



CATHOLICCARE'S STRATEGIC PLAN

VENTURING INTO THE DEEP

2020 - 2023



**CATHOLICCARE WESTERN SYDNEY
& THE BLUE MOUNTAINS**

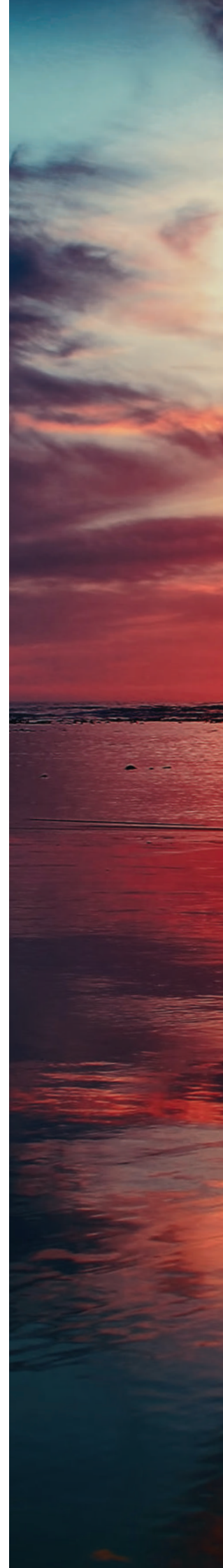




Pope Francis constantly calls us to move beyond the security of status quo and take the risk of going to the periphery.

It is that precarious liminal space where the true cost of our discipleship is counted, because we dare to walk with the Samaritans of our time, just like Jesus did before us. They could be asylum seekers, the homeless, the Indigenous, the victims of injustice, the Muslim refugees, the LGBTQI persons et cetera. The crisis of diminishment that we face allows us an opportunity to divest ourselves of all the unnecessary trappings, to focus on what is our core mission, to act more prophetically and to live more fully, more creatively, more boldly, more at the periphery.

MOST REVEREND VINCENT LONG VAN NGUYEN OFM CONV
BISHOP OF PARRAMATTA





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Having faith does not mean having no difficulties, but having the strength to face them, knowing we are not alone.


POPE FRANCIS



Not all of us can do great things, but we can do small things with great love.

MOTHER TERESA

**SINCE 1940,
CATHOLIC CARE
HAS BEEN
PROVIDING
PROFESSIONAL
CARE AND
SUPPORT
THROUGH
THE CHURCH...**

A woman with long hair, seen from the side, is pushing a stroller. Inside the stroller, an elderly person with white hair is visible. They are walking through a lush green field. In the background, there are dark silhouettes of trees and a sky with soft, colorful clouds from a setting or rising sun. The overall mood is peaceful and contemplative.

...to the most disadvantaged and vulnerable members of the Western Sydney and Blue Mountains community.

The brainchild of four women who dreamed that the poor and anyone in distress could receive professional care from the Church, CatholicCare now reaches thousands of people in our community each year.

At the heart of our organisation are our 200 staff and volunteers committed to providing care and support to our clients.

The ultimate aim is to help our clients find joy and purpose in life.

“

We are at a critical time requiring a critical response, to journey deeper into becoming the community Christ calls us to be. It can no longer be business as usual.

MOST REVEREND VINCENT LONG VAN NGUYEN OFM CONV
BISHOP OF PARRAMATTA



The title of our plan ‘venturing into the deep’ directly reflects Bishop Vincent’s episcopal motto, Luke’s Gospel (5:1-11), and our need to be bold and brave in a climate that demands nothing less.

Government and non-government funders are increasingly looking for greater efficiencies and innovation in the provision of services.

The global pandemic is forcing us to deliver services differently so that we can continue to provide care and support to those who rely on us.

And we know that many people who need our support continue to fall through the cracks.

It is our responsibility as ‘Good Samaritans’ who do not ignore or pass by those ‘injured’ on life’s journey, to care for and to walk beside them.

As followers of Christ, we endeavour to make real the words of Jesus: ‘I have come so that they may have life to the full.’ John 10:10.

