



Strategic Plan

2020 - 2023



CatholicCare
Social Services



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supporting families
at the pressure
points over their
lifespan

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CEO Message



We believe individuals, families and communities throughout our region need to be empowered to meet the challenges of life and relationships. CatholicCare is deeply committed to ensuring equity and accessibility to these essential services regardless of where in our region people choose to live.

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.

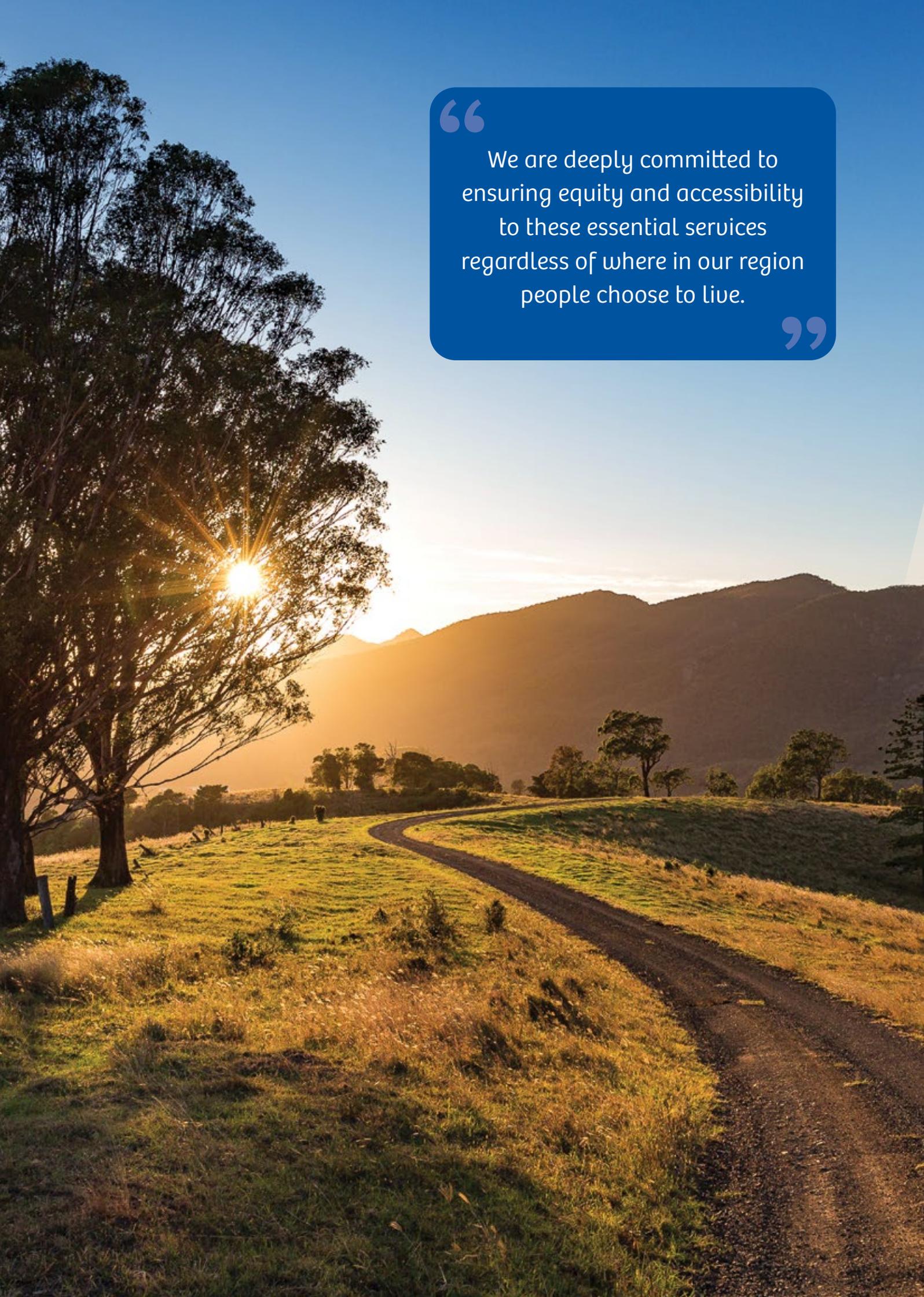
Furthermore, we want to enhance our focus and be recognised for collaborative, innovative, high performing and sustainable social services partnerships that add value to our service offering.

