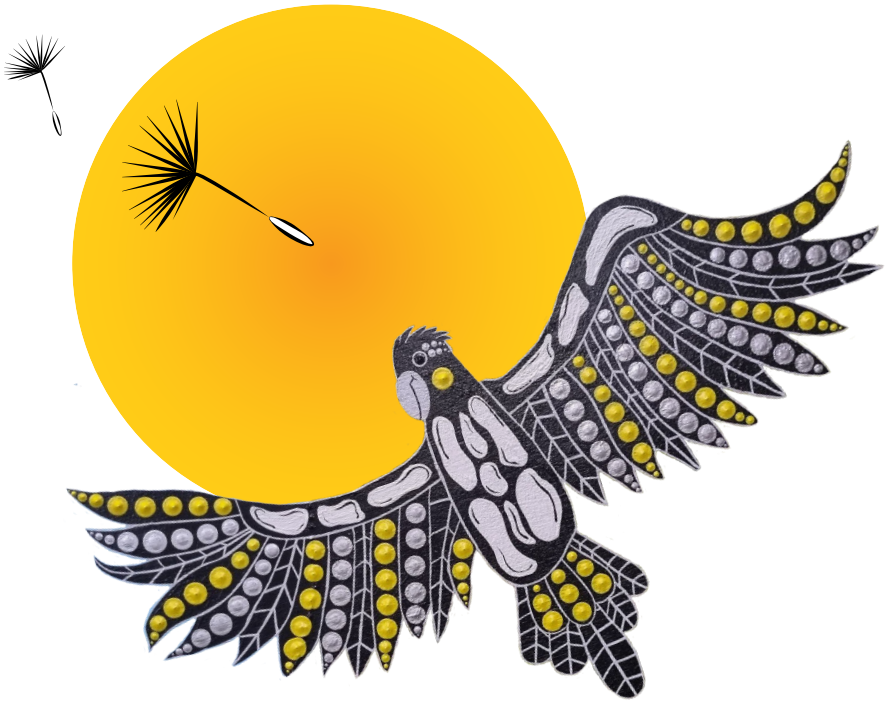


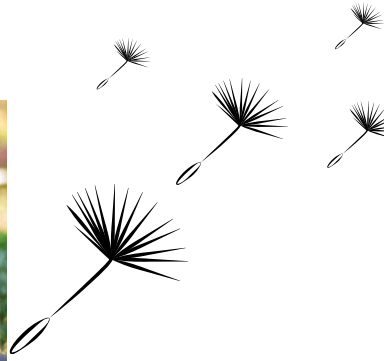
CatholicCare
Diocese of Broken Bay



THE GIFT OF HOPE
STRATEGIC DIRECTIONS 2022 - 2025

MOST REV ANTHONY RANDAZZO

Bishop of Broken Bay



Over the last few years as we have grappled with the trickle-down effect of the pandemic, war and natural disasters, we have also resolutely held on to hope. To some extent, we have all been affected and moved by what is happening in our world at present, and many of us have had a taste of vulnerability, be it in the challenges of lockdowns, sickness, incomprehensible conflict or natural disasters that separate families from their homes.

If we are to learn anything from the last few years, it is that we are all vulnerable. There is a great disparity in the human family, but justice and mercy place the poor at the heart

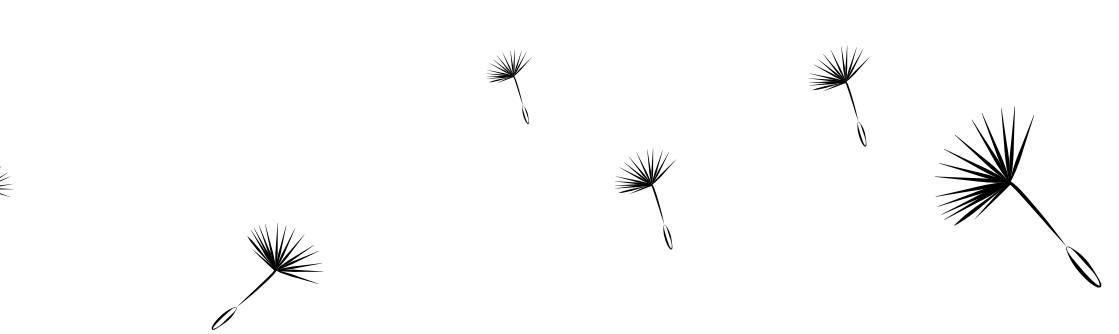
of the Church. Many of us, at some point in our lives, will access support from CatholicCare. Few of us will go through life without encountering situations that seem dark and hopeless, and we will rely on CatholicCare, the merciful arm of our Church, to restore in us a sense of hope and possibility. As we allow ourselves to be vulnerable, we open ourselves to the power of the Holy Spirit who desires to animate the virtue of humility in each of us.

