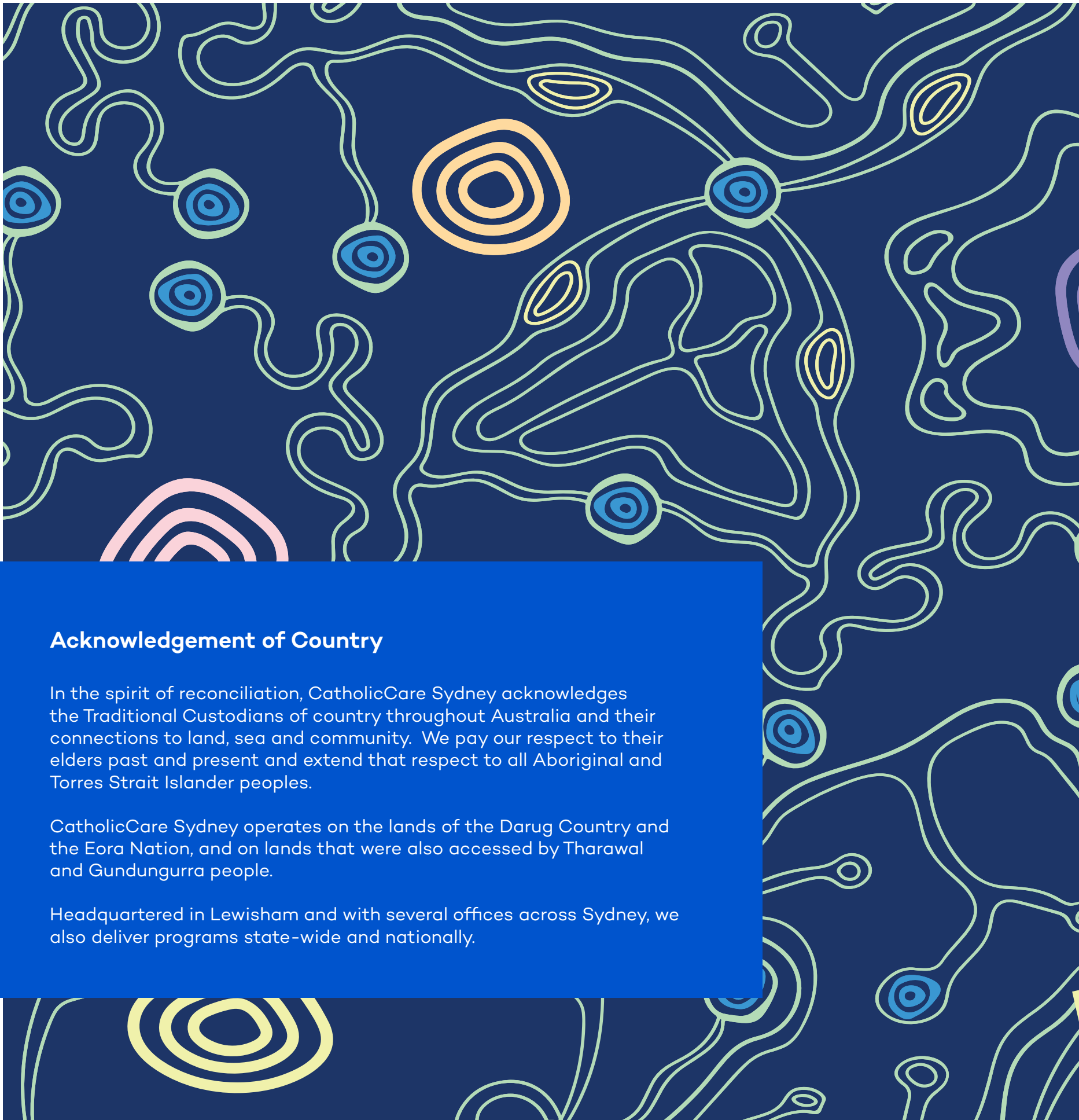


CatholicCare Sydney 2030 Strategic Plan



Cura et Potentia Communitatis
(Care of the Community)

CatholicCare
SYDNEY



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.

Headquartered in Lewisham and with several offices across Sydney, we also deliver programs state-wide and nationally.

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



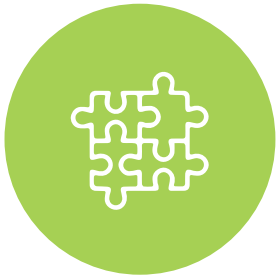
Collaboration



Compassion



Courage



Empowerment



Inclusion



Persisting Need

Our two geographic priorities are South Western Sydney (SWS) and Central and Eastern Sydney. SWS is experiencing rapid population growth, particularly for Cultural and Linguistically Diverse populations, at the same time services are fragmented and underfunded. We are seeing rising and increasingly complex social needs in our communities. Comorbid mental health, family and economic challenges demand genuinely holistic, wrap-around support rather than siloed interventions. Meeting this need requires strong place-based models that integrate services around local context, ensuring people receive coordinated care in ways that reflect their interconnected challenges.

