



Strategic Plan 2015 - 2020



VISION

"I have come so that you may have life and have it to the full" John 10:10

Our vision is for a stronger, more resilient and inclusive society - where everyone can reach their potential and enjoy life to the full.

MISSION

We break down the barriers to social inclusion by strengthening families and communities.

WHO WE ARE AND WHAT WE DO

Since 1935, CatholicCare has offered hope and support to the vulnerable and marginalised, responding to the changing needs of the community with a commitment to addressing social disadvantage. Our range of programs include: family and relationship services, education and school support, refugee and settlement services, and pastoral services.

We are the social service agency of the Catholic Archdiocese of Melbourne and the Diocese of Sale. While we are a Catholic agency, our programs are offered to the whole community, regardless of religious belief or background.

We have over 350 staff and volunteers delivering a range of family focussed supports from multiple locations across Melbourne, Geelong and Gippsland. Our services are funded through a mix of government and philanthropic grants, income from fees and investments, and contributions from donors and supporters.



CEO AND CHAIRMAN'S MESSAGE

It is with great pleasure that we present our Strategic Plan for the next five years.

As we acknowledge CatholicCare's eightieth anniversary, we take pride in celebrating eight decades of continuous service and the positive outcomes that have been achieved for hundreds of thousands of people.

It is from this proud history that our new Strategic Plan is built; honouring the compassion, imagination and commitment that define our origins.

The result of considerable consultation, this Strategic Plan identifies the strategies that are fundamental in responding to the challenges ahead. It includes some key initiatives for the next two years after which we will take the time to review and re-calibrate; mindful of the ever-changing environment in which we are operating.

This Strategic Plan outlines our vision for enhancing our delivery of family focused, high quality services over the next five years, while working to ensure that CatholicCare remains in a strong position to face the long-term future.

We may not know what that future will look like. But we are confident that this Strategic Plan will help to guide us; to focus energy and resources and ensure success.

To all the individuals and organisations who have contributed to our work in the last eighty years, we hope you will stay with us on this next journey as we make a commitment to execute this plan with increased energy and clarity of vision.



FR JOE CADDY
Chief Executive Officer



JOHN SHELDON
Chairman



*“ ... a leading organisation
that prides itself on being
effective, efficient,
innovative and agile”*

Strategic priorities

Since 1935, CatholicCare has supported vulnerable families; providing services that aim to strengthen relationships and keep families together. We are proud to celebrate eighty years of meeting the changing needs of our communities, and in particular those people whom others may turn away from: refugees, prisoners, and people impacted by drug and alcohol issues.

But the harsh reality is that far too many families continue to fall through the gaps. Issues such as financial difficulties, gambling problems, family breakdown and mental illness continue to diminish the quality of life for many families. In the last few years alone, CatholicCare has seen a rapid growth in the number of clients who are affected by domestic violence and/or the abuse of alcohol and other drugs.

This increasing demand for our services coincides with a volatile Not for Profit sector that is being affected by fundamental changes to policy and funding mechanisms of federal and state governments. Similarly, income from the philanthropic sector is insecure, with giving in Australia remaining flat since the Global Financial Crisis. We have to fight for every dollar of funding to run our programs and services.

Yet our commitment to meeting the needs of the disadvantaged and marginalised remains strong. We're here for the long haul and we have a lot of work to do.

This strategic plan sets out our priorities for the next five years. It begins with a focus on delivering the best services to clients, and ends with a commitment to tackling entrenched social disadvantage. Contained within are strategies to build a leading organisation that prides itself on being effective, efficient, innovative and agile; better able to navigate the increasingly complex Not for Profit (NFP) sector and better positioned to realise our vision for a stronger, more resilient and inclusive society.

Priority areas	Description
Strategy 1: Excellence in service delivery	To deliver integrated, wrap-around services that are evidence based, quality and outcomes focused, and target the most disadvantaged in our community.
Strategy 2: Strategic partnerships	To identify, cultivate and strengthen partnerships that bolster and enhance our capacity to meet the needs of the community we serve.
Strategy 3: High performance organisation	To develop and maintain a culture of high productivity, strong cost management, innovation and agility.
Strategy 4: Diverse income sources	To seek and establish new significant sources of revenue to enable us to expand our scope and reach.
Strategy 5: Agent for change	To position CatholicCare as a trusted advocate for our clients, sought after for input by key policy and decision makers.

Strategy 1: Excellence in service delivery

To deliver integrated, wrap-around services that are evidence based, quality and outcomes focused, and target the most disadvantaged in our community.

Rationale:

CatholicCare will respond to escalating demand and increasingly complex community need with high quality services and programs that deliver best outcomes for individuals and communities.