Our staff at CatholicCare walk alongside people in their time of need, in a spirit of solidarity and subsidiarity. By journeying with people

in their vulnerability, we acknowledge their human dignity, their value, their purpose and restore in them a sense of agency over their future. Our God is a God of hope who makes all things new and desires to journey with us.

With every blessing in the Lord,

+ Anthony Randazzo



TIM CURRAN
Executive Director
CatholicCare Diocese
of Broken Bay

You may notice our latest Strategic Directions *The Gift of Hope 2022 - 2025* closely resembles to the document we presented for the period 2019 - 2022. This is so for two reasons.

First, our previous Strategic Directions were ambitious and wide ranging in scope. We identified four focus areas which were very broad, and articulated fifteen more detailed, but still relatively high level, strategic objectives for the period. The four focus areas covering the people we serve, the people who work for us, our agency and our community remain as relevant to us now as

ever. This also rings true for many of the strategic objectives.

The other reason that our new Strategic Directions document draws heavily on our last one is because the COVID pandemic consumed so much of our energy and attention over the past three years that we were unable to make as much progress against the objectives as we otherwise would have.

That we made any progress at all given the challenges presented by COVID is a remarkable testament to the immense dedication, capability and resilience of

our staff and volunteers. I have no doubt that we will quickly finalise the "unfinished business" from our last Strategic Directions and move on to the work set out for us in the new strategic objectives.

The 2022 - 2025 period is shaping up to be a time of significant transformation, maturation, growth and innovation at CatholicCare Diocese of Broken Bay.

CATHOLIC SOCIAL TEACHING

GUIDES OUR WORK AND PROVIDES THE FOUNDATION OF OUR VALUES



AN OPTION FOR THE POOR & VULNERABLE

CatholicCare gives priority to those in the greatest need, the most vulnerable, isolated and at risk.



RESPECT FOR HUMAN DIGNITY

Everybody, regardless of their age, ability, ethnicity, gender, sexuality or religious beliefs, is of great value and worth. The work of CatholicCare upholds the dignity of all.



WALKING WITH PEOPLE & COMMUNITIES IN SOLIDARITY

People thrive through relationships - we need each other and are responsible for one another. CatholicCare walks with people, supporting them to face challenges and celebrating with them in times of joy.



SUBSIDIARITY IN DECISION MAKING & ACCOUNTABILITY

CatholicCare respects the right of people to make decisions about their lives. We are accountable to the people and communities we serve in our decision making.



COMMITMENT TO THE COMMON GOOD

Every one of us has a responsibility to consider the good of others and the good of us all, including future generations. CatholicCare hopes for a society in which every person has their needs met and can reach their full potential.



