

# STRATEGIC PLAN

2017 - 2020



**Social Services  
Hunter-Manning**  
DIOCESE OF MAITLAND-NEWCASTLE



[www.catholiccare.org.au](http://www.catholiccare.org.au)



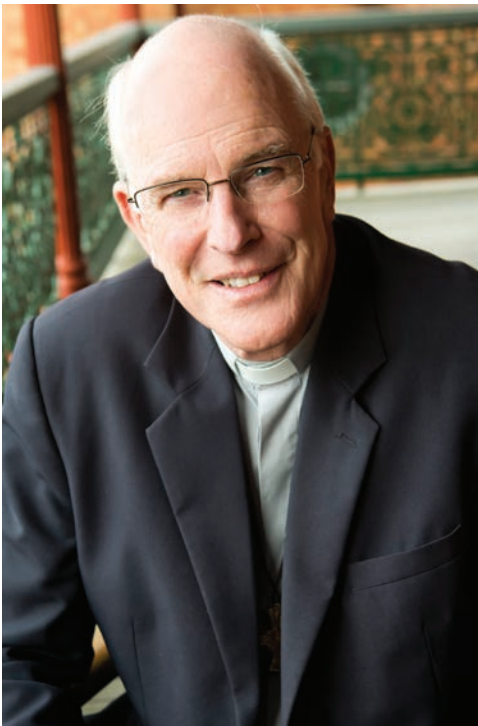
## ACKNOWLEDGEMENT OF COUNTRY AND TRADITIONAL OWNERS

We acknowledge Aboriginal Peoples are Australia's first Peoples and the Traditional Owners and Custodians of the land on which we work to build a stronger, fairer and kinder society that values children, young people, families and individuals.



## CONTENTS

Foreword from Bishop Bill Wright	4
Foreword from Greg Skinner	5
Our Identity, Vision & Mission	6
Our Values	7
Our Story	7
Our Governance Structure	8
Our Strategic Objectives: 2017-2020	9
Strategic Scorecard: 2017 – 2020	10



## FOREWORD

In outlining its Strategic Plan for the next three years, CatholicCare Social Services Hunter-Manning invokes Christ's mission.

Christ would not have been familiar with strategic plans, risk management, networking events or accreditation.

However, he did have a plan in mind; in fact, a whole kingdom, one embracing all!

It could be said that his risk management strategy was non-existent; witness the cross and the many failures of Peter, the focus of the succession plan.

The gospels record many events that may well have involved networking, as well as miracles of 'healing and mealing', storytelling and encounters with unlikely characters.

As for accreditation, Christ did say, "... whatever you did for one of these least

brothers of mine, you did for me". His key performance indicators include offering food and drink to those who are hungry and thirsty, welcoming the stranger, clothing the naked, caring for the sick and visiting those in prison.

Whether these are interpreted literally or metaphorically, I commend CatholicCare for the high ideals captured in this strategic plan and assure the staff, and those they serve, of my continued prayers for positive outcomes!

**Most Reverend William Wright,**  
Bishop of Maitland-Newcastle



## FOREWORD

Since joining the CatholicCare Social Services Hunter-Manning Advisory Board, I have come to recognise that CatholicCare is a crucial vehicle through which the Catholic Diocese of Maitland-Newcastle is able to fulfil its mission to provide for those in need. The organisation's diversity of programs and its commitment to serving a wide-ranging group of vulnerable people in our community demonstrates that the Church genuinely cares. I have been very proud to partner with fellow Board members to contribute to that mission and have been humbled to discover the extent of the amazing work carried out by CatholicCare staff, carers and volunteers.

Fundamental to the success of any organisation, and particularly for one boasting the scale of service and diversity of operation of CatholicCare, are strong guiding principles for all team members. The 2017-2020 Strategic Plan provides an ambitious framework for CatholicCare team members to band together and use as a roadmap for achievement.

In developing this Plan, input from the Advisory Board has challenged the business model and operation with regard to

governance and risk and the staff have provided wonderful input on the operational aspects of delivering on our promises. The level of engagement has been remarkable and demonstrates tremendous passion and commitment. No doubt the Plan will be challenged through its duration as circumstances change. Whilst we can never know what the future holds, with this Plan we will be 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.

I thank all members of the CatholicCare team for your input into this Strategic Plan, your ongoing commitment to the people we support and the passion you display in your service delivery. I look forward to working with you to meet the strategic objectives outlined in this Plan, ensuring we are one step closer to fulfilling our vision for inclusive, just, strong communities where every individual feels safe, heard and validated.

