



Strategic Marketing Plan

2020 - 2023



CatholicCare
Social Services

CEO MESSAGE



We believe individuals, families and communities throughout our region need to be empowered to meet the challenges of life and relationships.

Our work is focused on four key groups within our community:

- » Families
- » Migrants and Refugees
- » First Peoples
- » Business Community

Each of these groups have their own unique challenges and opportunities and it is wonderful to be able tailor our service offering to ensure that the work we are doing is in direct response to community need. Our 2020-2023 Strategic Plan details how our strategic commitments will further enhance our focus.

We are driven to reinforce and further strengthen our existing position within the region, as a high-quality provider, delivering highly relevant, client-focussed and evidence-based services. Extensive stakeholder engagement has informed many of our practices, and opportunities to work collaboratively with other high performing organisations further enhance the meaningfulness and the ripple effect of the work we do.

We, as an organisation, are deeply committed to ensuring equity and accessibility to these essential services regardless of where in our region people choose to live. Given the vast geographic area, the tyranny of distance and the traditional methodology of face-to-face delivery, this will continue to be an enduring challenge.

Through a marketing lens, opportunity exists to:

- » Continue to build awareness of CatholicCare and the services available. This is particularly relevant as we look to ways to support individuals and families before they find themselves to be in crisis;
- » Strengthen the current messaging around each of our programs, and to consider and trial alternative delivery methods to further improve accessibility; and
- » Further expanding our service offering on a fee-for-service basis, supporting ongoing organisational viability.

Kate Venables
Executive Director
CatholicCare Social Services

Strategy on a Page

Vision

A community of kindness and justice reflecting Christ's mission.

Mission

Our mission is to empower individuals, families and communities to meet the challenges of life and relationships.

Values

Our values inform the way that our people relate to community, to those we serve and to each other. Our values are:

- Compassion • Respect • Integrity • Justice • Hope

Goal

CatholicCare is recognised for collaborative, innovative, high performing and sustainable social services partnerships adding value to our service offerings.

Strategic Commitments

Over the next three years, we will build on the success and growth accomplished in our operational maturity with the following four strategic commitments. This approach affords a framework for evaluating the impact and success of our efforts over time in a demanding and ever-changing environment. Each of these strategic commitments will be delivered and measured through a variety of activities, plans and reports (numbered 1-11).



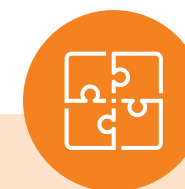
Work Together

Working together to seek feedback, consult and collaborate with stakeholders.



Transform

Transform models of service delivery to be fit for purpose and financially viable, especially in smaller towns.



Outcomes Focussed

Service delivery being outcome focussed with impact identified and communicated.