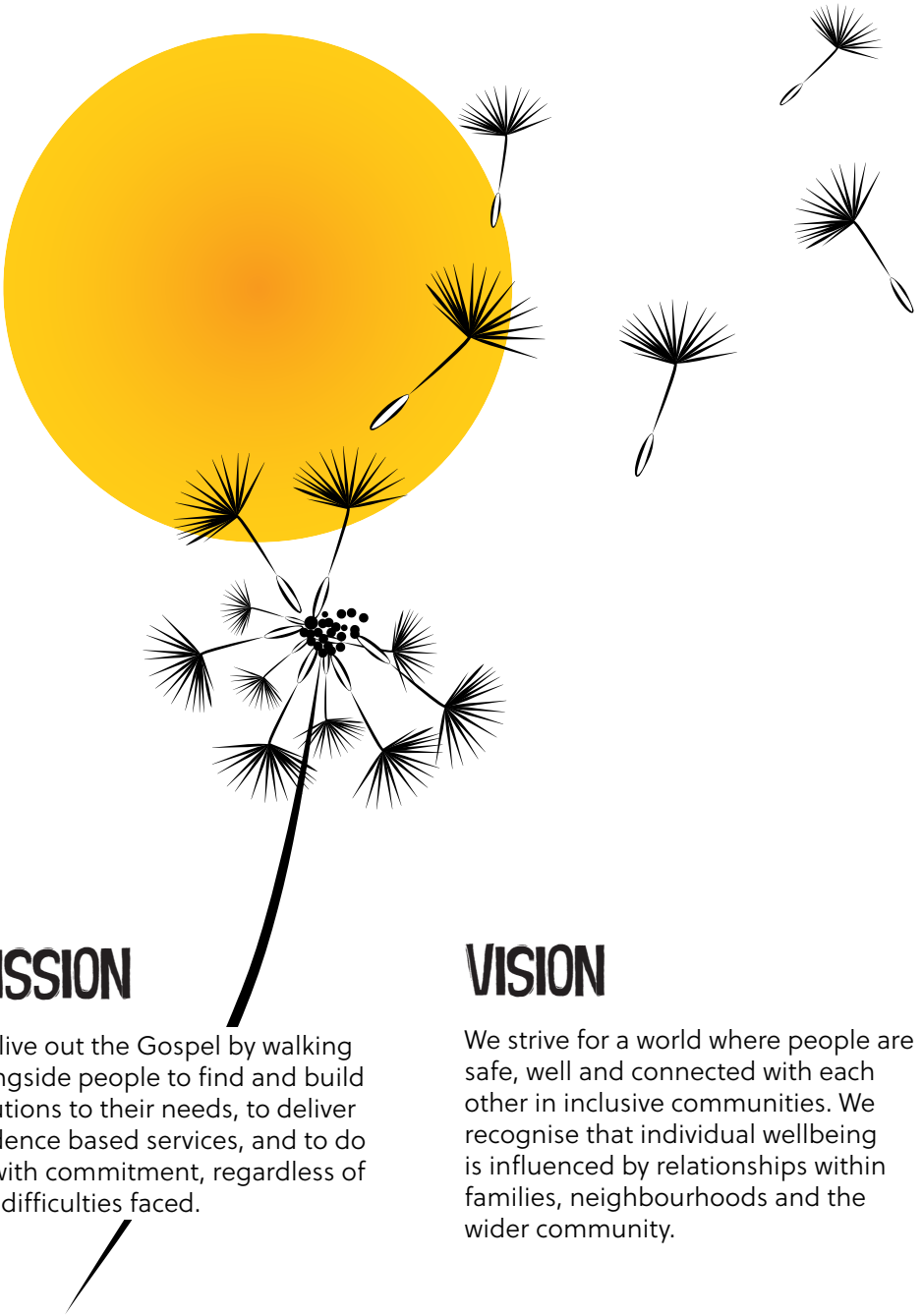
SUPPORTING THE WHOLE PERSON

CatholicCare recognises the importance of supporting the needs and aspirations of people and communities in a complete way – we support them in body, soul and spirit.



CARE FOR CREATION

Social, economic and ecological issues are interrelated and cannot be solved separately. CatholicCare operates in ways that nurture the web of life on earth. We are good stewards of all that is given to us.



MISSION

We live out the Gospel by walking alongside people to find and build solutions to their needs, to deliver evidence based services, and to do so with commitment, regardless of the difficulties faced.

VISION

We strive for a world where people are safe, well and connected with each other in inclusive communities. We recognise that individual wellbeing is influenced by relationships within families, neighbourhoods and the wider community.

VALUES



FAITH



RESPECT



COURAGE



COMPASSION



SOCIAL JUSTICE



EXCELLENCE



PEOPLE ARE AT THE HEART OF OUR WORK

CatholicCare provides high quality services that ensure the people we serve are safe, happy, healthy and included.

Focus on the experience of our customers

We engage and listen to the people we serve to ensure our services and programs meet their expectations and community needs.