"Coming together is a beginning; keeping together is progress; working together is success." - Henry Ford.

**Greg Skinner**

Chair, CatholicCare Social Services Hunter-Manning Advisory Board



Our staff are local, passionate and professional. As an organisation we are flexible in our service delivery, with a skill set and capacity to deliver.

## OUR IDENTITY

CatholicCare is the official social services agency of the Catholic Church in the Diocese of Maitland-Newcastle. We continue the mission of Christ by offering opportunities for growth, healing and hope to all people.

## OUR VISION

For inclusive, just, strong communities where all people feel safe, heard and validated. We nurture and encourage strong relationships where the individuality and strengths of each person are respected, valued and celebrated.

## OUR MISSION

CatholicCare Social Services Hunter-Manning listens and responds by working together with local communities to build a stronger, fairer and kinder society that values children, young people, families and individuals. Through Christ's mission we seek to provide opportunities for people to realise their individual potential.



## OUR STORY

CatholicCare Social Services Hunter-Manning is a not-for-profit organisation and an agency of the Catholic Diocese of Maitland-Newcastle. We offer whole-of-community support and empowerment options to those in need regardless of religion, age, gender, physical and intellectual capacity or ethnicity.

Being responsive to local needs is at the heart of everything we do. We work with people to address issues from an early intervention perspective. Our programs are a combination of fee-for-service and government-funded. The entirety of our support network and ability to cross-refer sets us apart.

### Our care services come under the broad areas of:

- ▶ Community Engagement encompassing the Taree Community Kitchen.
- ▶ Mental Wellbeing incorporating Counselling, Clinical Assessments, Employee Assistance Program and Adoptions Counselling.
- ▶ Child, Youth and Family Services including Brighter Futures, Early Intervention Placement Prevention Program, Integrated Family and Domestic Violence Strategy, Marriage and Relationship Education, Foster Care, Restorations, Open Adoptions, Guardianship and Open Adoptions, Relative or kinship care, Supported Independent Living and After Care.
- ▶ Disability Services offering assistance with Supported Accommodation, Co-ordination of Support, Community Access and the NDIS.

CatholicCare's progressive approach is customer centred. We support people to define their goals, identify their strengths and access resources by developing collaborative, open, honest and transparent relationships with customers in a multidisciplinary environment.

Our staff are local, passionate and professional. As an organisation we are flexible in our service delivery, with a skill set and capacity to deliver. We understand our community through active feedback and engagement strategies, therefore allowing us to respond based on identified community need. As a continuous improvement organisation we use current, evidence-based practices to inform our program delivery models and seek new and innovative ways to benefit the community we serve.

## OUR VALUES

### RESPECT

We show consideration for ourselves and others, whilst recognising each other's differences.

### JUSTICE

We believe in, actively seek and encourage, equality for all.

### CONNECTION

We are committed to developing and enhancing meaningful relationships with, and between, our communities including agencies of the Catholic Diocese of Maitland-Newcastle, funding bodies and like-minded organisations that uphold a commitment to assisting the vulnerable.

### COLLABORATION

We encourage teamwork that achieves tangible outcomes through open communication, lateral thinking and positive reinforcement.