The Role We Play

Through care excellence, we provide evidence-informed, timely, and culturally attuned support that builds confidence, capability, and wellbeing. Through community stewardship excellence, we use funding, partnerships, and data responsibly to strengthen equity and opportunity. Through corporate support excellence, we equip our teams with robust systems, governance, and workforce capability to deliver impact every day. Together, these commitments empower individuals and communities to thrive, fostering healthier, fairer, and more resilient futures across our community.

Our Strategic Choices

We will:

- Concentrate investment and growth in service areas where we can deliver the greatest impact.
- Focus on children, families, older people and people with disability.
- Grow through schools, parishes and place-based partnerships.
- Prioritise prevention and early intervention.
- Use evidence and outcomes to guide investment.

Joint Message from Chairperson and CEO



Father Gerry Gleeson
Chairperson



Richard Timbs
Chief Executive Officer

“CatholicCare Sydney exists to bring the Gospel’s call to dignity, compassion and justice to life through practical support, accompaniment and advocacy, and walking alongside people, families and communities to help them thrive.”

Since 1941, CatholicCare Sydney has walked alongside individuals, families and communities, responding to need and creating opportunities for people to thrive. While our Mission, Purpose and Vision remain unchanged, the needs of our communities continue to evolve. As a contemporary social services organisation, we must continually learn, adapt and innovate. We must challenge ourselves to deliver care and support at the right time, in the right way.

Our 2026–2030 Strategic Plan builds on the strong foundations established through our previous strategy. It reflects both the changing needs and aspirations of our clients and communities, and our commitment to delivering services that create meaningful and lasting impact. What we do is not fundamentally changing. Rather, this plan focuses on how we strengthen the way we work. We aim to deepen our community connections, enhance integration across services and embrace evidence-informed practice. Our key to achieving these aims is investing in the people who bring our mission to life every day.

The Strategic Plan sets out the priorities that will guide our organisation over the next four years and the outcomes we aspire to achieve together. It provides a clear framework for decision-making, investment and continuous improvement as we strive to maximise our impact. Finally, the plan serves as a reference point against which we will hold ourselves accountable.

Our strategy is built around three interconnected pillars:

- 1.** Strengthening Families and Communities
- 2.** Integrated Care Excellence
- 3.** A Mission-Led Workforce for a Changing Sydney

These pillars are supported by several guiding principles that reflect how we will achieve our ambitions:

- Extending support earlier and more effectively
- Using evidence, data and lived experience to inform decisions
- Empowering our people to lead and innovate
- Building strong and enduring partnerships
- Remaining responsive and adaptable to emerging community needs



Looking Towards 2030

In developing this strategy we asked ourselves a simple but important question: What will be different for the people and communities we serve by 2030? Our answer is reflected in three aspirations that define the future we are working towards:

Community embedded support that strengthens lives:

We are deeply embedded in community life, with families consistently accessing early, integrated support through schools, parishes and local partnerships — strengthening connection, reducing crisis and improving long term wellbeing.

Consistently delivering care that works:

We operate as a fully integrated, evidence-informed organisation, delivering high quality care with clear, measurable outcomes for individuals, families and communities.

People, purpose & care are at the heart of what we do:

We are powered by a skilled, supported and mission driven workforce, equipped with contemporary capabilities and strong wellbeing that brings our Catholic mission to life across a changing Sydney.

The challenges facing our communities are not new, but they are significant. Rising cost-of-living pressures, increasing mental health and wellbeing needs, and growing demand for social services continue to affect individuals and families across Sydney. Yet these challenges also reinforce the critical nature of our mission and the essential role CatholicCare Sydney plays in supporting and empowering people.

As we look ahead, our commitment remains unchanged: to walk alongside those in need, strengthen families and communities, and make a meaningful difference in people's lives every day.

Our 2030 Strategy



1. Strengthening Families & Communities

Expert, compassionate and integrated care extending supports through schools, parishes and other targeted community partnerships.