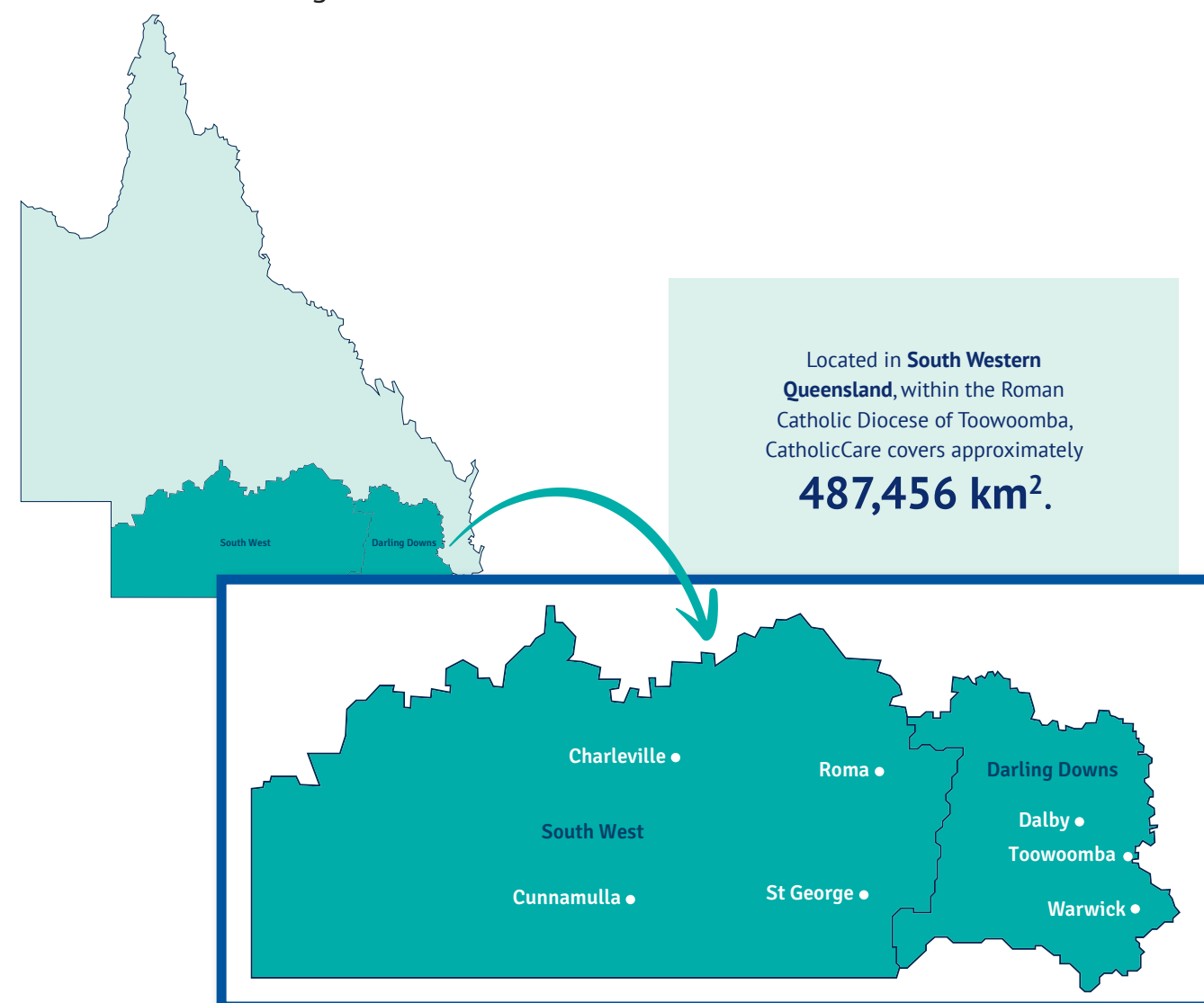


Excellence

Being explicit in our planning and deliberate in our pursuit of excellence.

A Regional Snapshot

The CatholicCare Region:



The **population** of the CatholicCare region is **236,671** and has an **annual growth** rate of **0.7%**



The median annual **personal** income is **\$33,579**
The median annual **family** income is **\$79,632**



69.1% of workers aged between **25-54** are working in **full time** employment. The **unemployment rate** is stable at approximately **5.2%**.



79% of total occupied dwellings in the region have access to the **internet**.



STRENGTHS

- » Reputation for high quality service delivery
- » Strong relationships within South West Qld Communities e.g. Chamber of Commerce
- » Experienced staff
- » Integrity, value for service
- » Cultural diversity within staff and volunteers
- » Reputation for being culturally safe and accepting
- » Programs customised to address community need.

WEAKNESSES

- » Current messaging needs further improvement, allowing connection to all CatholicCare programs.
- » Service delivery model favours face-to-face
- » Lack of technology to deliver services at scale
- » Inability to have a physical presence in every community within the region
- » Organisation runs lean – lack of succession planning within organisation (important because of relationship focus with stakeholders)
- » Communication/relationships with other large organisations (knowledge about what they are planning/doing in our region)
- » Ability to partner with other organisations (if barriers are in place)

CATHOLICCARE SWOT ANALYSIS

OPPORTUNITIES

- » Unmet need in South West Qld. Opportunity to consider alternative models for delivery.
- » Opportunity to explore partnerships with larger organisations to facilitate delivery in smaller communities.