Provide quality services

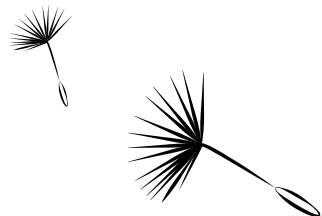
We are committed to continuously improving our programs, policies, systems and outcomes and we pilot innovative programs and practices to address emerging opportunities, risks and challenges.

Enhance social inclusion

Social inclusion underpins all our operations and we celebrate diversity throughout CatholicCare. We proactively build relationships with Aboriginal and Torres Strait Islander communities and those with culturally and linguistically diverse (CALD) backgrounds.

Prioritise safeguarding

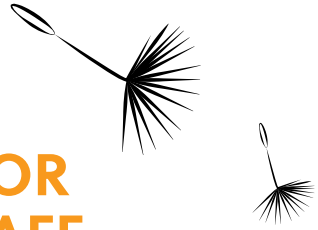
We ensure that people who access our services can do so safely. We promote a culture of safeguarding. We empower and enable our clients and staff to speak up and speak out and we listen and respond.



STRATEGIC
FOCUS AREA

2

HOPE FOR
OUR STAFF



A COMPASSIONATE & PROFESSIONAL WORKFORCE

We care about our staff, volunteers and carers. We are here to support them so they can provide quality support to their clients.

A great, supportive place to work

We provide a safe and supportive workplace that ensures the wellbeing of our people who work for us. We have a rewarding, flexible and inclusive place to work, and continue to make it easier for our people to do their best work.

A strong team of staff and volunteers

Across our operations, we know our workforce requirements by ensuring effective workforce strategy and planning. We attract, engage and retain quality staff, and continue to build a capable, committed and responsive workforce through our selection and onboarding.

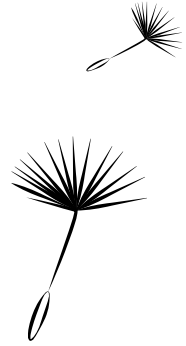
A culture of performance and learning

We provide a work environment where people experience development and opportunities for growth. We set our employees up to perform, be successful, and demonstrate our values in their work. We grow and develop leaders by fostering leadership for all.

STRATEGIC
FOCUS AREA

3

HOPE FOR OUR AGENCY



DEMONSTRATING GOOD STEWARDSHIP

Our agency is strong and sustainable and is able to serve our community well, both now and into the future.

Expand strategically

We consolidate resources and leverage our capability to expand our services across the Diocese and community in response to need.

Review and improve all business processes, practices and systems

Our business processes, practices and systems support effective and efficient service delivery and stewardship of our resources.

Leverage technology effectively

We utilise technology to enhance our business systems and deliver new services to our clients in new ways.

Improve outcomes measurement

We use robust data management and outcomes measurement to assess the impacts of our services and refine them where necessary to deliver great results for our clients and communities.

STRATEGIC
FOCUS AREA

4

HOPE FOR
OUR COMMUNITY

BUILDING STRONG COMMUNITY RELATIONSHIPS & PARTNERSHIPS

We build relationships across our footprint and have a reputation in the community, our Diocese and our sector as a leader.

Effectively engage and partner with parishes and schools

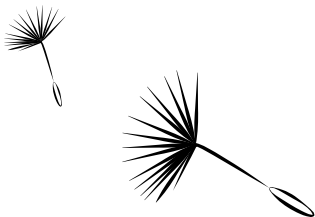
We have powerful engagement and collaborative, productive relationships with our Diocesan parishes and schools to maximise our impact.

