



## STRATEGIC PLAN 2024-2026





## VISION

Through our commitment to service excellence, we will strive to build resilient, sustainable, vibrant, innovative, and engaged communities in our diocese.

## STATEMENT OF PURPOSE

We promote and contribute to the wellbeing of people in our diocese through the development and delivery of professional, place-based social services that embed the principles and values of Catholic Social Teaching.

## VALUES

By infusing our work with these values, we endeavour to implement our vision and our purpose.

- Our conviction is that every person is created in the image and likeness of God.
- Each person has an inalienable dignity which must be respected and strengthened.
- Every person has rights that must be protected.
- We must contribute to the welfare of all, and our obligation in action is towards the common good.
- Those experiencing poverty and vulnerability attract our special concern, care and advocacy.

## OUR GUIDING PRINCIPLES

- We believe in equity and respect for all.
- We use evidence-based practices.
- We listen to the voices of lived experience.
- We are connected to our communities and our stakeholders.
- We provide leadership in our sector.
- We take responsibility for our actions

## THEMES 2024-2026



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Sustaining and nourishing our staff and our organisation



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Supporting children and young people



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Supporting the relationships of people and families across the lifespan



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Contributing to the vibrancy, wellbeing and development of our communities

## STRATEGIC DIRECTIONS 2024-2026

Centacare Catholic Country SA is committed to continuous improvement in the ways we make a difference in peoples' lives in our diocese. We will direct our resources across the following five Strategic Directions over the next three years. These Strategic Directions will drive improvements and sustainability in our services and activities; strengthen our organisational capacity and capability; and support us in developing thriving relationships with partners, stakeholders, and funders. Catholic Social Teaching underpins our work and our Values and Guiding Principles, and is the firm foundation upon which we will build our strategic achievement.



## STRATEGIC DIRECTION 1

**Our workplace nurtures and nourishes our staff through policies and practices to promote, support and enhance safety and wellbeing; professional development; and stable employment**

### **Objective: Centacare Catholic Country SA is recognised as an employer of choice**

Actions:

- Implement an anonymous suggestion or feedback system to gather input from employees
- Review supervision policies and practices to develop and implement improved Supervision Framework including peer supports and mentoring
- Develop clear and transparent career progression pathways supported by criteria and processes
- Develop a supervision and mentoring program for University students
- Explore models which includes more intense supervision and mentoring of University students

### **Objective: Centacare Catholic Country SA is a family-friendly workplace**

Actions:

- Explore offering a 'Parent Shift' 9.30-2.30 flexible arrangement to support professionals with young children re-engaging with the workplace
- Enhance organisational understanding of the different needs and obligations around family-friendly from different cultural perspectives
- Consider and explore hybrid work models and 35-hour week
- Explore differences between TOIL and Flex Time and if there are benefits in flexibility

### **Objective: Our workforce is enhanced through assertive recruitment and retention strategies**

Actions:

- Develop recruitment videos
- Develop and use infographics
- Develop candidate packs for all roles
- Create specific and targeted recruitment strategies, e.g. for Aboriginal and Torres Strait Islander peoples/Disability/LGBTIQ+ and other diverse cohorts
- Target specific audiences at schools, universities, student placements with marketing material
- Include specific wording in job advertisements to encourage diversity in applications
- Develop a program that supports a stronger workforce of social workers/allied health professionals in the region with close working relationships with Universities to encourage students to have a regional experience
- Hold targeted recruitment drives
- Refresh the induction process
- Enhance student placement experiences
- Explore further staff retention incentives
- Review and develop strategic awards/scholarships support
- Review staff support policies to ensure clear and concise language is used to avoid ambiguity
- Explore recruitment of other disciplines e.g. Occupational Therapy and the possible inclusion of other disciplines to enhance our workforce

### **Objective: Staff wellbeing is prioritised**

Actions:

- Explore further options for EAP
- Explore more group conversations/training/newsletters opportunities with current provider
- Review critical incident response mechanisms to support staff
- Explore and implement wellbeing strategies as per Fair Work Ombudsman suggestions
- Develop and implement a zero-tolerance policy across the organisation, setting out acceptable client behaviour



**Objective: Centacare Catholic Country SA distributed leadership model functions effectively**

Actions:

- Prioritise leadership training to support our current and emerging leaders
- Explore options for the introduction of a leadership mentoring program
- Source supervision training (line management) and delivery to line managers
- Source supervision training in the context of training for staff about preparation and having the conversations, etc

**Objective: Cross-program and site collaboration and knowledge sharing is encouraged and supported**

Actions:

- Implement structured peer collaborations
- Enhance cross site communication via effective technology
- Review work team meetings and content
- Train to maximise technology functions
- Ensure platforms for e-meetings meet the needs of work groups
- Ensure equipment for e-meetings is functioning and maintained

**Objective: Performance Review and Development Plan (PRDP) supports both staff and organisational goals**

Actions:

- Prioritise professional development within PRDP process
- Support staff to attend conferences and training
- Enhance study leave framework
- Support staff to present at conferences as guest speakers through training in public speaking and delivery
- Support supervisors through training to provide skilled and compassionate early intervention within Performance Management

**Objective: Reconciliation underpins our actions**

Actions:

- Develop Stretch Reconciliation Action Plan
- Prioritise our Cultural Competence training
- Support our RAWG Membership and activities through workload management

**Objective: Cultural safety and cultural competence underpins our service delivery**

Actions:

- Train all Board Members and Staff in ‘Two Paths, One Journey’
- Strengthen and fully articulate cultural practice frameworks into programs, including reporting on these to funding bodies
- Embed cultural awareness practices into our business-as-usual models





## STRATEGIC DIRECTION 2

**We will sustain and develop our organisation through continuous quality improvement; implementing robust business systems, structures and practices; fostering partnerships and actively contributing to the social services sector as an engaged stakeholder**

**Objective: Our culture as a Catholic organisation is underpinned by Catholic Social Teaching (CST)**

Actions:

- Ensure leaders develop a full understanding of CST through formation and development
- Review and embed relevant diocesan priorities into Centacare Catholic Country SA
- Ensure our leadership model reflects the values embedded in CST
- Ensure our programs reflect and are enhanced by CST

**Objective: We maintain strategic oversight of national and state social services policy**

Actions:

- Identify, monitor and ensure presence on relevant bodies at local, state and national levels
- Actively participate in Policy discussions across various platforms and contribute position papers to inform policy
- Seek out and participate in relevant parliamentary committees and enquiries
- Advocate to influence policy decisions and support the social services sector
- Participate in relevant sector forums

**Objective: Evidence-based research underpins our theoretical and service-delivery models and practices**

Actions:

- Implement effective frameworks to incorporate evidence-based data and research in our practice to influence client outcomes
- Lead, participate and invest in relevant research to inform policy and evidence-based practice
- Encourage and enable staff to engage in research opportunities
- Source and deliver training to support data analysis for relevant staff to build organisational capacity in data use
- Share our research efforts

**Objective: Program training meets program and staff needs**

Actions:

- Develop a framework with complementary training for all programs
- Develop online work health and safety training
- Implement structured level 1 IT support from admin staff at each office
- Undertake training mapping requirements review across all programs

**Objective: Fee-for-service training is developed as a functioning business unit**

Actions:

- Review training capacity
- Review training business model
- Implement a framework where program staff could deliver training to sustain and enhance their skills without impacting on service delivery



**Objective: Our organisational practice includes specialised and quality restorative practice**

Actions:

- Build capacity and capability in this area – work toward being recognised as restorative experts
- Provide restorative training for all client-facing and service delivery staff, including building this into onboarding through ELMO

**Objective: We are a socially and environmentally responsible organisation**

Actions:

- Undertake carbon footprint analysis with the intent to find opportunities to reduce
- Enhance Corporate Social Responsibility Group input into tender and funding opportunities
- Continue implementing solar across our offices
- Review internal committees/groups to ensure they are relevant, well attended, management supported and outcome focused
- Explore options to move to electric vehicles, including overnight charging

**Objective: Media presence enhances our reputation and service access**

Actions:

- Develop and establish a dedicated communications position
- Review and enhance Communications and Marketing Plan
- Develop marketing strategy and process for the introduction of new programs
- Enhance social media platforms for increased place-based stakeholder engagement

**Objective: Our Board is supported in its governance role**

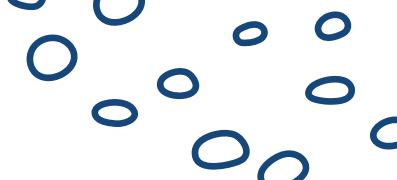
Actions:

- Develop and maintain annual board workplans
- Improve compliance mechanisms

**Objective: Our corporate services enhance our capability across all business units**

Actions:

- Create 5-year strategic finance plan
- Develop 5-year information and communications technology (ICT) plan incorporating risk management strategies
- Reach E8 compliance
- Conduct E8 reaudit
- Source backup ICT solutions
- Provide VPN access to mobile staff
- Develop workforce development and growth plan
- Develop an internal audit structured program
- Enhance policy review process for Board required policy approval
- Create Legislative Compliance Register
- Review salary packaging framework and provision
- Establish unambiguous process around FBT capturing and reporting
- Apply values-based budgeting
- Review procurement practices
- Support organisational capability through the creation of a compliance role

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- Develop and implement asset management and maintenance plan
  - Streamline SharePoint to create an effective online tool for staff
  - Continue to incorporate Catholic Professional Standards as part of our quality activities (Australian Catholic Safeguarding/National Catholic Safeguarding Standards)

**Objective: Volunteers support our service and community goals**

Actions:

- Identify opportunities for volunteers to enhance our services and support
- Develop policies to support volunteer recruitment and engagement
- Recruit volunteers

**Objective: Restorative practice underpins our service development and delivery**

Actions:

- Incorporate community voice in program development and delivery
- Inform program decision-making through client feedback
- Create universal intake processes to simplify service access for clients
- Create dedicated intake staff position/s to incorporate a multiregional/whole of organisation focus and flexible waitlist movements

**Objective: Our service delivery is enhanced by lived experience of those using our services**

Actions:

- Enhance the service delivery framework to incorporate lived experience across our services
- Build upon the success of Lived Experience Reference Groups and replicate in each place

**Objective: We use technology effectively and efficiently to support client service delivery**

Actions:

- Use tele- and videoconferencing appropriately for service delivery
- Develop and deliver promotional tools for client engagement

**Objective: Our service delivery is trauma-responsive across both programs and administration**

Actions:

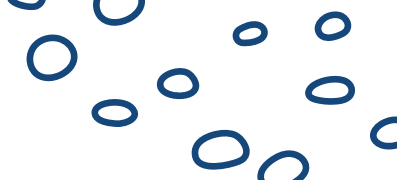
- Build organisational capacity and capability in this area to be recognised as trauma experts
- Train all staff in trauma-responsive practice
- Incorporate trauma-responsive practice training in ELMO onboarding processes
- ‘Vicarious trauma and its impacts’ is understood and informs our practice
- Prioritise ongoing training across all disciplines and programs, including administrative teams

**Objective: Our data across corporate and services is effectively managed and used**

Actions:

- Invest in efficient business systems and structures
- Streamline and simplify corporate processes where possible to create efficiencies
- Eliminate use of physical client files and transition to electronic client file management database
- Provide organisation-wide training in corporate systems and processes as appropriate to accommodate new systems
- Investigate the potential for AI in our organisation



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- Fully embed corporate and service data management systems
  - Introduce ongoing evaluation of systems and implementation
  - Train a champion in each region to support staff with implementation and ongoing support

## STRATEGIC DIRECTION 3

**We will develop and deliver programs and services that promote and enhance the wellbeing, safety and growth of children and young people in our diocese**

### **Objective: Children in care or at risk are supported as part of our core business**

Actions:

- Fully establish and develop residential care in Port Lincoln in accordance with our Model of Practice
- Develop new mentor programs for Children and Young People in Care
- Use currently trained staff to deliver the programs Circle of Security, Bringing Up Great Kids, Grow Peaceful Kids and other wellbeing programs, especially for early childhood development
- Develop specific training and resources to support separated families
- Explore and implement specific programs to support cultural safety in our work with Aboriginal children and children of diverse cultures

### **Objective: Our programs support the wellbeing of children and young people at school**

Actions:

- Expand school counselling services and service reach across the diocese
- Develop and grow financial literacy programs for delivery in schools
- Work closely with schools around suicide prevention and mental health to grow support services in this area
- Identify, monitor and ensure presence on relevant bodies at local, state and national levels
- Seek funding to support justice programs to support Aboriginal children and young people
- Develop culturally safe empowerment programs for Aboriginal young people
- Explore the concept of child advocates

### **Objective: Children are supported in their family and community relationships**

Actions:

- Develop capacity and capability for specialised therapeutic counselling for children especially in the DV and Homelessness Units
- Build capacity to commit to dedicated child-focused practitioners across the diocese
- Incorporate the voice of children and young people in our programs
- Conduct a thorough needs assessment to identify the specific challenges and requirements of children and young people in our diocese
- Explore funding opportunities to support needs assessment outcomes
- Review our office supports for family friendliness, e.g. supports for breastfeeding; toys and activities
- Develop family group conference programs and capability
- Further develop the package and delivery of sessions around child-focused practice to support parents and caregivers and incorporate quality and branding
- Train staff in each site to deliver child-focused training package
- Explore existing models within the sector and grow child-focused counselling services in Family Dispute Resolution, General Family Based Care and Family Support Services