THREATS

- » Potential shift in Government policy and possible impact on funding
- » Climate change impact on SW Clients.
- » Increasing complexity of clients.
- » Potential fallout from Catholic Church scandals

Families & Individuals

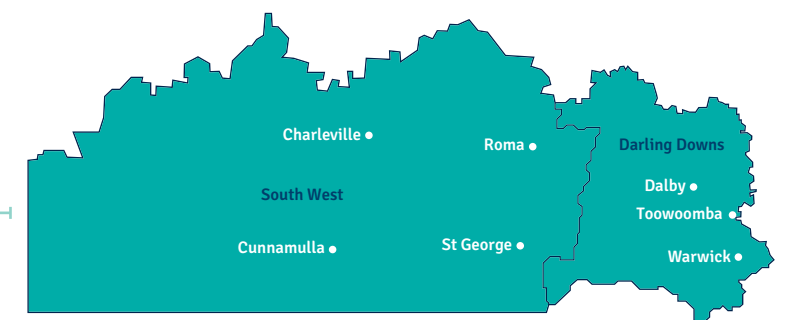
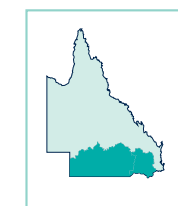


FAMILIES & INDIVIDUALS

CatholicCare is committed to supporting families throughout the various pressure points in life. This support takes the form of:

- providing a wide range of information, advice and referral services and making these easily accessible.
- individual and family counselling and mediation services.
- utilising practical, accessible and innovative methods to engage with families in Indigenous and CALD communities.

IN OUR REGION



There are approximately **58,462** families living in the CatholicCare region. **42.2%** are couples with no children; **41%** are couples with children; **15.4%** are single parent families.



69.1% of all households are home to one family. **26.5%** are lone person households.

WORKING TOGETHER



CatholicCare is committed to working collaboratively with:

- Family law practitioners to support with legally assisted mediation.
- Aboriginal and Torres Strait Elders, respected community members and/or traditional owners to provide us with the experience to ensure that any support is delivered in culturally appropriate ways.
- Federal Dept of Social Services, State Dept of Justice, State Dept of Communities, Disability Services and Seniors, Darling Downs and West Moreton PHN & Western Queensland PHN.
- Toowoomba Regional Council, Toowoomba Chamber, Lifeline, USQ, Ed QLD (Homework clubs), Catholic Schools, Goondir.

TRANSFORMING SERVICE DELIVERY



Making services accessible across region

- CatholicCare provides a range of supports through the Toowoomba Family Relationship Centre.
- Introduction of supportive parenting workshops for SPARK and Bringing Up Great Kids.
- We are leveraging technology to provide counselling, mediation and SPARK to support geographic reach of service delivery.
- Exploring Face to Face delivery monthly with ongoing support in between.
- Expansion of Legally assisted FDR including property Legally Assisted Family Dispute Resolution.
- Engagement in Child Inclusive research project

EXCELLENCE



CatholicCare is committed to innovation in services tailored to client needs.

OUTCOMES FOCUS



- We provide outcomes measures to all our funding bodies and other key stakeholders.
- Will be providing dashboard data for families outcomes to internal and external stakeholders. This will be launched over the coming months.
- Supporting research of our programs – SPARK and CIFDR

COMMUNICATION STRATEGY



- A combination of broad reaching and targeted advertising mediums will be utilised to support awareness of the CatholicCare offer.
- Stakeholder networks will be leveraged to ensure those with the greatest need are aware of and are empowered to access available support.

“CatholicCare is committed to supporting families throughout the various pressure points in life”



Refugees & Migrants



MIGRANTS AND REFUGEES

We recognise that our growing population is becoming increasingly diverse and adjusting to living in a new culture and society can be strange, complex and overwhelming.

Our understanding and inclusiveness of different cultural perspectives and authentic relationships enables us to connect with Toowoomba's ethnic communities. This has earned TRAMS the reputation as the 'go to' organisation for providing culturally competent advice and/or connections.

IN OUR REGION



For the **2018/2019** financial year, there were **930** humanitarian arrivals in the Toowoomba Region. **72%** identified as Yazidi from Iraq and **16%** were from DR Congo. This number does not include those on a skilled migrant visa or a family visa.



From **2013-17**, our region welcomed the largest regional intake of humanitarian entrants (**1,339**) in Qld, accounting for **65%** of Toowoomba's total migration stream of **2,050** entrants. Together with **348** family visa holders & **363** people on skilled migrant visas, these permanent settlers accounted for more than a quarter of TRC's population growth in this **5-year** period.

MIGRANTS AND REFUGEES

Facts about migrants and refugees within our region



The Commonwealth Department of Social Services recently released a comprehensive study of humanitarian entrants across Australia, highlighting the complex needs of humanitarian entrants. (89% of respondents live in a major state capital, and 11% live in regional areas).

