



CatholicCare
VICTORIA
Strengthening families & communities

Strategic Plan 2022 - 2027



Guiding Vision

Walking in the footsteps of Jesus who came to bring life to the full for all humanity, ours is a vision of thriving, inclusive communities where people, as created in the image of God, experience their unique dignity in a compassionate and just society.

Guiding Mission

We seek to reflect God's love for each person by enabling transformational personal and social impact in partnership with individuals, families, and communities. We bring excellence in care, compassion and hope.

Our Values

- **Respectfulness:** We value people for who they are and recognise what they are doing. We interact with others honestly and in a positive, considerate, and caring manner.
- **Inclusivity:** We welcome everybody, working to enable everyone to feel like they belong and have a place - from a face to be seen and a voice to be heard.
- **Compassion:** We connect with each other's stories. We acknowledge the inherent strengths and diverse experiences of others. We act with kindness and care in all our relationships, helping each other to address our challenges in a safe and welcoming environment.
- **Integrity:** We value the work we do. We are fair, honest, and trustworthy. We act professionally, take accountability for our actions, and keep our promises.
- **Collaboration:** We walk alongside clients, communities, and each other. We contribute to the work and lives of others so that we can all achieve our best, together.

Acknowledgement of Country

In continued support of truth telling and reconciliation, CatholicCare Victoria pays respect to and acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, waterways and community. We pay our respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today. We acknowledge sovereignty of lands was never ceded and commit to the cultural safety of all Aboriginal and Torres Strait Islander peoples, which includes our staff and communities across Victoria.



John Sheldon, Chair



Agnes Sheehan, CEO

“I want to acknowledge our staff and volunteers. Every day, they show care and compassion in their work with clients - and it is their passion and commitment that will breathe life into this Strategic Plan.”
~ Agnes Sheehan

Chair and CEO message

CatholicCare Victoria was formed in January 2021, following the merger of Centacare Ballarat, CatholicCare Melbourne/Gippsland and CatholicCare Sandhurst.

As we build on our strengths and experience with a renewed vigour, we reinforce our shared commitment to the mission of Jesus Christ.

With a combined history of over 180 years of providing compassion and care for vulnerable and disadvantaged people of all denominations, we are proud to embark on this next stage of our journey to advance the ministry of Catholic social services in Victoria.

Our Strategic Plan outlines our strategic destination and our social change approach – to focus our efforts on initiatives that will have the greatest impact to promote fullness of life for all, and to disrupt the cycle of disadvantage for those who are most vulnerable and/or marginalised across the state of Victoria.

We also shine a light on our priority investment areas, understanding that to boost our capability to successfully deliver our social change agenda, we will need to transform our systems and processes.

We have a lot of work to do, but we are excited to build on the success of our previous organisations: to enhance and strengthen our services, to amplify

our scale and reach, and to advocate for fairness and justice, so that we can provide the best possible support and empowerment to our clients.

We also acknowledge those pioneering before us. Bishop Jeremiah Coffey, Fr Gerard Dowling, Fr Gerry Gallagher, Bishop Joe Grech, Sr Rita Hayes RSM, Fr Michael Linehan, Norma Parker, Connie Moffit, Fr Kevin Mogg, and Arda Tymensen to name just a few. Their courage, creativity and action for social justice have laid a solid foundation from which we continue our journey.

We thank our people - our staff and volunteers who come from diverse backgrounds - and we value their dedication, experience and commitment to serving others. We also thank everyone who has played a part in bringing CatholicCare Victoria to where we are today: our funders, partners, donors, and other supporters.

As part of the next stage in our journey, we will be ensuring all programs are measured appropriately from a client perspective as well as effectiveness of our systems and processes. We understand and take very seriously accountability for our efforts and delivery of high-quality outcomes.

We look forward to your continued support as we work together to promote ‘life to the full’ for each person – and build thriving, connected communities across Victoria.

Building Thriving Communities

Our strategic destination

Our vision of thriving communities is one where people live with dignity, choice and empowerment. Where individuals are connected and wellbeing is nurtured. Where everyone can live life to the full.

However, thousands of Victorian families, young people, children and individuals are doing it tough, with many experiencing poverty and disadvantage.

Homelessness, family breakdown, mental illness, and financial disadvantage are just some of the barriers preventing Victorians from achieving their potential - and these issues have only been exacerbated as a result of the COVID-19 pandemic.