We, as an organisation, have utilised the Theory of Change Framework to develop a robust strategy that is flexible; has the capacity to bring together our efforts to deliver and advance our goal; support our continuous improvement approach and accommodate learnings from the work we undertake. This approach affords a framework for evaluating the impact and success of our efforts over time in a demanding and everchanging environment.

Four key strategic commitments will be used in the development of and reporting on our achievements of our annual plan.

These strategic commitments are accounted for in all levels of our work as we **work together** seeking feedback, consulting and collaborating with a variety of stakeholders and partners on a regular basis to **transform** our business approach to be **outcomes focussed**. We also commit to being explicit in our planning and deliberate in our pursuit of **excellence**. Over the next three years we will build on the success and growth accomplished in our operational maturity with an intentional and steadfast focus on supporting families at the pressure points over their lifespan.

Kate Venables
Executive Director
CatholicCare Social Services



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We are deeply committed to ensuring equity and accessibility to these essential services regardless of where in our region people choose to live.

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Strategy on a Page

<p>Vision</p> <p>A community of kindness and justice reflecting Christ's mission.</p>	<p>Mission</p> <p>Our mission is to empower individuals, families and communities to meet the challenges of life and relationships.</p>	<p>Values</p> <p>Our values inform the way that our people relate to community, to those we serve and to each other. Our values are:</p> <ul style="list-style-type: none"> • Compassion • Respect • Integrity • Justice • Hope
<p>Goal</p> <p>CatholicCare is recognised for collaborative, innovative, high performing and sustainable social services partnerships adding value to our service offerings.</p>		