- » Many humanitarian entrants arrive in Australia with considerable levels of background disadvantage. Among the adult females, 67% have never undertaken paid work (24% for adult males); 44% did not understand spoken English prior to arrival (33% of males); 23% are illiterate in their own language (17% of males) and 20% have never attended school (13% of males). As a comparison, less than 1% of the total Australian adult population has never attended school.
- » In addition to existing disadvantages with education and work experience, many participants also have significant mental health challenges with 46% of adult females (35% of males) reporting moderate to high psychological distress. Furthermore, 62% of females (54% males) have been prescribed medication for physical conditions since arrival in Australia, and one in five rate their recent health as poor or very poor.
- » 17% of households reported difficulty paying household bills and nearly one quarter said they could not afford to heat or cool their homes.
- » In terms of social and cultural issues, 53% of women reported have difficulty understanding Australian ways; 53% finding it difficult to make friends and 65% reporting problems communicating with Australian neighbours.



Clients, especially youth, identify a critical need to link settlement, training, education and employment providers to provide better connection between high quality settlement services, case work, training, Job Readiness & Job search activities.



Challenges for children & youth: Our research shows that up to 70% of Toowoomba's 677 ethnic youth report regularly feeling worried about their future, disconnected from peer support networks, disengaged from education & employment pathways & affected by stress & trauma. Education Qld reports 1/3 of all Toowoomba schools have major difficulties responding to the complex needs & low English proficiency of an estimated 983 humanitarian students. Parents, carers, primary & high school students report an acute need for homework support & help to understand the Australian education system & prepare their children for primary & high school. Toowoomba's ethnic community leaders report frustrations with a lack of programs & resources to adequately support healthy & culturally sensitive development of their young people.



The Toowoomba Regional Council area (TRC) is designated as a major humanitarian settlement area by the Federal Government. TRC is now **one of two** major Australian resettlement areas for **Yazidi** refugees & **one of three** major Qld locations for the resettlement of **Syrian** refugees.



The TRAMS 'Working Together' Workshop in 2018, welcomed 56 leaders & representatives from local business, education, health, social service & support sectors and identified the urgent need for a collaborative approach to deliver effective English language acquisition, education, training & employment services.



Evidence shows that over 60% of the women with young children settling in Toowoomba are delaying or disengaging from Adult Migrant English Program (due to it being largely classroom based). This is negatively impacting their English proficiency, employment & training prospects, & integration into the community.



Social Isolation: Settlers report extensive difficulties understanding & navigating government, health, housing, legal & regulatory, education systems & services. Prohibitive cost of driver education & limited access to driving practice restricts settler's independence, mobility & employability. Settlers report feeling socially isolated & disconnected from the broader Toowoomba community. Emerging leaders in Toowoomba's forming Yazidi, Syrian, Afghan, Iraqi & Congolese communities report concerns that they have inadequate skills, capabilities & resources to establish & develop community organisations to support their people.



Settlers with Disabilities &/or Significant Health Issues: There is an acute need for culturally competent regional health services & better access to onsite interpreters across the TRC regional Health system.



Family Conflict: Families make up nearly half of Toowoomba's settlement intake (47%) with 40% of settlers being aged 6 to 24 years, of whom, the majority are Humanitarian entrants of **Yazidi, Syrian, Afghan & Congolese** ethnicities trauma & complex needs. More than 80% of parents/carers cite intergenerational & cross-cultural clashes with their children as the most serious issues affecting the strength, resilience & cohesion of their families.



Employment Challenges: Clients & community leaders report a lack of culturally competent Job Readiness programs that mentor clients to help them better understand & meet expectations of Australian workplaces & employers. A lack of shared objectives, low levels of program alignment & collaboration between HSP, settlement, vocational training & Job Active providers are resulting in confusion, low client engagement & poor employment outcomes.

WORKING TOGETHER



TRAMS works collaboratively with a number of service providers, government departments, and community agencies to create increased understanding, better service delivery and responsiveness, and greater engagement of new arrivals. Our strong local networks & partnerships evidence our valued central role in the community. Our current community support networks include:

- Local ethnic & faith-based communities including the Yazidi, Syrian, Iraqi, Afghan, Congolese and South Sudanese communities as well as the Toowoomba International Multicultural Society.
- Over 80 affiliates from local, state government agencies, regional & private sector organisations as well as NGOs including TRC, Education Qld (22 local schools), Toowoomba Catholic Education (31 local schools), Toowoomba Chamber of Commerce, MDA – Qld's HSP provider, TAFE Qld SW, Centrelink, The Advocacy & Support Centre (TASC) & Qld Police Service.
- Active participation as a key member of the South West Local Area Coordination Network.