In order to build thriving communities and enable our vision of 'life to the full' for all who we support, we will partner with others, including governments and the community, education, and corporate sectors. We will also journey with individuals, families, and communities – giving them a voice to determine what is best for them.

For the next five years, CatholicCare Victoria will play its part in building thriving communities by working to disrupt disadvantage for the most vulnerable Victorians.

We will use evidence and strengths-based approaches to empower families, children and individuals in need. And we will form strategic partnerships to expand our reach and fill the gaps of unmet need, tailoring our support services in regional, rural and metropolitan growth corridors to build thriving, connected communities.



Image and quotes above are from workshops with families in Melton.

Disrupting disadvantage

Our social change approach

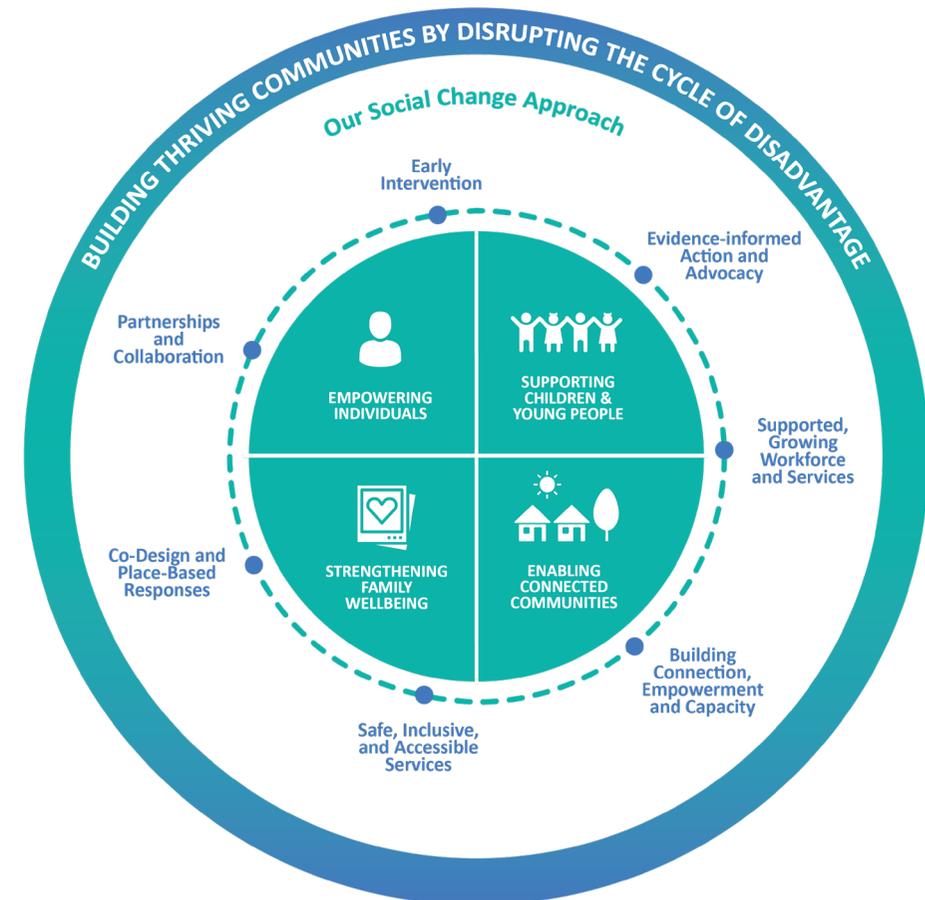
At CatholicCare Victoria, we understand that disadvantage is multifaceted, and everyone experiences it differently.

With clients at the centre of all that we do, our social change approach will guide how we work in our day-to-day activities at CatholicCare Victoria to both prevent disadvantage, and to stop it in its tracks where it's begun.

Both individual and environmental factors interact in complex ways to alter the likelihood and persistence of disadvantage in the lives of families and individuals, therefore it is not enough to deliver services alone.

To disrupt disadvantage, we must adapt the way we work with our clients, ourselves and others in our community.

Furthermore, we must balance our approach to ensure we address the immediate needs of our clients, while also working to achieve long-term client outcomes. We will target transformational change of the systems which hold disadvantage in place, and promote 'life to the full' for all.