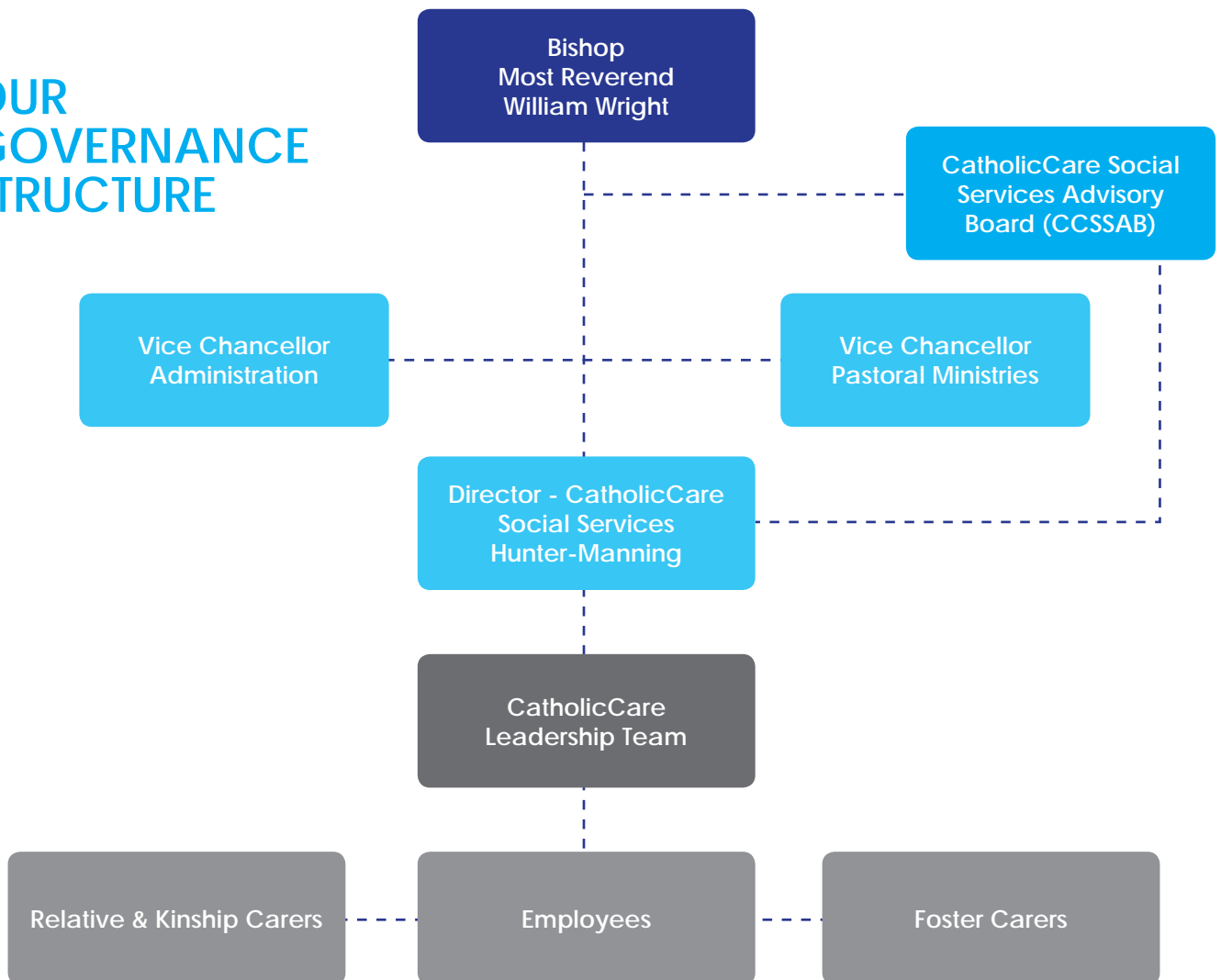
### INNOVATION

We anticipate change and proactively ensure our service delivery is at the forefront of industry standards.





## OUR GOVERNANCE STRUCTURE







## OUR STRATEGIC OBJECTIVES: 2017-2020

### CUSTOMER SERVICE

1. Design and implement a whole of agency approach to evidence informed therapeutic care.
2. Provide individual and integrated support services, aligned to local needs.

### FINANCIAL SUSTAINABILITY

3. Grow service delivery, including service types and delivery points, in line with the mission.
4. Diversify our funding sources.

### LEARNING & GROWTH

5. Develop a trans-disciplinary approach to service delivery.
6. Explore the use of technology to provide flexible service delivery to our participants.
7. Strengthen staff, carer and volunteer morale aligned with the organisation's vision, mission and values.

### IMPROVED SYSTEMS AND PROCESSES

8. Integrate a client management system across all programs.
9. Develop a strategic risk management system, including a governance and policy framework.

