



# CatholicCare Sydney Strategic Plan

**2024 – 2026**

**CatholicCare**  
SYDNEY



## Our Purpose

As the social services agency of the Catholic Church in Sydney, we deliver high quality care and wellbeing outcomes for all members of the wider community who seek our services.

## Our Vision

A thriving inclusive society where everyone finds support, purpose and belonging.

## Our Mission

Following the example of Jesus, we promote human dignity, strengthen families, connect communities and welcome those on the margins of society.

---

## Our Values

Collaboration

Compassion

Courage

Empowerment

Inclusion





## Joint Message from Chairperson and CEO

**John Leotta**  
Chairperson

**Alastair McGibbon**  
Chief Executive Officer

“These goals are more than just words on paper; they are backed by concrete actions and measurable milestones.”

Upon the recommendation of four remarkable women – Norma Parker, Elvira Lyons, Constance Moffit and Eileen Davidson – Archbishop Norman Gilroy established CatholicCare in 1941. Their conviction stemmed from a shared belief: every child, family and individual facing disadvantage deserved dignity, opportunities and justice.

Since that visionary inception, we have evolved in line with emerging community needs while upholding our unwavering mission: to promote dignity, strengthen families and connect communities.

In crafting our strategy and forging our 2024 – 2026 Strategic Plan, we carefully assessed both our internal and external landscapes. Recent major reforms such as those driven by both the disability and aged care Royal Commissions, have fundamentally altered how we need to approach supporting these cohorts, and we expect considerable changes to continue to occur. Moreover, the evolving expectations of our clients and staff concerning technology, with a view to enabling more inclusive and accessible services, necessitates a substantial, and continuing investment in our IT systems.



The Strategic Plan provides a clear framework for delivery of our mission. It serves as a compass, aligning our efforts with the wellbeing of our clients, staff, volunteers, referrers, funders and partners, all working together towards shared objectives. This is particularly important during a period of increasing compliance and persisting workforce pressures.

This plan charts the course for the next three financial years, with a keen focus on prioritising resources for maximum impact. To ensure our goals and objectives come to fruition, the plan is reinforced by individual service business plans and a rigorous reporting and governance framework that continually evaluates our progress, performance and impact.

**Our plan is summarised around four vital goals of equal importance:**

1. Fortify our Foundations
2. Cultivate Connection & Curiosity of our People
3. Obsess Over Outcomes
4. Deepen our Impact with Families and Communities

These goals are more than just words on paper; they are backed by concrete actions and measurable milestones. This approach ensures accountability while allowing us the flexibility to adapt should this be necessary in-line with further changes to the operational landscape.

We extend our sincere gratitude to all who contribute to our mission – our dedicated Board members, generous funders, committed staff, passionate volunteers, loyal donors, and valued partners. With your ongoing support, our vision of a society in which everyone is valued and supported feels within reach.

# Our 2024 – 2026 Strategy



## Goal 1: Fortify our Foundations

Using robust agency data and a sustainable performance mindset, we can optimise efficiency and effectiveness, better integrate the use of technology for staff and clients and leverage our strengths.

Objective	We will know we have been successful when
1.1. All internal support and client services are supported by an <b>integrated corporate and clinical governance</b> framework centered around the client journey.	<p>Executive and non-executive organisational structures remain compliant with best practice and reform requirements.</p> <p>The board approves an:</p> <ul style="list-style-type: none"><li>integrated Clinical and Corporate Governance Framework aligned to AICD NFP principles; and</li><li>agency-wide Risk Appetite Statement.</li></ul>
1.2. Accurate and meaningful <b>information and insights</b> are available when and where they are needed.	<p>Use of data by Governance committees to support key decision-making increases.</p> <p>All staff have access to meaningful and timely data to support their roles.</p> <p>Advocacy for policy reform through data analysis and insights strengthens.</p>
1.3. <b>ICT systems and business processes and functions are optimised and aligned</b> to reduce duplication, increase efficiency and support delivery of core client services.	<p>A Technology Infrastructure Governance Framework is approved by the board.</p> <p>New systems are implemented on time and on budget.</p> <p>Administration requirements for client facing staff, such as data entry and compliance, are integrated into systems design and implementation.</p>
1.4. <b>Business practices, disciplines &amp; cultures are proactively managed</b> to foster business resilience and remain relevant in a reform environment.	<p>Meeting rhythms are adhered to and project progress reports are disseminated transparently.</p> <p>Environmental, Social &amp; Governance and Reconciliation Action Plan goals are delivered on time.</p> <p>Business Continuity Plans are regularly tested and improved.</p>
1.5. <b>All assets</b> return their maximum potential, and all services are <b>financially viable</b> .	<p>A suitable revenue generating vs non-revenue generating staffing model is implemented.</p> <p>Positive operating margins for each division are sustained.</p>