Over the next three years, we will discern how we can take our organisation beyond its comfort zone ‘venturing into the deep’ to take some risks and do something different. We will be bold but we will listen with a humble heart.

Our approach will embrace the principles of Catholic Social Teaching. In so doing, we will systematically consider how best we can serve our community beyond business as usual.

We will practise an authentic renewal of our identity, of our ways of relating, and of our mission, while remaining a strong and viable organisation into the future.

MESSAGE FROM OUR LEADERS

Enabling full human flourishing, finding joy and purpose in life is an ‘anchor’ to all that we do. It gives us hope, reason and drives our desire for wellbeing.

We are inspired each and every day by the opportunity to support our clients to find joy and purpose in their lives, but we understand that this can take time. Many of our clients come to us with nowhere to sleep at night and no means of putting food on the table. It is these immediate human needs that we must address first.

In our service of those in need we aim to practise the words of Pope Francis who sees the church as a field hospital after battle, a place that heals their wounds first and then accompanies them on a journey towards a dignified life. *‘You have to start from the ground up’.*

In creating this plan, we have sought to ensure that CatholicCare is an organisation that can meet people where they are in life; supporting them from the ground up. We will do this by connecting people and their families with their communities and the resources they need. This strategic plan articulates how we plan to do this in an ever-changing environment.

It also outlines our desire to integrate into our local communities, so that people know we are here and can easily access our support. We also outline our plan to prioritise gaps in community service needs so that we are supporting people holistically and reaching more people in need. We also describe our wish to be a partner with our clients and journey beside them as they decide on their goals and work towards achieving them.


In developing this plan, we listened to those at the frontline of our services – those talking with our clients every day – and we considered how best we can serve our community while remaining a strong and viable organisation into the future.

We thank everyone who has contributed – Bishop Vincent, the Advisory Council, our staff, volunteers and our community – and look forward to partnering with you along the way.

As we begin this journey ‘venturing into the deep’ with much excitement, we remain focused on our why; our reason for coming to work each day — to be a part of a caring community, inclusive of the most vulnerable, so that we can all live with joy and purpose.

PAUL MCMAHON
CHAIR, ADVISORY COUNCIL

PETER LOUGHNANE
EXECUTIVE DIRECTOR



CATHOLICCARE'S MISSION, INSPIRATION AND VALUES ARE INFORMED BY CATHOLIC SOCIAL TEACHING.

The principles of Catholic Social Teaching frame our work in attending to the needs of all people, with a focus on the vulnerable and disadvantaged, regardless of faith, religion, gender, ethnicity, age or socio-economic background. The principles are human dignity, the common good, solidarity, subsidiarity and participation.



OUR MISSION

CatholicCare exists to show the compassionate face of Jesus to all.

Our mission is to be a strong and visible provider of care for all in Western Sydney and the Blue Mountains with a special concern for the poor and disadvantaged.

OUR INSPIRATION

**WE ARE A UNIFIER,
CONNECTING PEOPLE
AND FAMILIES WITH
THEIR COMMUNITY,
SO THEY MAY
LIVE WITH JOY
AND PURPOSE.**



HOW WILL WE DO THIS?

We will build on our strengths of community development and case management to ensure gaps in services and opportunity at individual, family and community levels are not missed.

This enables us to work with people to understand their purpose in life, support them, and create opportunities for services and community to come together.


WE WILL ACHIEVE THIS BY:

- Working with people to understand their needs and purpose in life towards a common good
- Providing coordinated support and opportunities for meaningful connection to the community through solidarity
- Valuing cultural diversity by recognising the human dignity of every individual
- Striving for a community where no one feels alone or isolated to unite people and communities in solidarity
- Supporting people at all stages of life to manage difficulties and rediscover their strengths through subsidiarity and participation.

“

We have an opportunity to meet families where they are, give them a voice and empower them to explore their faith through participation, dialogue and partnership.