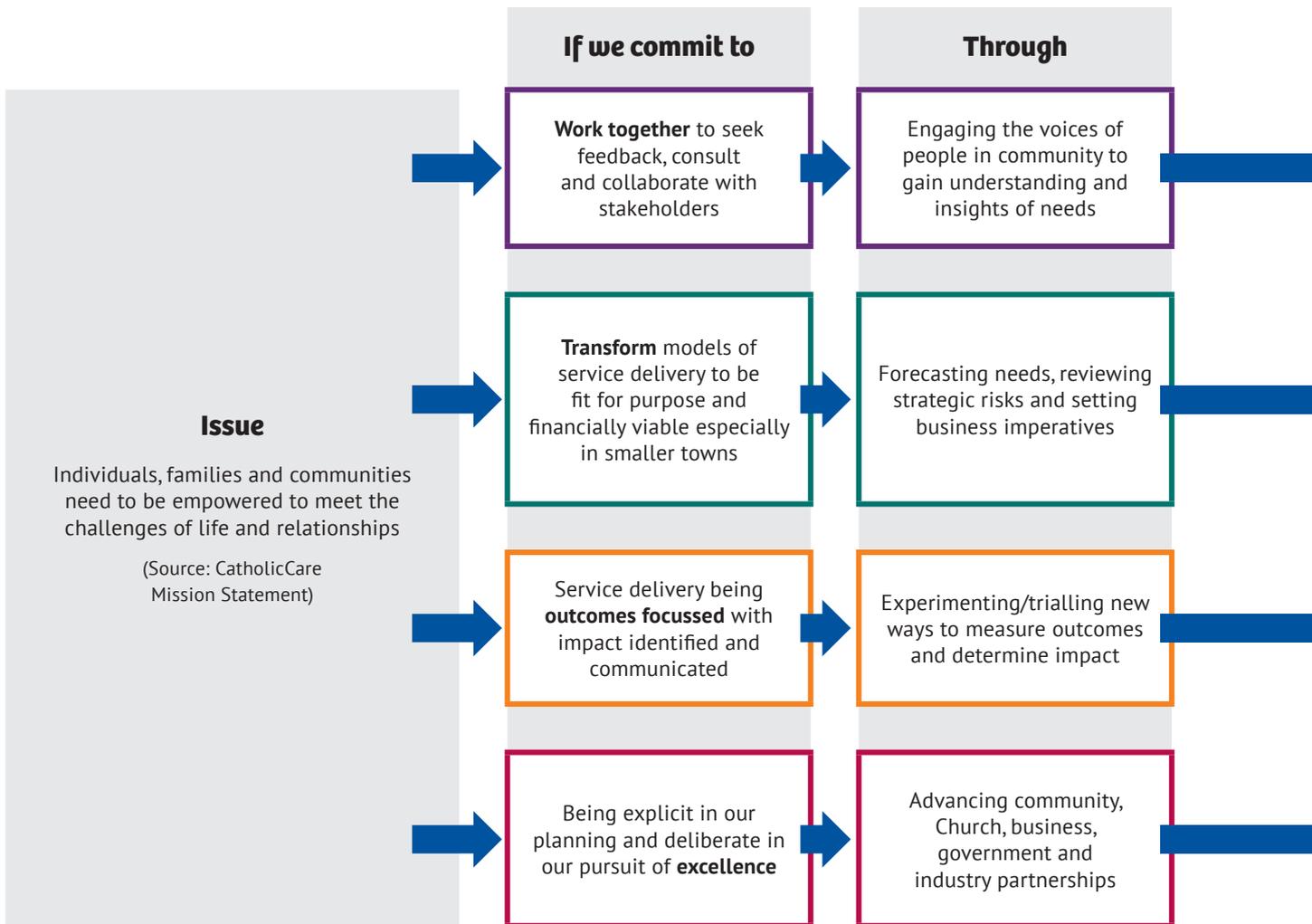
Strategic Commitments

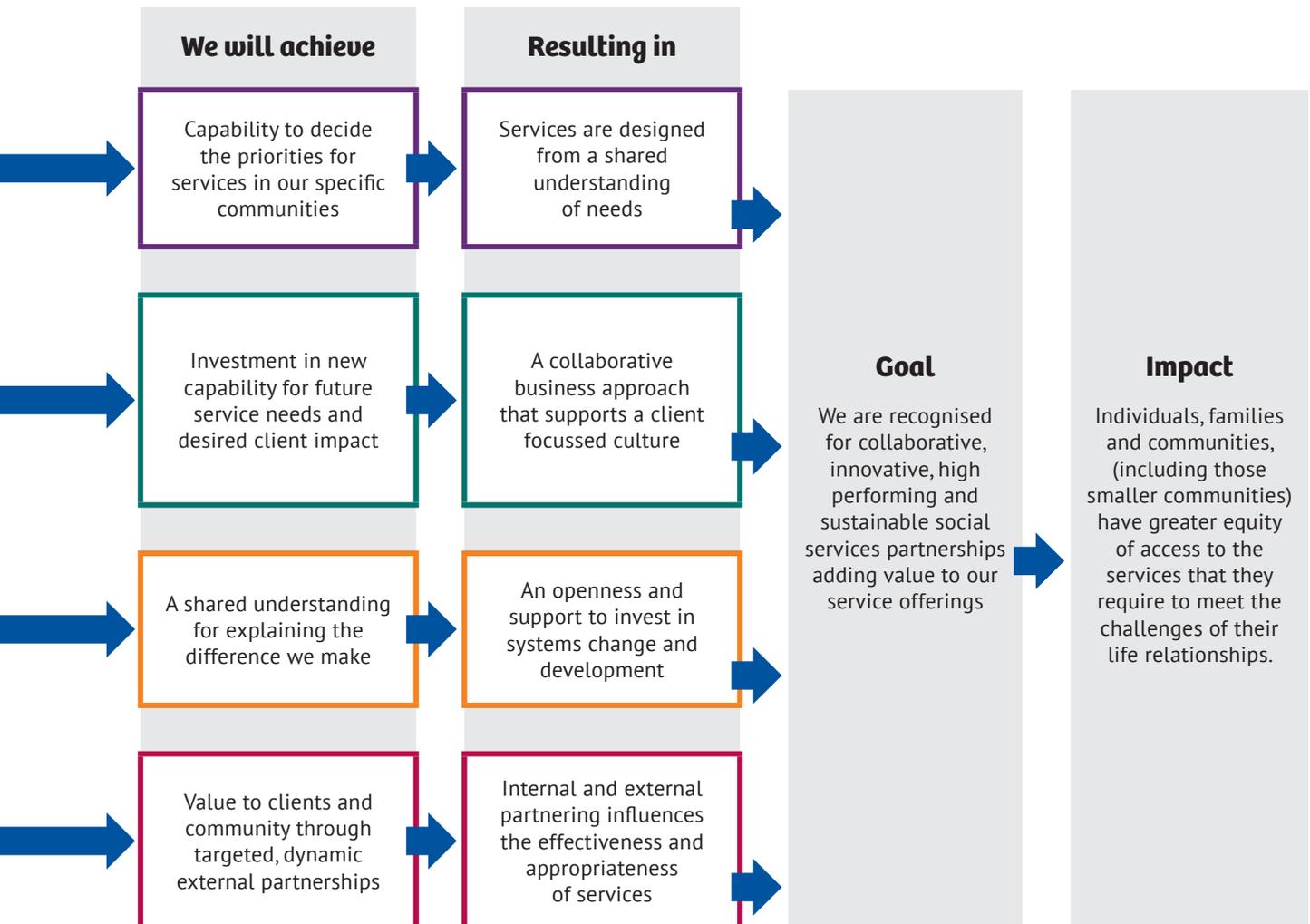
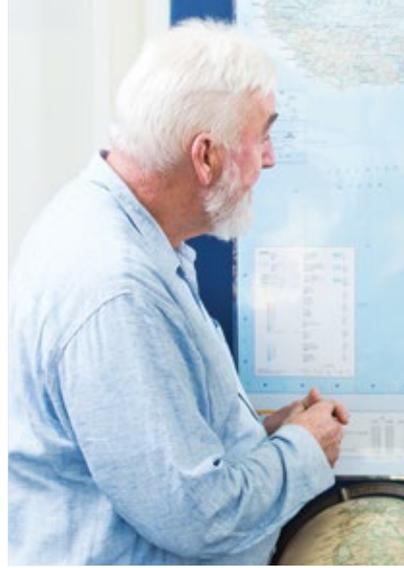
Over the next three years, we will build on the success and growth accomplished in our operational maturity with the following four strategic commitments. This approach affords a framework for evaluating the impact and success of our efforts over time in a demanding and ever-changing environment. Each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