## Goal 2: Cultivate Connection & Curiosity with our People

Relationships and people are core to what we do, who we are, and the impact we have. Taking a strengths-based approach to supporting wellbeing, learning and development will give our staff and volunteers the best opportunity to do their best work.

Objective	We will know we have been successful when
2.1. Bring the mission and work of the Catholic Church in Sydney to life by embracing the example set by Jesus Christ in all our services and embedding our refreshed purpose, values and strategy in the culture of the organisation.	All of our People have received a strong level of formation and understanding of Catholic Social Teachings. Employee connection and engagement increases. A refreshed Diversity, Equity, Inclusion and Belonging Framework is implemented.
2.2. Proactively ensure all staff, students and volunteers are safe, valued and supported.	Reportable incidents for staff, students and volunteers decreases. Staff and volunteer wellbeing and retention increase. The number of new graduate placements into vacant roles increases.
2.3. Invest in the professional futures of our people and the organisation.	Replacement timeframes for vacant and emerging roles reduces. Staff satisfaction with Learning & Development opportunities increases. Number of internal promotions & secondments increases.



## Goal 3: Obsess Over Outcomes

Improving individual and family wellbeing through challenging circumstances is core to our mission. Success hinges on removal of any barriers to accessing services and maintaining high quality, effective, and adaptable services driven by emerging evidence and consumer voice.

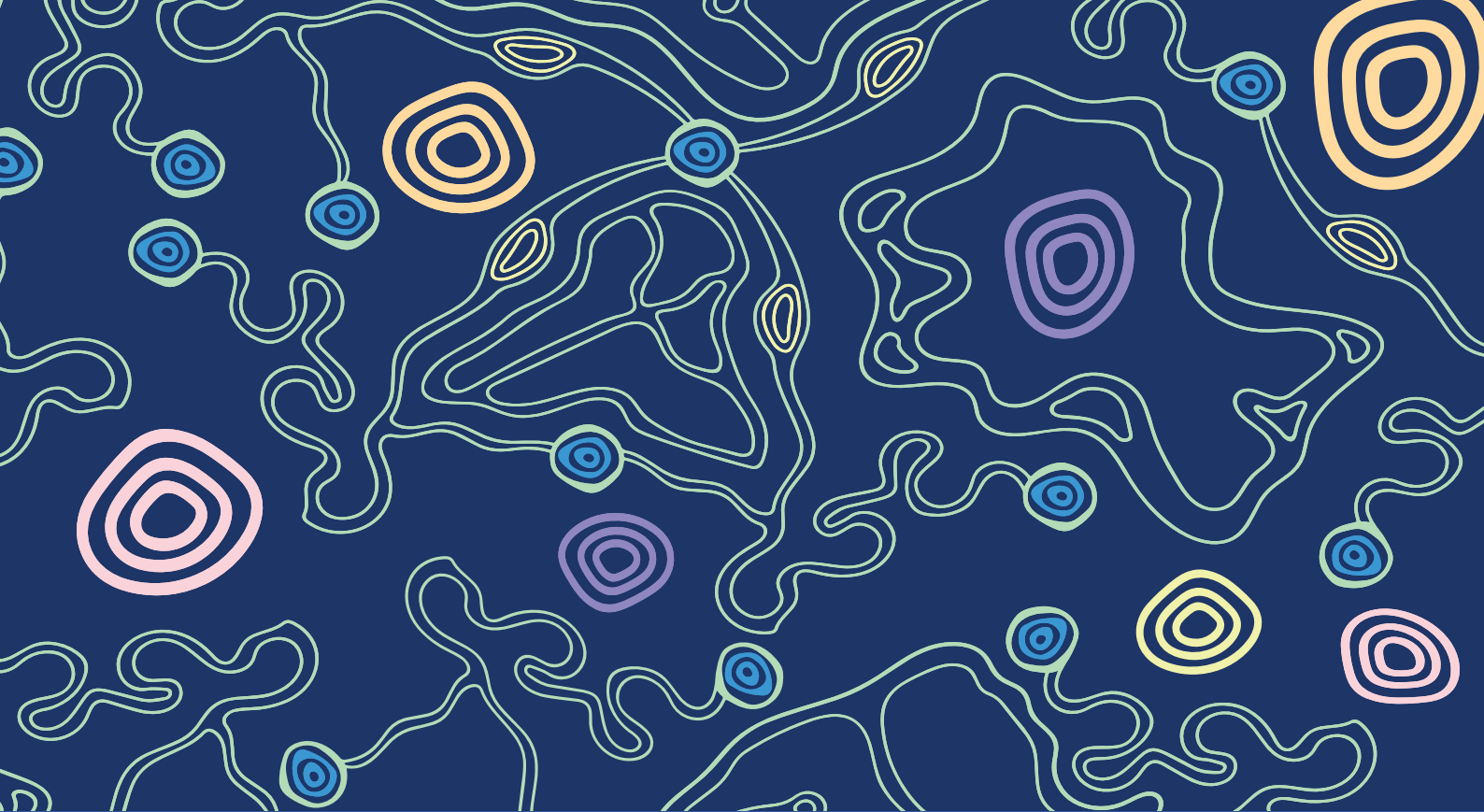
Objective	We will know we have been successful when
3.1. Enhance service quality, effectiveness, access & inclusion and safety for clients and consumers, ensuring the voice of service beneficiaries are integrated into service design and improvement.	All services utilise routine outcome measurement to improve outcomes for clients. Client satisfaction with the safety and quality of services increases. Number, severity and time to resolve client incidents decreases. Consumer advisory input and continuous improvements in service design and delivery are embedded across all service areas.
3.2. Improve integration of services for clients.	Number of clients using multiple services increases. Inter-collaboration & referrals between services increases. Client satisfaction with services increases.