TRANSFORMING SERVICE DELIVERY



CatholicCare is training translators across range of different languages to service local and wider community. In order to best support the newly arrived refugees and migrants who typically have limited to no ability to speak English and find it difficult to navigate available services, we have chosen to make all TRAMS services available in one central location.

This facility, in the heart of the Toowoomba CBD, is warm and welcoming and offers a community activities hub with secure indoor & outdoor children's areas, kitchen & dining facilities, lounge areas, training & interview rooms, class activity space (including sewing machines), communal garden & staff offices on site.

Comprehensive resources are available to support English acquisition for clients from early childhood to adult, early childhood learning, School Readiness, Homework Club & Job Readiness Programs.

OUTCOMES FOCUS



We provide outcomes measures to all our funding bodies and other key stakeholders.

EXCELLENCE



Building community, resilience & belonging are the fundamental principles that underpin CatholicCare Social Services Migrant and Refugee ethos and service delivery. We work with other program to facilitate engagement with newly arrived diverse communities and developing cultural capacity of Toowoomba community and service providers. Clients routinely return to seek further support because they feel connected to our 'community' & trust in our ability to support them to achieve their goals & outcomes. Engagement & subsequent support with TRAMS is 2-3 times the national average.



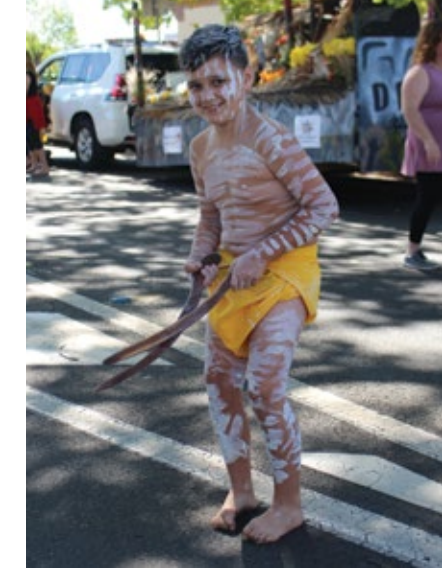
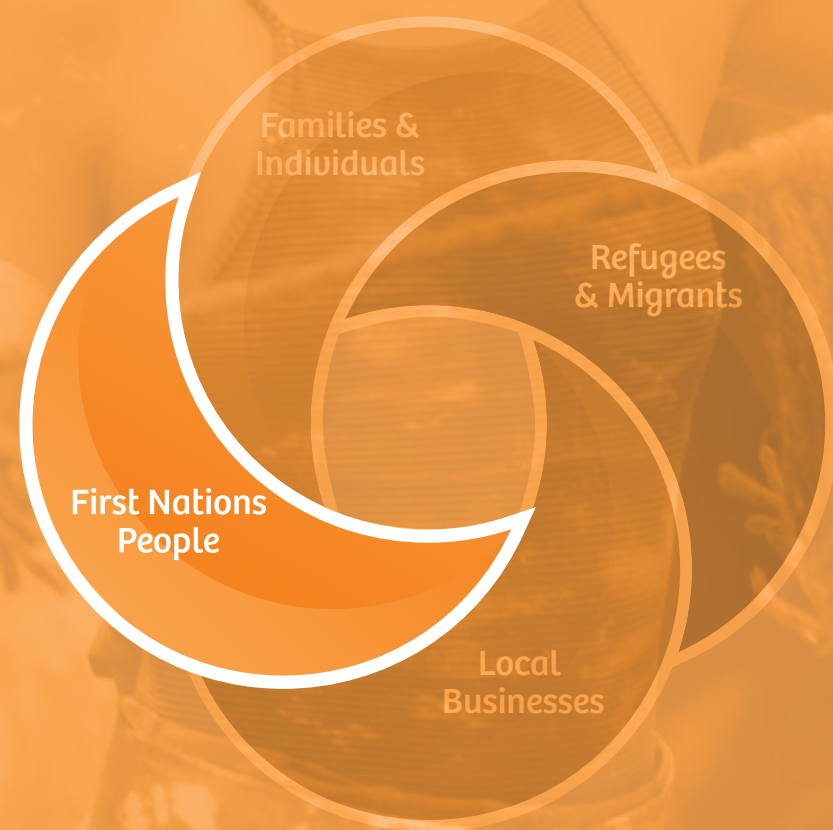
COMMUNICATION STRATEGY

- CatholicCare services will be actively promoted through active engagement with our extensive local networks and partners. This includes supported Word of Mouth Campaigns encouraging referrals.
- Stakeholder networks will be leveraged to support volunteer recruitment.

