



# Strategic Plan 2010 -2013 Centacare Townsville



## Our Mission

Centacare extends the social services ministry of the Catholic Church in the Diocese of Townsville to improve the wellbeing of the many communities in which we work.

Informed by the Gospel values of dignity, respect and justice for all, Centacare assists, supports and strengthens individuals, families and communities

We embrace cultural diversity and are committed to providing services with compassion, respect and integrity.

## Our Vision for 2010 to 2013

Improved safety, resilience and well being for all through responsive services.

## Our Values

We maintain a respectful client focus through quality accountable service delivery that is flexible, responsive and inclusive; always learning from one another, our cultures and our communities.

Directed by principles of Catholic Social Teaching such as Human Dignity, The Common Good, Solidarity and Subsidiarity and by the standards of our professions, we are accordingly guided in our actions with those with whom we work by the following key values:

Compassion

Integrity

Responsiveness

Respect for all

Excellence

Stewardship

## The Strategic Planning process

The Strategic Planning process adopted by Centacare reflects the Results Based Accountability approach of maintaining a focus on the primary goal of all our services: making a difference for the wellbeing of people in our communities. The approach asks us to identify and develop partners and resources to address the key Performance Accountability Questions:

- how much did we do?
- how well did we do it?
- what did we achieve?
- did we make a difference?

## Priority Client Populations

Centacare works hard to improve the spiritual, material and personal circumstances of people within the communities associated with the Catholic Diocese of Townsville.

Decisions about working with specific client populations are made based on assessed needs and available resources. Because of this approach, we will continue to serve a number of major client populations for the foreseeable future.

Six priority client populations are:

By 'life stage':

- Children at risk and/or experiencing disadvantage
- Adolescents at risk and/or experiencing disadvantage
- Adults experiencing disadvantage or difficulties in living fulfilling lives

Other client groups:

- People with disabilities
- Indigenous people
- Remote families and communities.

## The needs of these client populations

Key needs of the client populations that Centacare assists are:

### ✦ Children at risk and/or experiencing disadvantage:

- To be part of a safe, stable and happy family environments free from harm and abuse
- To be respected, loved and accepted
- To experience positive and secure relationships and role models
- To receive education and life skills to help them fulfil their potential

***Our response:*** *To provide a range of services tailored to address these needs by working directly with children and their family members and/or support network. These services include: Therapeutic counselling; access to education; education and support; family support; parenting skills.*

✦ **Adolescents at risk and/or experiencing disadvantage:**

- To be part of a safe, stable and healthy environment free from harm and abuse
- To be respected, loved and accepted
- To be listened to and supported while they work through their current life issues
- Positive and secure relationships and role models

**Our response:** *To provide a range of services tailored to address these needs by working directly with young people, their family members and/or support network. These services include:*

*Therapeutic and relationship counselling and mentoring; life skills; access to education and training; education and support; family support; parenting skills for adolescents; job preparation.*

✦ **Adults experiencing disadvantage or difficulties in living fulfilling lives:**

- To experience fulfilling positive relationships and a happy life
- To have access to a sustainable income and stable accommodation.
- To overcome challenging life issues and poverty
- To achieve a sense of self worth and self control

**Our response:** *To provide a range of services tailored to address these needs by working directly with individual adults and their support network. These services include counselling, support, dispute resolution and education to foster healthy relationships and address homelessness, unemployment, problem gambling, family breakdowns, mental health, family violence and addiction.*

✦ **People with disabilities:**

- To uphold human rights and equity of access
- To enable community living and inclusion
- To provide personalised and flexible supports,
- To facilitate valued and meaningful roles
- To assist people to aspire for, and have, enjoyable, productive and fulfilling lives

**Our response:** *To actively listen to people with a disability and their advocates and provide a range of services tailored to address these needs by working directly with people with disabilities, their family members, carer and/or support network. These services include: advocacy, personal support, respite, residential care and family support.*

✦ **Indigenous persons, their culture, families and communities:**

- To be accepted and included by the wider community
- To have better access to culturally appropriate services.
- To live in safe, sustainable and resilient families and communities.
- To attain an increase in economic status with better access to employment

***Our response:*** *To actively listen to indigenous Australians and their communities and to work alongside indigenous people, facilitating the services requested by them in a way that is most appropriate for each community. These services include: advocacy, housing, family support, life skills, access to education and training and preparation for employment.*

✦ **Remote families and communities:**

- To have improved access to a range of basic services and opportunities
- To receive services, resources and programs that are delivered flexibly
- To have improved community capacity, building on strengths already present in remote communities

***Our response:*** *To respectfully listen to and work with remote communities and their representatives to facilitate the services needed in a way that is most appropriate to each community. These services include: locally based counselling, family support, life skills and advocacy.*

## **OUR STRATEGIC PRIORITIES FOR 2010 to 2013**

Given the above priority client needs and an assessment of our current capabilities, the following are our organisational strategic priorities for 2010 to 2013:

### **Implications for Client Services**

We will achieve:

1. More 'client awareness' training for staff (including being able to recognise clients experiencing stress, cultural issues, language needs, how to access interpreter and translation services and culturally appropriate communication).
2. More specialist training for client service staff so they can better assist and support clients (eg mental health, addiction and trauma issues).
3. Improved structures and processes for our staff teams so that clients can benefit more (including 'no wrong door', more client co-ordination and improving our system of supervision and peer support for frontline workers).
4. A cultural and physical resources review of our facilities to better enable clients to access appropriate information and/or services.
5. A review of the physical resource needs of staff - particularly those working in remote communities (especially in relation to travel, safety and communications).
6. Following research with clients, improved promotional material that is more relevant for these client populations.
7. A more integrated approach to planning and prioritising client services including greater collaboration with local communities and other service providers.
8. Significant improvements in the way we collect and review client outcomes data so we can both improve our services on an ongoing basis and have evidence for securing more funding to meet client needs.
9. Greater advocacy by the organisation on behalf of identified client groups.

## **Implications for corporate services (so client services can be better supported)**

We will achieve:

10. Better communication systems within Centacare so that all staff can be aware and up to date about developments occurring in this large, geographically diverse and multi service organisation.
11. More appropriate and current IT systems, software and hardware.
12. A modern, devolved financial system with appropriate delegations, petty cash and requisition systems for staff located throughout a regional and remote based organisation.
13. Improved induction for all staff (including information on understanding diverse communities and client populations).
14. Improved recruitment outcomes and staff retention (especially in relation to staff from indigenous and culturally diverse backgrounds).
15. Assessment and delivery of improved records management and data collection and reporting systems.
16. Better relationship management with key stakeholders and partners.

This Strategic Plan was developed in consultation with the clients, communities, staff, managers and Board of Centacare Townsville.

These strategic priorities will be implemented by managers and team leaders through the development of annual business plans based on this strategic plan. Managers and team leaders will be held accountable for the achievement of their business plans.

This Strategic Plan will be monitored by the Centacare Board and Director and regularly reviewed.