 <p>Work Together</p> <p>Working together to seek feedback, consult and collaborate with stakeholders.</p>	 <p>Transform</p> <p>Transform models of service delivery to be fit for purpose and financially viable, especially in smaller towns.</p>	 <p>Outcomes Focussed</p> <p>Service delivery being outcome focussed with impact identified and communicated.</p>	 <p>Excellence</p> <p>Being explicit in our planning and deliberate in our pursuit of excellence.</p>
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Strategic Intent 2020-2023





The Next Three Years

We have used a Theory of Change framework to articulate our shared understanding of our strategic intent. In the next three years we will build on the success and growth accomplished in our operational maturity along with the four strategic commitments identified. This approach affords a framework for evaluating the impact and success of our efforts over time in a demanding and ever changing environment.



Strategic commitment 1:

Work together





STRATEGIC COMMITMENT EXPLAINED

We commit to working together to seek feedback, consult and collaborate with relevant stakeholders.

We will engage the voices of the people in community and seek to gain understanding of and insight into needs. We will become informed and will use this deep understanding to reliably support

our capability and determine priority for CatholicCare service delivery in our region.

Service design will be person-centred and within the framework of improving the equity and accessibility of services

for families, enabling them to meet the challenges of life relationships.

The following projects and measures of success will provide annual progress toward the strategic commitment of working together.

ANALYTICAL REPORTS AND REVIEWS

- Conduct thorough, and meaningful consultation with key stakeholders, conduct a thorough Needs Analysis to identify specific need and service gaps in the communities we serve.
- Develop and refine capability, detailing how CatholicCare services can best address the needs identified within the existing scope of services. Investigate viability of increases to scope.

RESEARCH AND OPERATIONAL PLANS

- Undertake Demand Trend Research to determine current demand, and how this might be changing. Link this to projected service delivery plans to ensure the right support can be made available in the right place at the right time.

STAKEHOLDER RELATIONSHIPS

- Ensuring that the Catholic Parish is strongly engaged in any consultative activities.
- Ensuring diverse and inclusive consultation so that small town communities have input into plans.



