

# CatholicCare Social Services **STRATEGIC PLAN** 2016-2019



*Diocese of Parramatta*



**CATHOLICCARE**  
Social Services

END 152

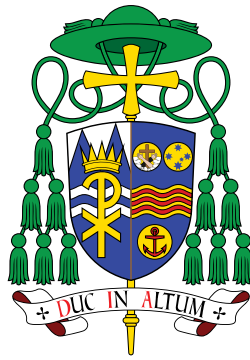
**“...show the love of Christ  
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**Most Rev Bishop Vincent Long OFM Conv**  
Bishop of Parramatta

# CONTENTS

- 4 Message from the Bishop
- 5 Introduction to CatholicCare
- 6 Strategic Priorities
- 7 Priority 1 & 2
- 8 Priority 3 & 4
- 9 Priority 5 & 6
- 10 Priority 7 & 8





Dear friends,

CatholicCare is the social services arm of the Catholic Church in Western Sydney and the Blue Mountains. Its role is to show the love of Christ in a real and practical way by working with the poor and disadvantaged without regard to their faith, gender, race or disability.

Faith in Our Future: Pastoral Plan for the Diocese of Parramatta 2014 - 2018 calls on CatholicCare to support and promote the pastoral priorities of the Diocese in the areas of marriage and family programs; migrant and refugee settlement; pastoral care; social justice and advocacy; youth - with a focus on indigenous and multicultural communities; disability; Aboriginal and Torres Strait Islanders; ageing; and loss and grief.

CatholicCare currently provides services in each of these areas however the organisation faces a number of challenges in continuing to provide these services. Government and non-government funders of community organisations are increasingly looking for greater efficiencies and innovation in the provision of community services. Challenges also include the changing business environment for social services.

This changing environment is opening the field to 'for profit' providers that will impact the competitive environment for funding. The current shift to client or individually controlled funding, as a result of the transition to the National Disability Insurance Scheme (NDIS), also places CatholicCare in an environment where it will need to be able to compete in an open market for clients.

In order to do this CatholicCare will require leadership that has the capacity to gear the organisation to be competitive. This will require CatholicCare to provide flexibility, innovation, choice, accurately costed episodes of care and be geared to receive direct payment from services provided on an individual basis. Most importantly we owe it to the people that we support to deliver services that are of a high quality and cost effective. The more cost effective our services are, the more resources will be available to put toward the direct support of people in need in Western Sydney and the Blue Mountains.

In 2016, with these challenges in mind, the CatholicCare Council developed this CatholicCare Strategic Plan 2016 -19. The Strategic Plan articulates the mission of CatholicCare as the face of Christ the Good Shepherd, enabling people in need to become the best human being that they can be. The Strategic Plan identifies the vision of CatholicCare as being a strong and visible Catholic provider of preferential integrated care for the poor and marginalised in Western Sydney and the Blue Mountains.

Our values of human dignity and self-worth, social justice, autonomy, honesty, accountability, excellence and service are aligned with Catholic Social Teaching. Our operational foundations are based on the provision of social and clinical services with support from business services as well as the development of diversified revenue streams through business development services, especially social enterprises.

In 2016 – 19 the strategic priorities of CatholicCare include: 1. Make our clients the centre of everything we do; 2. Strengthen our workforce; 3. Embed innovation in everything we do; 4. Build awareness of Catholic mission; 5. Build evidence based practice; 6. Lead social policy in Western Sydney; 7. Improve our sustainability; and 8. Build our strength through strategic partnerships and collaborations.

I commend to you the CatholicCare Strategic Plan 2016 – 19.

**Most Rev Bishop Vincent Long OFM Conv DD STL**  
Bishop of Parramatta

## ‘Caring for People, Strengthening the Future’

### Our Mission

CatholicCare Social Services is the community services agency of the Catholic Diocese of Parramatta.

*The mission of the agency, as the face of Christ the Good Shepherd, is to enable people in need to become the best human being that they can be.*

### Our Vision

CatholicCare Social Services’ vision is to be a strong and visible Catholic provider of preferential integrated care for the poor and marginalised in Western Sydney.

### Our Values

CatholicCare Social Service’s values define the way that we relate to the community, the people we support and each other. Our values are based on the principles of Catholic Social Teaching and person centred care.

CatholicCare Social Service’s Values are:

- HUMAN DIGNITY & SELF-WORTH
- SOCIAL JUSTICE
- AUTONOMY
- HONESTY
- ACCOUNTABILITY
- EXCELLENCE
- SERVICE

### Our Pillars

Our pillars are the operational foundations upon which we provide our services:

SOCIAL SERVICES

CLINICAL SERVICES

BUSINESS SERVICES

BUSINESS DEVELOPMENT  
SERVICES

## STRATEGIC PRIORITIES

The CatholicCare Social Services Strategic Plan has identified eight strategic priorities for the service to pursue over the next three years. These priorities shown below highlight the renewed focus on clients and staff.