Initiatives:

- 1.1 Review all services to ensure that they are evidence-based, contribute to improving the lives of families and align with the vision and mission of CatholicCare
- 1.2 Ensure our practice approaches are oriented to reducing dependence and building resilience for all service users
- 1.3 Develop and implement an infrastructure plan which ensures CatholicCare services are located in areas of high community need
- 1.4 Implement an evaluation and outcomes measurement framework for all services
- 1.5 Develop and implement a plan to enhance client input into service planning and provision



Strategy 2: Strategic partnerships

To identify, cultivate and strengthen partnerships that bolster and enhance our capacity to meet the needs of the community we serve.

Rationale:

Partnerships are critical to driving social impact and NFP sustainability. Our ability to fulfil our mission is enhanced by partnerships that help us to extend reach, enhance efficiency, and build and sustain capacity. We will seek opportunities to discover synergies and shared values with potential partners across Catholic, government, community, business, and higher education sectors.

Initiatives:

- 2.1 Develop a Partnership Framework in order to enhance effectiveness and measure benefit and return on investment
- 2.2 Work with the Archdiocese of Melbourne, the Diocese of Sale and the network of parishes to increase CatholicCare's profile within the Catholic community
- 2.3 Work to enhance our relationship with the Catholic Education Office (Melbourne and Sale)
- 2.4 Explore opportunities for collaborations, co-locations and partnerships with other organisations across the community, corporate, and higher education sectors
- 2.5 Increase engagement with CatholicCare Victoria Tasmania and other partners to increase size, capacity, diversity and reach of CatholicCare services

Strategy 3: High performance organisation

To develop and maintain a culture of high productivity, strong cost management, innovation and agility.

Rationale:

In an increasingly competitive landscape, CatholicCare aims to stand out by ensuring our systems and performance are effective and efficient. This includes recruiting and retaining the best people to deliver our services, innovating to meet changing community needs, and building the agility to respond quickly to external challenges and opportunities.

Initiatives:

- 3.1 Review our service costing, with a target to be in the top quartile regarding percentage of cost devoted to client service
- 3.2 Implement an Information and Communications Technology strategy which will deliver the infrastructure to support improved, more effective service delivery
- 3.3 Implement a Human Resources strategy that fosters a high performance culture among leadership team, staff and volunteers
- 3.4 Invest to build an 'innovation' culture; to increase skill, capability and capacity to disrupt traditional service models



Strategy 4: Diverse income streams

To seek and establish new significant sources of revenue to enable us to expand our scope and reach.

Rationale:

With government funding in jeopardy and increased competition for fundraising dollars, CatholicCare will need to focus on diversifying income streams, in particular the securing of unrestricted funds. We will explore options to ensure that our revenue model is rigorous enough to weather the turbulent financial environment ahead.

Initiatives:

- 4.1 Establish a Revenue Committee to enhance CatholicCare's income strategy
- 4.2 Seek opportunities to boost income through fee-for-service work, social enterprise, effective funding and service partnerships
- 4.3 Explore the viability of service provision through the consumer-directed care models of the National Disability Insurance Scheme and Aged Care reforms

Strategy 5: Agent for change

To position CatholicCare as a trusted advocate for our clients, sought after for input by key policy and decision makers.

Rationale:

While our primary role is to address disadvantage at the individual and community level, we know that long term change will require solutions that address the structural causes of disadvantage. We will help to find a solution to entrenched disadvantage, by deepening our knowledge of the issues affecting families to better inform, influence and advocate.

Initiatives:

- 5.1 Develop an Advocacy Agenda that clearly defines our priority issues and campaign objectives
- 5.2 Increase the capacity for service user feedback to contribute to social policy change
- 5.3 Seek to influence and contribute to social policy debate, development and resource allocation by advocating in the interests of families and communities with whom we work
- 5.4 Develop and implement a communication strategy to promote and position CatholicCare as a service for the whole community and an advocate for change



OUR SPIRITUAL HOME

There is a strong historical tradition of service and advocacy for those in most need within the Catholic spiritual and cultural network.

CatholicCare draws and builds on that tradition.

Throughout our long involvement in helping to build kinder and more equitable societies, Catholic agencies have maintained a strong commitment to supporting and nurturing families in all their diversity as the basic building blocks of caring, healthy and just communities.

As the social service agency of the Archdiocese of Melbourne and the Diocese of Sale, we draw heavily on the principles of Catholic Social Teaching to inspire and direct all our endeavours.

OUR VALUES

DIGNITY - Respect the unique worth of each person; appreciate the diversity of all people and families we serve including their faith, culture and traditions

COMPASSION - Demonstrate empathy for the people we serve in their need; stand in solidarity with those who are vulnerable and marginalised

COLLABORATION - Co-operate and partner with our clients, colleagues, stakeholders, communities, networks and other supporters

INCLUSION - Seek out those who are excluded; promote social justice for the whole community

RESPONSIBILITY - Demonstrate openness, transparency and accountability to our stakeholders; provide quality services to the community; adapt to meet community needs and embrace change; care for the environment and use resources responsibly





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CatholicCare acknowledges the traditional custodians of the lands and waters of Victoria, and pays respect to Elders past and present.