Objective	We will know we have been successful when
1.1 Service Design: Continually transform services to respond to and anticipate evolving community needs.	• People we support report increased confidence in managing challenges independently or with reduced support and improved wellbeing. • Year on year, an increasing proportion of people we support have documented, person-defined goals that are regularly reviewed and updated to remain relevant to their evolving circumstances and aspirations. • Integrated service models for children and older Australians are designed and piloted.
1.2 Partner with Parishes: Provide tailored outreach and support programs for older, isolated Australians and people with disability in collaboration with parishes.	• Growth in active collaborations and joint initiatives with parishes. • Parish Priest support service navigation hotline established. • Accessibility to direct care services for vulnerable, elderly, and disabled Australians via parish networks increases.
1.3 Prioritise Schools: Extending and integrating whole of school wellbeing supports.	• Early intervention mental health programs for children and young people are implemented and integrated across schools, with coverage, uptake, and early outcomes monitored. • Expansion and extension of programs offered directly to students families and educators. • Long-term, system-wide school partnerships established.
1.4 A Strong Voice: Build trusted partnerships with governments/policymakers to amplify impact and advocacy.	• Partnerships operate under strengthened relational contracting principles, with partners reporting high trust, clarity of roles, and consistent follow-through on commitments. • Conference abstracts accepted or invitations as a subject-matter expert at multiple peak member forums, demonstrating expertise in delivering holistic, integrated, place-based care. • Involvement in policy reform, joint commissioning or service system design in areas of unmet need.
1.5 Led by people we support: Strengthen sector leadership in family-centred and child-centred practice.	• Case notes, supervision and/or feedback demonstrate that the people we support are actively involved in planning, decision-making and service delivery. • Children's feedback meaningfully influences service delivery and improvement, with annual reporting evidencing how we have listened, responded and acted. • Staff demonstrate increasing capability, confidence and consistency in delivering child and family-centred practice.



2. Integrated Care Excellence

Empowering teams, uniting services, and driving evidence-based care that transforms outcomes for every individual and community we serve.

Objective	We will know we have been successful when
2.1 Deliver Meaningful Impact: Ensure every service makes a real, measurable difference for the people and communities we serve.	- The people we support report satisfaction with safety and service quality. - All elements of practice are regularly audited and improved. - Practice and support staff are trained in using our Outcomes Framework and relevant data for reporting and decision making.
2.2 Lead with Evidence: Use data, best practice and continuous improvement to drive better outcomes.	- Core services implement at least 1 documented improvement per year based on direct feedback from people we support. - People who receive two or more of our services have an integrated care plan. - Integrated, place-based hubs with shared partners, shared outcomes and shared learning established in 2 LGAs.
2.3 Connect and Govern: Strengthen governance, risk and data foundations that enable mission delivery.	- Board, executive and governance committees operate under a single, approved governance framework with aligned charters, delegations and policies. - Staff proficient using client data, predictive workflows and technology enabled insights to guide decisions. - Identified data sources undergo an annual data quality audit.
2.4 Empower and Enable Our Teams: Operational systems and infrastructure enable efficient, coordinated and scalable service delivery.	- Home Care, Allied Health and Disability Services migrated to the new CMIS by Oct 2026, with remaining services by Sept 2027. - Responsible AI and data governance practices are consistently applied across the agency. - Investment in and management of corporate services resources supports long term mission delivery.



3. Mission-led Workforce to Serve a Changing Sydney

A values aligned workforce equipped with contemporary skills and adaptability to thrive in 2030 and beyond.

Objective	We will know we have been successful when
3.1 Catholic Social Teaching: Embed our mission, purpose and values in everyday culture and practice.	• Mission and values are consistently reflected in day-to-day decision-making, organisational language, ways of working and interactions with the people we serve. • Mission, values and Catholic Social Teaching principles are embedded into leadership formation including via recruitment, induction, supervision, performance reviews, governance structures and training. • Staff demonstrate a strong understanding of, and commitment to, our mission, purpose and values.
3.2 Safe Environment: Sustain a safe, supportive and thriving environment for staff, volunteers and students.	• Employee engagement and wellbeing, measured via engagement and/or pulse surveys, improves year-on-year. • Retention remains stable or improves, evidenced by a year-on-year decrease in turnover percentage and/or increase in average tenure. • Staff are equipped with the knowledge, skills and support required to work safely and effectively.
3.3 Learning and Development: Invest in learning, leadership and career pathways to build long-term workforce capability and adaptability.	• Satisfaction with learning and development opportunities increases year-on-year, as measured via engagement or pulse surveys. • Staff are proficient using client data, predictive workflows and technology enabled insights to guide decisions. • Enterprise-wide capability enables the organisation to effectively transition/reconfigure service models and adopt new technologies at pace.
3.4 Employee Wellbeing: Strengthen and showcase our sector-leading approaches to employee and community wellbeing.	• Continuous uptake of wellbeing initiatives across roles and service areas. • The Diversity, Equity, Inclusion and Belonging (DEIB) strategy is implemented and Laudato Si' priorities are delivered. • Innovate RAP delivered.

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