# STRATEGIC SCORECARD

## 2017 – 2020

Outcomes	Strategic Objectives	Performance Measures
<b>Customer Service</b>	1. Design and implement a whole of agency approach to evidence informed therapeutic care.	<ul style="list-style-type: none"> <li>▶ Meet 'accreditation' standards.</li> <li>▶ Develop an organisation-wide evaluation report based on performance and service delivery across each department.</li> <li>▶ Meet the KPIs of the FACS Permanency Support Program contract.</li> <li>▶ Practise First Principles to be communicated and embedded across all programs, through regular staff training and reflective practice sessions.</li> <li>▶ Evidence-based and therapeutic care models to be reviewed, implemented, documented and evaluated across all programs.</li> <li>▶ Documented evidence of staff education sessions completed regarding informed therapeutic care.</li> <li>▶ Measure client outcomes and outputs across all programs according to client goals and funding body requirements.</li> </ul>
	2. Provide individual and integrated support services, aligned to local needs.	<ul style="list-style-type: none"> <li>▶ Ongoing and new partnerships to be formed with Parishes, Schools, Indigenous agencies, funding bodies and like-minded organisations that share similar values.</li> <li>▶ Attendance at relevant Interagency Meetings across all programs (eg mental health, Permanency Support Program, Disabilities, Early Intervention, Young Adult Services, Domestic Violence, Brighter Futures).</li> <li>▶ Increased visibility at community and networking events.</li> <li>▶ Evidence of external agencies satisfied with the partnerships eg new and renewed business.</li> <li>▶ Regular client engagement, outcomes and satisfaction surveys to evaluate CatholicCare's service provision and community needs.</li> <li>▶ New referrals and potential referrals (enquiries) to be tracked and monitored.</li> </ul>
<b>Financial Sustainability</b>	3. Grow service delivery, including service types and delivery points, in line with the mission.	<ul style="list-style-type: none"> <li>▶ Balance sheet outcome.</li> <li>▶ Number of partnership, merger or acquisition proposals.</li> <li>▶ Expansion into new geographic locations, and/or target groups.</li> <li>▶ Review client engagement, outcomes and satisfaction surveys to inform growth and service provision.</li> <li>▶ Evidence of increased client numbers (10%) across existing and new fee-for-service and government/business/community funded programs.</li> </ul>
	4. Diversify our funding sources.	<ul style="list-style-type: none"> <li>▶ Increase in fee-for-service programs, as well as expansion of existing fee-for-service streams.</li> <li>▶ Increase applications for grants that if successful, will expand and enhance existing service offerings.</li> </ul>
<b>Learning &amp; Growth</b>	5. Develop a trans-disciplinary approach to service delivery.	<ul style="list-style-type: none"> <li>▶ Utilise a staff qualification and skills register to identify opportunities for collaboration, professional development and enhanced service delivery.</li> <li>▶ Client surveys and outcomes data to be compiled detailing trans-disciplinary approach and service quality across relevant programs eg new Permanency Support Program therapeutic "team" care model.</li> </ul>
	6. Explore the use of technology to increase client access to provide flexible service delivery to our participants.	<ul style="list-style-type: none"> <li>▶ Rollout of new client management system, CTARS, across 80% of CatholicCare programs.</li> <li>▶ Develop working plan for staff and client- based interactive education sessions.</li> </ul>
	7. Strengthen staff, carer and volunteer morale aligned with the organisation's vision, mission and values.	<ul style="list-style-type: none"> <li>▶ Operational and clinical supervision to be completed with staff on a monthly basis (or 6-8 weekly for part-time staff). Supervision is to reflect the vision, mission and values of CatholicCare.</li> <li>▶ Staff retention rate to increase and staff turnover rate to align with industry standard (16%).</li> <li>▶ Anonymous staff surveys to be completed annually to measure morale.</li> <li>▶ Two staff days to be held each year to foster unity and reinforce vision, mission and values among all staff.</li> <li>▶ Formation of staff wellbeing/values committee, to meet quarterly.</li> <li>▶ Introduce staff recognition/reward program.</li> </ul>
<b>Improved Systems &amp; Processes</b>	8. Integrate a client management system across all programs.	<ul style="list-style-type: none"> <li>▶ 80% of programs utilising new client management system, CTARS.</li> <li>▶ 100% of staff across identified programs (as above) trained using CTARS. For new staff 100% will be trained within 2 weeks of their commencement date.</li> </ul>
	9. Develop a strategic risk management system, including a governance and policy framework.	<ul style="list-style-type: none"> <li>▶ Establish and maintain an appropriate system of risk oversight and management.</li> <li>▶ Establish and maintain an appropriate system of internal controls.</li> <li>▶ The Advisory Board will monitor and evaluate strategic objectives during their monthly meetings.</li> </ul>





**Social Services  
Hunter-Manning**  
DIOCESE OF MAITLAND-NEWCASTLE

50 Crebert Street, Mayfield NSW 2304  
**Phone** 02 4979 1120 **Fax** 02 4979 1131  
**Visit us online** [www.catholiccare.org.au](http://www.catholiccare.org.au)  
**Email** [ccenquiries@catholiccare.org.au](mailto:ccenquiries@catholiccare.org.au)