage our market share in each area of service
2. We implement appropriate business strategies that respond to the changing economic environment to grow our business
3. We are viable within the NDIS environment



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