Strategic commitment 2:

Transform our Business





STRATEGIC COMMITMENT EXPLAINED

We commit to transforming our models of service delivery, ensuring a person-centred, fit for purpose approach that is financially viable, especially in smaller towns.

We will proactively forecast community needs, review strategic risks and set business imperatives. We will actively seek investment to improve capability for future service needs and develop person-centred

programs designed to deliver the desired impact.

CatholicCare will be renowned for its collaborative business approach and client focussed culture.

The following projects and measures of success will provide annual progress toward the strategic commitment of working together.

ANALYTICAL REPORTS AND REVIEWS

- Conduct a comprehensive SWOT Analysis to identify strategic opportunities.
- Conduct a Strategic Risk Review as a strategic governance tool.

FRAMEWORKS FOR BUSINESS EVALUATION

- Develop a Sustainability Evaluation Framework to analyse and ensure ongoing sustainability of service delivery.

MODELS FOR BUSINESS OPERATION

- Adopt a Business Development Approach
- Ensure all programs embrace a Client Focused Service Model

RESEARCH AND OPERATIONAL PLANS

- Develop a Future Service Needs Resourcing Plan with identifiable action items.
- Implement and document Leadership Succession Planning program, including identification of appropriate professional development.

STAKEHOLDER RELATIONSHIPS

- Approaching community network and potential partners and formalisation of relationships.



Strategic commitment 3:

Outcomes Focus





STRATEGIC COMMITMENT EXPLAINED

We commit to service delivery being outcomes focussed, and to objectively identify and communicate impact.

We will be open-minded in our approach and will experiment and trial new ways to measure outcomes and determine impact.

We will achieve a shared understanding with our stakeholders

through explaining the difference we make, resulting in openness and support for investing in systems change and development.

The following projects and measures of success will provide annual

progress toward the strategic commitment of working together.

ANALYTICAL REPORTS AND REVIEWS

- Develop meaningful Performance Reports for each of the programs.

BUSINESS ENVIRONMENT

- Ensure business environment supports client influence on culture.

CLIENT FOCUSED PROCESSES

- Ensure client influence on CatholicCare processes is clear and documented.

FRAMEWORKS FOR BUSINESS EVALUATION

- Utilise Impact Evaluation as a key metric.

MODELS FOR BUSINESS OPERATIONS

- Utilise service delivery costing model.

OUTCOME MEASUREMENT TRIALS

- Determine external measures as a metric for outcomes.

PROMOTIONAL MATERIALS

- Client outcomes from services are explained and shared.



Strategic commitment 4:

Excellence





STRATEGIC COMMITMENT EXPLAINED

We commit to being explicit in our planning and deliberate in our pursuit of excellence.

We will advance the CatholicCare community through advancing partnerships with community, church, business, government and industry.

The effectiveness and appropriateness of CatholicCare services will be enhanced through targeted, dynamic external partnerships and internal and external partnering influences.

The following projects and measures of success will provide annual progress toward the strategic commitment of working together.

<p>ANALYTICAL REPORTS AND REVIEWS</p> <ul style="list-style-type: none"> Review of all internal and external partnerships. <p>BUSINESS ENVIRONMENT</p> <ul style="list-style-type: none"> Locate business operations in small town communities. <p>CLIENT SERVICES</p> <ul style="list-style-type: none"> Ensure services are appropriate and accessible from a client perspective. Deliver an agreed range of client services. 	<p>FRAMEWORK FOR BUSINESS EVALUATION</p> <ul style="list-style-type: none"> Undertake a review utilising the Stakeholder Satisfaction Evaluation Framework. <p>MODEL FOR BUSINESS OPERATION</p> <ul style="list-style-type: none"> Implement a Regional Service Delivery model. <p>OUTCOME MEASUREMENT TRIALS</p> <ul style="list-style-type: none"> Measure outcomes for client services, sustainability and partnerships. 	<p>PROMOTIONAL MATERIALS</p> <ul style="list-style-type: none"> Ensure all formalised partnerships are publicly acknowledged. <p>STAKEHOLDER PARTNERSHIPS</p> <ul style="list-style-type: none"> Ensure partnerships create clear value to clients and community. Ensure partnerships are in place across community, church, business, government and industry. Ensure formal and active partnerships across the areas of operational, facilitative and strategic.
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