"We recognise that our growing population is becoming increasingly diverse"



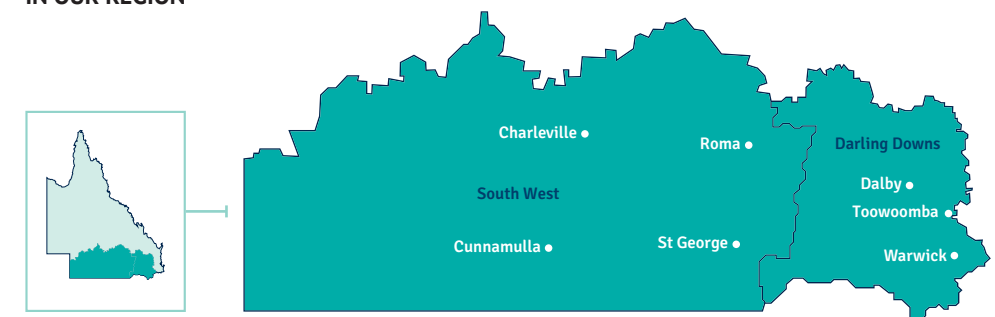
First Nations People



FIRST NATIONS PEOPLE

CatholicCare programs work to connect indigenous young people to self, family, community, culture and country through positive skills development. We're working to ensure a brighter future through building up socially and culturally aware community leaders.

IN OUR REGION



Within the CatholicCare Region
11,635 people (or **5.1%**)
identify as Aboriginal and/or
Torres Strait Islander.



16.1% are couples with no
children; **32.1%** are couples
with children; **27.4%** are one
parent families.



69.2% of households with
Aboriginal and/or Torres
Strait Islander persons have
internet access.



38.9% of
dependent children
in families with
Aboriginal and/
or Torres Strait
Islander persons
were from jobless
families. **11.7%** of
dependent children
in non-Indigenous
families were from
jobless families.



20.5% of Aboriginal and Torres Strait Islander persons aged **15 to 64 years** work in labouring roles. **12.7%** of non-Indigenous persons aged **15 to 64 years** work in labouring roles.



The unemployment rate for Aboriginal and Torres Strait Islanders in the CatholicCare region is **18.7%**.



39.1% are aged between **0-14 years** (**19.9%** of non-indigenous are aged between **0-14** in the region)



63.0% of Aboriginal and Torres Strait Islander persons aged **20 to 24 years** attained a year 12 or equivalent or AQF Certificate II or above qualification. **86.5%** of non-Indigenous persons aged **20 to 24 years** attained a **year 12** or equivalent or AQF Certificate II or above qualification.

WORKING TOGETHER



CatholicCare works with a number of service providers, government departments, and community agencies to create increased understanding, better service delivery and responsiveness, and greater engagement with the Indigenous community.

- » Aboriginal Elders and community leaders
- » Department of Youth Justice
- » ATSILS, QPS, PCYC, Goondir

TRANSFORMING SERVICE DELIVERY



Positive role modelling, individualised mentorship, reinforcement of healthy lifestyle choices and deferring youth from risk taking behaviours is key to our strategy in working to effect long-lasting and positive change.

EXCELLENCE



An evaluation of WHADDUP happens through USQ and Big Buddy will happen in conjunction with Goondir.

OUTCOMES FOCUS



- » We measure impact for Which Way to DSS but not WHADDUP though this is changing with USQ research.
- » We measure client outcome for Murri Court (CJG).
- » We will measure outcomes for Big Buddy to PHN.

COMMUNICATION STRATEGY



- CatholicCare services will be actively promoted through active engagement with our extensive local networks and partners. This includes supported Word of Mouth Campaigns encouraging referrals and social media activity.
- Ensuring visibility through participation in significant cultural community events including NAIDOC, Cultural and Languages Festival, Harmony Day.
- Stakeholder networks (Including the Community Capacity Building network) will be leveraged to support volunteer recruitment

“Connecting indigenous people through positive skill development.”