## Goal 4: Deepen our Impact with Families and Communities

We must continually evolve to meet new and changing needs, funding and operating environments. This includes refining and deepening existing service provision, as well as developing new innovative services to meet emerging needs aligned with our mission.

Objective	We will know we have been successful when
4.1. Adapt and refine existing core services to meet <b>changing needs and operating environments in Central, Eastern &amp; South Western Sydney.</b>	<p>NDIS Accreditation is retained.</p> <p>Support at Home program readiness activities are completed on time.</p> <p>Block funded programs are renewed and grown.</p> <p>Additional stepped-care services are developed, including in partnership with other providers.</p>
4.2. <b>Ensure capability and capacity for growth and innovation</b> to meet emerging needs and funding flows.	<p>An Innovation &amp; Investment Committee is established to consider staff-led innovation proposals.</p> <p>Long term contracts are in place for majority of block funded programs.</p> <p>A suite of services that can be offered in fee-for-service markets is scoped.</p>
4.3. Strengthen our <b>strategic partnerships.</b>	<p>Revenue from existing funding sources increases.</p> <p>Number of speaking opportunities at events &amp; conferences increases.</p> <p>An Advocacy Strategy is implemented.</p>
4.4. Extend our experience in person- and child-centered approaches and family systems practice to <b>better support children, families &amp; communities.</b>	<p>Children's needs and goals are central in care planning.</p> <p>Safe and Together Agency Certification has been received.</p> <p>Quality of Domestic &amp; Family Violence risk management plans and case note documentation increases.</p>



## Acknowledgement of Country

In the spirit of reconciliation, CatholicCare Sydney acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

CatholicCare Sydney operates on the lands of the Darug Country and the Eora Nation, and on lands that were also accessed by Tharawal and Gundungurra people.

### CatholicCare Sydney

2C West Street  
Lewisham NSW 2049

ABN: 38 841 427 747

📞 13 18 19

✉ [connect@catholiccare.org](mailto:connect@catholiccare.org)

🌐 [catholiccare.org](http://catholiccare.org)

**CatholicCare**  
SYDNEY