How we will measure progress

We will develop and use a range of measures to evaluate the impact of our work in disrupting disadvantage. We will continually review and evaluate our work and embed learnings from our clients about their experiences; and we will ensure all CatholicCare Victoria client programs have impact/outcome measures which capture whether clients are achieving goals they have identified, leading to transformational change.

How we will work towards disrupting disadvantage

Inspired by Catholic Social Teaching, our social change approach includes seven key elements to help disrupt disadvantage for our clients across Victoria:

Safe, Inclusive, and Accessible Services	<ul style="list-style-type: none"> • Provide safe, inclusive and culturally relevant services • Recognise the inherent dignity of every individual • Provide informed professional support with empathy and compassion, walking with individuals towards their own personal transformation • Provide high quality, accessible, timely and tailored supports • Ensure the safety of every child and young person that we work with
Building Connections, Empowerment and Capacity	<ul style="list-style-type: none"> • Enable wrap around, holistic support • Acknowledge and utilise clients' strengths, hopes, and ability to make decisions which are best for them • Seek opportunities and create pathways for clients to build connection, capacity and participation • Support all types of families to experience strong, safe, reciprocal, and respectful relationships • Enable self-efficacy by empowering clients to become self-sufficient and confidently face challenges and the future
Early Intervention	<ul style="list-style-type: none"> • Support clients to access relevant early intervention before a situation deteriorates • Continue to expand our early intervention services such as group programs, parenting programs, and marriage education into new regions • Work with donors and government to secure funding for evidence-informed early interventions
Supported, Growing Workforce and Services	<ul style="list-style-type: none"> • Invest in our workforce of the future • Empower and continuously acknowledge our dedicated and engaged workforce including our volunteers • Innovate and grow our services to fill unmet needs
Evidence-informed Action and Advocacy	<ul style="list-style-type: none"> • Advocate for our clients and for systemic change • Leverage data and evaluation insights • Use evidence-informed methods of support
Co-Design and Place-Based Responses	<ul style="list-style-type: none"> • Provide exceptional client experience and co-design services and solutions with clients • Explore place-based responses for collective and systemic action • Facilitate place-based, community led approaches to enable better integration and navigation of services for everyone in the community
Partnerships and Collaboration	<ul style="list-style-type: none"> • Establish strategic partnerships and strengthen existing ones • Collaborate with willing funders • Commit to understanding and working with our local communities to leverage existing capacity to improve client and community outcomes

Priority investment areas

Transforming, simplifying and connecting

With clients' needs driving all that we do, CatholicCare Victoria will work on and invest across six strategic priority investment areas.

Execution of our strategy will elevate new models of care, and provide an improved capacity to respond to the significant barriers impacting individuals, families, children and young people now and into the future. Our strategic priority investment areas will enable our people to adapt, connect, innovate and grow so that our state-wide organisation remains sustainable, and continues to strengthen client impact and deliver tomorrow's social services within a modern digital environment.

These areas are all key enablers of our strategic destination, understanding that to boost our capability to successfully deliver our social change agenda, we will need to transform and simplify our systems and processes. They will also help us work towards our vision of thriving, inclusive communities where people experience their unique dignity in a compassionate and just society.

Our six strategic priority investment areas include:

Strengthening our Client Impact	<ul style="list-style-type: none">• Work with clients and community to create pathways for real change• Reinforce our client service delivery strengths and grow services in fringe corridors, rural and regional areas
Empowering Our People	<ul style="list-style-type: none">• Develop a supportive and inclusive workplace - strengthening our culture where our people and volunteers are valued and can perform at their best
Leveraging our Data for Insights	<ul style="list-style-type: none">• Using simple analytics, find insights from our data to help us advocate for clients and to operate productively and effectively
Growing our Connections with Community and Partners	<ul style="list-style-type: none">• Strengthen and grow partnerships and connections to improve client outcomes and build better-connected communities
Digitally Transforming our Organisation	<ul style="list-style-type: none">• Apply appropriate digital solutions to improve our clients' experience and simplify and streamline our end-to-end support services to maximise client outcomes
Enabling our Housing Communities to Thrive	<ul style="list-style-type: none">• Deepen CatholicCare Victoria's commitment to our communities by participating in Social Housing solutions and services



Join us in our journey

When we leverage the endeavours of our partners and stakeholders, we can create transformative change in practices and disrupt the systems that hold disadvantage in place. Talk to us about partnering for a better future for individuals, children, families, and communities.

www.catholiccarevic.org.au