Additional details for each of the key priorities follows;

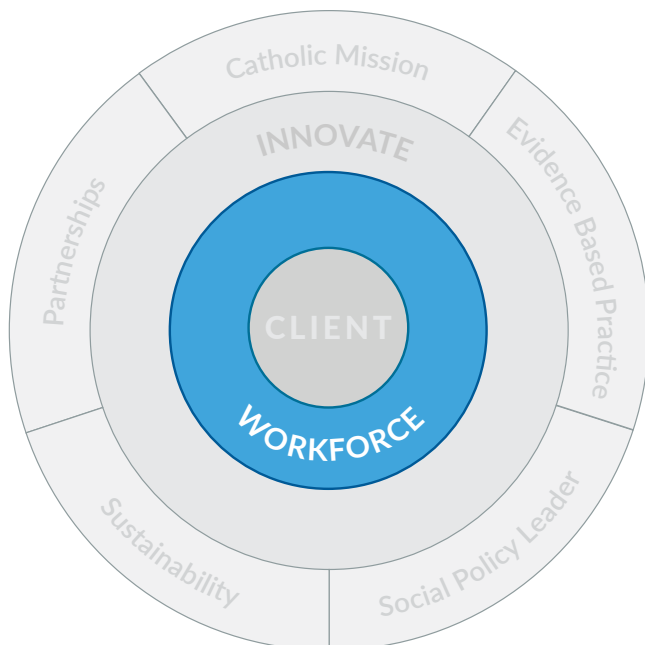
## Priority 1: Make our clients the centre of everything we do



### Actions

- 1.1 Develop and implement a person centred policy framework
- 1.2 Report on and evaluate individual client outcomes

## Priority 2: Strengthen Our Workforce

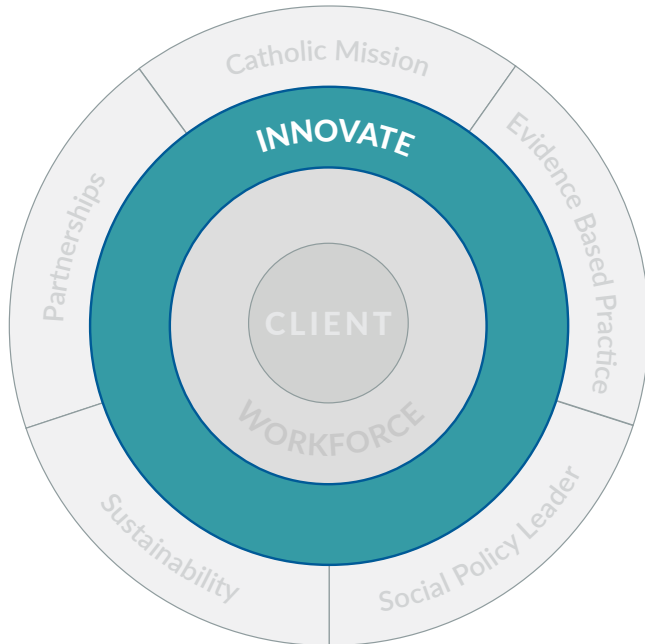


### Actions

- 2.1 Realign our workforce to meet service needs
- 2.2 Reassess the skills, competencies and values required of the workforce to meet our needs
- 2.3 Develop a workforce strategy that engages the volunteer workforce
- 2.4 Feedback from staff about their engagement and satisfaction with CCCSS

## PRIORITY 3 & 4

### Priority 3: Embed Innovation in Everything We Do



#### Actions

- 3.1 Review and reengineer processes and systems to ensure they are efficient and effective
- 3.2 Develop strategies to mobilise our workforce
- 3.3 Embrace technology so that it enables better services and access to those services

### Priority 4: Build Awareness of Catholic Mission



#### Actions

- 4.1 Strengthen our brand as being the face of Christ in the community and based on Catholic Social Teaching
- 4.2 Inform staff of our mission and align their roles with our mission and values

## Priority 5: Build Evidenced Based Practice



### Actions

- 5.1 Collaborate with research partners
- 5.2 Measure our outcomes and identify opportunities to do better
- 5.3 Base our service delivery and systems on evidence based best practice models

## Priority 6: Leading Social Policy in Western Sydney



### Actions

- 6.1 Lead the way by writing social policy on topical social issues impacting Western Sydney
- 6.2 Seek an active presence in social and other media on current issues that impact social policy in Western Sydney

## PRIORITY 7 & 8

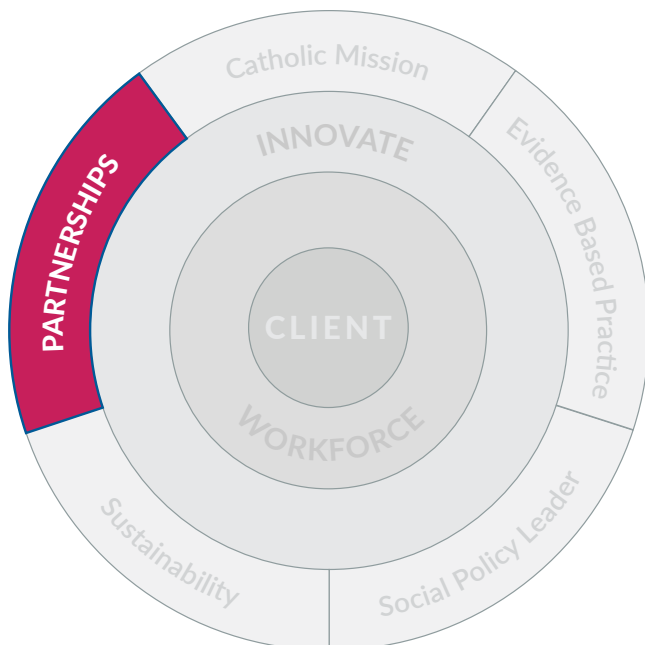
### Priority 7: Improve Our Sustainability



#### Actions

- 7.1 Diversify our revenue sources
- 7.2 Implement strategies to manage services that are operating in deficit
- 7.3 Review our current service offerings
- 7.4 Develop a marketing strategy to position us competitively in the market
- 7.5 Implement strategies to transition our costing model to individualised funding

### Priority 8: Build Our Strength through Strategic Partnerships and Collaborations



#### Actions

- 8.1 Understand who our potential partners and collaborators are
- 8.2 Identify strategic opportunities to work with our partners and collaborators
- 8.3 Develop new ways of doing business that leverage alliances and partnerships



*Diocese of Parramatta*



**CATHOLICCARE**  
Social Services



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