## STRATEGIC DIRECTION 4

**We will support people and families in their diversity and across the lifespan through the development and delivery of programs and services focused on enhancing relationships**

**Objective: We support older people and families through the ageing process**

Actions:

- Explore aged care counselling services including elder abuse supports
- Develop and grow elder mediation services
- Understand and respond to the implications in our diocese of Voluntary Assisted Dying legislation
- Seek funding and develop aged care community support program

**Objective: Counselling enhances our service supports to families and their relationships**

Actions:

- Develop and grow best practice in relationship counselling delivery
- Support staff to meet credentialing requirements for mediation accreditation
- Increase opportunities to provide Pre-Marriage Counselling by engaging with marriage celebrants
- Grow therapeutic counselling for disability clients and other diverse cohorts
- Offer family-based counselling services through embedding a Single-Session Family Consultation model into individual counselling where appropriate
- Develop capacity in family group conferencing

**Objective: Our services and venues support diverse families and relationships**

Actions:

- Explore the possibility of facilitating a safe and inclusive space where individuals and families can connect with others who share similar experiences (multicultural families, LGBTIQA+, intergenerational communication, etc)
- Develop systems to promote and support services to Culturally and Linguistically Diverse (CALD) and New Emerging Communities (NEC) families/groups
- Seek funding to deliver domestic violence education programs for all ages and sexes
- Focus on funding opportunities to establish and implement more Early Intervention programs/services and strategies for family support services
- Continue program delivery growth by using Trauma Responsive approaches and Restorative Practice
- Pursue funding opportunities to be able to establish, promote and implement early intervention programs/services/strategies for family support services



## STRATEGIC DIRECTION 5

**We will contribute to the vibrancy, wellbeing and development of the communities in our diocese by delivering programs and services that are place-based, that support community education and training; and that are enhanced by community development principles and stakeholder engagement**

**Objective: Our place-based service delivery prioritises wrap-around client services in the uniqueness of each community**

Actions:

- Develop place-based organisational service plans across our communities
- Map services to identify gaps
- Attract more Low-Intensity Mental Health (LIMH) funding
- Contribute to joint efforts and partnerships for prison release services as guided by research and evidence
- Identify service creep and what we are doing that is out of scope and rectify through funding advocacy or appropriate referral
- Grow outreach programs into the Flinders Ranges, Mid North and Riverland areas
- Strengthen our connection within Parishes and support training needs where appropriate
- Engage and work with Parishes and Volunteers and with other diocesan agencies across the diocese to ‘wrap around’ hardship supports (e.g. Vinnies and other local initiatives)
- Actively pursue Primary Health Network (PHN) and other funding sources to support suicide prevention, intervention and postvention services
- Embed Community Development Officer positions across diocese, subject to funding
- Pursue accreditation or standing for diversity-inclusive endorsement programs
- Develop Community Visiting Protocols for each office
- Monitor and include Culturally and Linguistically Diverse (CALD) presence in our communities and ensure representation in our service delivery where appropriate
- Enhance connections with Multicultural Services SA
- Attract funding for more CALD services
- Prioritise local events of relevance annually and collect event evaluation data for reporting
- Support and use local translation services where possible

**Objective: We develop values-based partnerships with other agencies; funding bodies and stakeholders that enhance our country communities**

Actions:

- Build on existing partnerships and seek opportunities for new partnerships with Aboriginal Community Controlled Organisations (ACCOs) and Aboriginal Community Controlled Health Organisations (ACCHOs)
- Enhance our place-based engagement with ACCOs and ACCHOs through community development roles in each office
- Identify which ACCOs and ACCHOs would enhance our services
- Build on trust relationships with other agencies in and beyond our diocese to enhance community services and their delivery





**Objective: We support our communities through effective Employee Assistance Programs (EAP) and community education**

Actions:

- Provide training opportunities for Senior Practitioners and EAP service delivery eligible staff in leading evidenced-based trauma frameworks to better support to complex clients. Cognitive Behavioral Therapy (CBT) for trauma, Eye Movement Desensitization and Reprocessing (EMDR), etc
- Support the development of trainers in support of community needs around mental health awareness and responding
- Establish clarity and framework around EAP service delivery
- Invest in more training around crisis management, trauma, understanding acute mental health and when a client presenting with trauma symptoms can be supported by our service and when external referral or clinical support is required
- Grow Employee Assistance Program services and Fee-for-Service
- Develop workplace mediation services
- Develop and grow financial literacy programs for delivering in prisons