BISHOP VINCENT

A full-page background image showing a hiker with a backpack standing on a dark mountain ridge in the foreground. The background consists of layers of hazy, orange-toned mountains under a bright, hazy sky at sunset or sunrise. The overall color palette is warm, with shades of orange, yellow, and brown.

**AS A CATHOLIC AGENCY
WE ESPECIALLY STRIVE
TO LIVE OUT THE VALUES
OF THE GOSPEL OF JESUS
OF NAZARETH.**

“

The fruit of love is service, which is compassion in action.

MOTHER THERESA



OUR VALUES

**OUR VALUES GUIDE
HOW WE WORK
AND ENGAGE WITH
THOSE WE SERVE IN
OUR COMMUNITY.**

WE EMBRACE EVERY JOURNEY

with **gratitude and love.**

For our clients, the community and each other...

This value is fundamental to our work and the way we work together and is lived each day through the following individual values.



WE ARE AVAILABLE

with an **open mind and heart**



WE BUILD TRUST

with **integrity and respect**



WE ADVOCATE

with **patience and passion**



WE PERSEVERE

with **resilience and belief**



**WE ARE INTEGRATED
INTO OUR LOCAL
COMMUNITIES.**



**WE PRIORITISE GAPS IN
COMMUNITY SERVICES
NEEDS.**



**WE JOURNEY BESIDE
PEOPLE TO ACHIEVE
THEIR GOALS.**

KEY OUTCOMES 2020-2023

IMPACT Purpose in life measures; >95% client retention; impact on community

GEOGRAPHIC SPREAD Services operating across the whole Diocese

PEOPLE Benchmarking to be conducted with comparable organisations for staff engagement and staff turnover

SAFETY AND SAFEGUARDING Full compliance with safeguarding standards

QUALITY Exceeding in accreditation — we encourage an environment of continuous improvement

FINANCIAL We are a sustainable organisation.

GOAL

**WE ARE INTEGRATED
INTO OUR LOCAL
COMMUNITIES.**



OUR PLAN

- Increase community-based activities that foster connection and purpose in life
- Cultivate and share stories online and in the media from our work and our people with the broader community
- Leverage networking and partnerships with other organisations and our Diocese to increase local knowledge and supports
- Expand service offerings in aged care and disability services
- We grow where there are services that align with our foundation of practice
- We will seek opportunities for acquisition and asset investment.

OUTCOMES

- Radically increased community development and case management capability
- Increased client numbers to show greater engagement with diversity and those who are marginalised
- Community-led projects that involve and inform our community
- Implementation of measurement tools to understand our impact on the community
- Development of sustainable community projects.

GOAL

**WE PRIORITISE GAPS
IN COMMUNITY
SERVICES NEEDS.**



OUR PLAN

- We grow in response to community need
- We invest in resources that address community need
- Increased engagement, consultation and collaboration with key communities including parishes, Aboriginal and Torres Strait Islander and refugee communities
- We will conduct systematic market opportunity assessments
- We will engage in research in emerging social justice and community issues to better focus our work
- We will seek opportunities for acquisition and asset investment.

OUTCOMES

- Increased geographic presence in identified areas of need
- Project plans and resources for our community centres
- Increased partnerships with other organisations
- Market analysis and business cases to guide growth opportunities
- Engagement in research activities that inform practice.

GOAL

**WE JOURNEY BESIDE
PEOPLE TO ACHIEVE
THEIR GOALS.**



OUR PLAN

- Provide opportunities, activities and experiences that sustain peoples' purpose in life
- Our practice framework is strategic; providing a clear rationale for how we deliver our services
- Program and service development incorporates both 'client design principles' and informed research
- Build our organisational and staff capability.

OUTCOMES

- Improved measurable client outcomes
- Development and implementation of a 'Foundation of Practice'
- Systems and processes are effective and scalable to match demand
- Training for staff on implementing latest research/ best-practice for working with specific communities (e.g. Aboriginal and Torres Strait Islander, CALD, children etc)
- Training and opportunities for our existing and emerging leaders.