Local Businesses

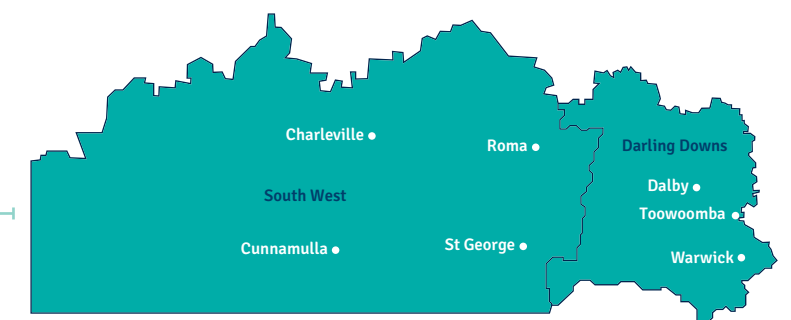
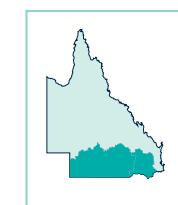


LOCAL BUSINESSES

Strong businesses underpin strong communities. Skills shortages impacting our region must be addressed, and skilled migrants and refugees supported to re-enter the workforce.

Furthermore, mental health of employees has a direct bearing on workplace culture which in turn impacts workplace productivity.

IN OUR REGION



There are 29,918 businesses in the CatholicCare Region.

- » 24% of these businesses employ 1–4 employees;
- » 8.5% have 5-19 employees;
- » 1.9% have 20-199 employees.



Employment by Industry:

Employment across the region is diversified. The industries with the highest level of employment are:

1. Healthcare and social services (**13%**)
2. Agriculture, forestry and fishing (**11.1%**)
3. Education and Training (**10.1%**)
4. Retail Trade (**9.3%**)
5. Construction Services (**8.3%**)



Employees by profession:

- » **16.6%** of workers are employed as Professionals;
- » **15.1%** as Managers;
- » **14.8%** as technicians and trades workers;
- » **10.4%** as community and personal services workers;
- » **12.7%** Clerical and Admin workers;
- » **8.6%** Sales;
- » **7.6%** Machinery operators and drivers;
- » **12.8%** Labourers.



Businesses by Industry:

- » **5,280** businesses (or **48.2%**) are in the Agriculture, forestry and fishing industry;
- » **1,114** businesses (**10.2%**) are in the construction industry;
- » **868** businesses (**7.9%**) are in rental, hiring and real estate industry;
- » **597** businesses (**5.5%**) are in transport, postal and warehousing industries;
- » **170** businesses (**1.6%**) are in health care and social assistance;
- » **72** businesses (**0.7%**) are in mining;
- » **45** businesses (**0.4%**) are in education and training.



Business by turnover:

- » **10,691** businesses (or **39.7%**) with a turnover of less than **\$100k** pa;
- » **10,067** businesses (or **37%**) of a turnover range between **\$100k** to less than **\$500k**;
- » **4,423** businesses (or **16.4%**) with a turnover range between **\$500k** and **\$2m**;
- » **1,755** businesses (or **6.5%**) with a turnover of more than **\$2m**.
- » More than **50%** of the businesses turning over more than **\$2m** are based in Toowoomba Region.



COMMUNICATION STRATEGY

- Targeted advertising of appropriate CatholicCare services aimed at business.
- Development of professional, high quality quotations and tender submissions, outlining CatholicCare's capabilities.
- Strategic partnerships to be leveraged, supporting awareness of available CatholicCare Services.
- Joining professional, member-based organisations to access appropriate business networking opportunities.

WORKING TOGETHER



CatholicCare has been working collaboratively with:

- » Catholic Schools Office
- » Toowoomba Chamber of Commerce
- » Exploring USQ support

TRANSFORMING SERVICE DELIVERY



CatholicCare programs work to offer support to local businesses and agencies who care about the wellbeing of their staff.

Development of Employee Assistance Program including short term counselling, workplace mediation and critical incidence response on a pay per use basis to improve accessibility for all businesses.

Delivering practical support for businesses willing to employ skilled migrants and refugees.

EXCELLENCE



Advancing partnerships, internal and external partnering influences. This is a work in progress – we do survey clients and will continue to grow this.

OUTCOMES FOCUS



Communicating impact to partners



“Strong businesses underpin strong communities”