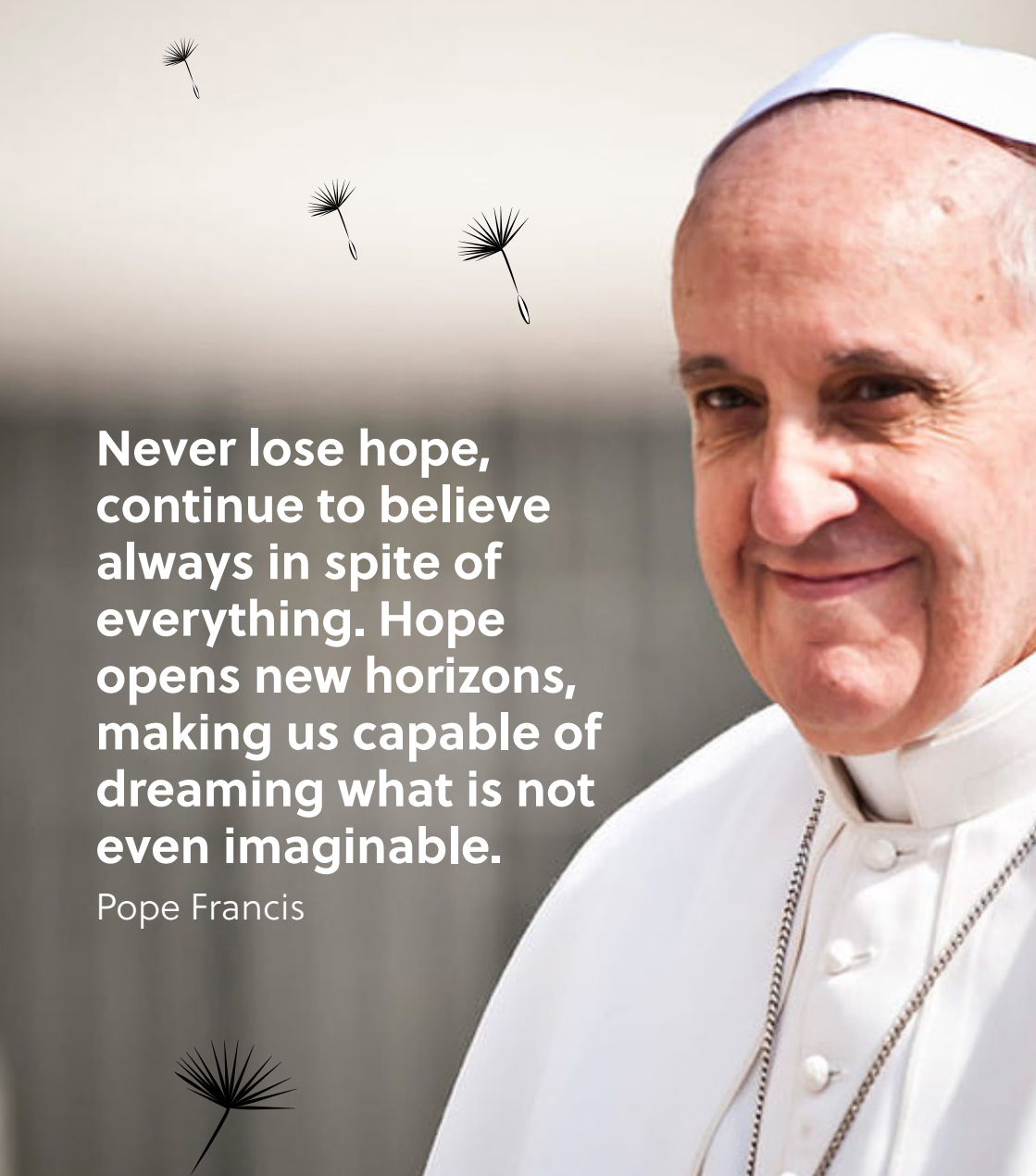
Build our profile and brand

We have a visible profile, clear purpose and trusted brand in the community ensuring access and opportunity for all.

Increase our community leadership and partnerships

We proactively engage and collaborate with Government, community partners and other Dioceses. We contribute to thought leadership, research and the evidence base in our sector.





**Never lose hope,
continue to believe
always in spite of
everything. Hope
opens new horizons,
making us capable of
dreaming what is not
even imaginable.**

Pope Francis



The bright yellow dandelion flower is a symbol of growth, hope and healing. The heads are commonly picked and blown to make a wish, spreading the seeds giving it a strong association with hope and optimism. It is also associated with the warmth and power of the rising sun. The cockatoo was taken from Unity, an artwork commissioned for Moonyah House by Jodie Taylor & Shane Shepherd (Earth Sacred Arts) representing our local totems, creativity and resilience.



SERVING IN JUSTICE & LOVE

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