



THE SOCIAL SERVICES AGENCY OF THE CATHOLIC DIOCESE OF ARMIDALE

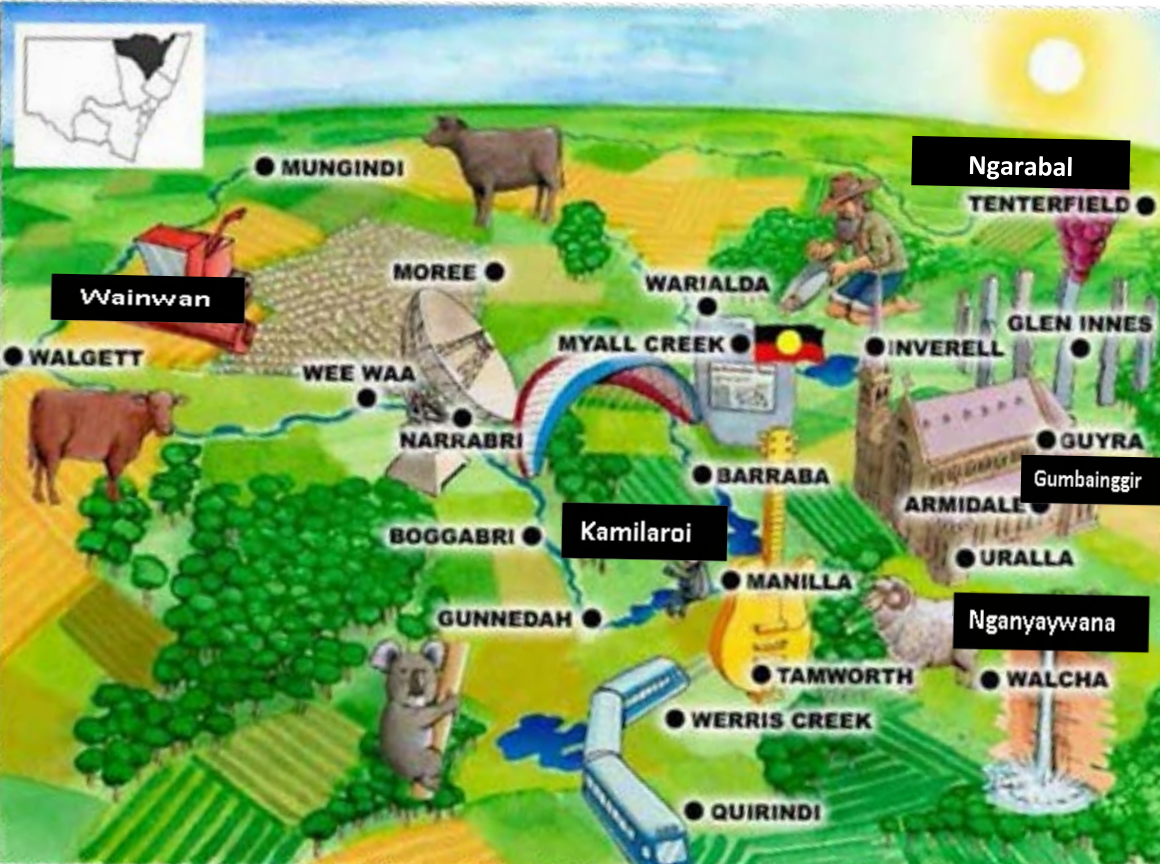
Strategic Plan 2017 -2020





Acknowledgement of Country

Centacare would like to respectfully acknowledge the traditional owners of the lands on which we meet, and pay our respects to Elders both past and present.





Contents	
Our Mission & Vision	5
Our Future	7
Our Target Groups	8-9
Measuring Our Impact	10
Our Values	11
Our Key Relationships	12
Our Strategic Directions	13
Governance & Management Structure	14
Our Service Partners	15-16
Summary of Services	17
Our Offices	18





Our Mission

As an instrument of Christ's liberating presence in the world, and as part of the Catholic Church in this region, Centacare NENW provides services for the social and emotional wellbeing of individuals, families and communities to facilitate and affirm life in all its fullness.

Our Vision

Our vision is for a society in which there is recognition of individual and social rights and responsibilities, a society that promotes the dignity, equality and participation of all its citizens.



We care about the people in our community



We care about children and families



Our Story

Established in 2001 by the Most Reverend Bishop Luc Matthys, Centacare New England North West (NENW) exists by mandate of the Catholic Church to promote the wellbeing of persons, groups, families and communities in the Diocese of Armidale.

Since its conception Centacare NENW has grown rapidly and now has offices in nine locations. We provide a range of services all designed to assist the social and emotional well being of individuals, families and communities in the Diocese.

Centacare NENW is a dynamic and evolving organisation with a passionate and skilled team committed to social justice that enhances the dignity of every person. It works towards the economic, social and spiritual wellbeing of Australian communities. Centacare NENW is committed to working with local Aboriginal communities in an attempt to 'Close the Gap' between Aboriginal and non-Aboriginal peoples. Centacare NENW values their strong relationships with the local Aboriginal communities and will strive to maintain and enhance these relationships through consultation, support and collaboration. At the core of this plan is a commitment to support and empower our clients to reach their potential goals.

With the ongoing support of Most Reverend Bishop Michael Kennedy and the Centacare NENW Advisory Board, 2017 – 2020 will see a future of growth and expansion to become a leading and innovative service within the region.

Centacare NENW is committed to enhancing quality services to ensure client and stakeholder needs are met through best practice models and Catholic Social and Moral Teachings. Achievement of this is through continual quality improvement, research, community engagement and support provided by the Diocese of Armidale.

Our clients and stakeholders are an integral part of our future. We involve internal and external clients and community members in our strategic planning, gaining feedback to continually improve our service provision, meet our community's needs and improve our organisation.

Centacare NENW is committed to providing services that enhance stability, wellbeing and connectedness of families, youth, Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse (CALD) peoples, people living with mental health and people with disability.



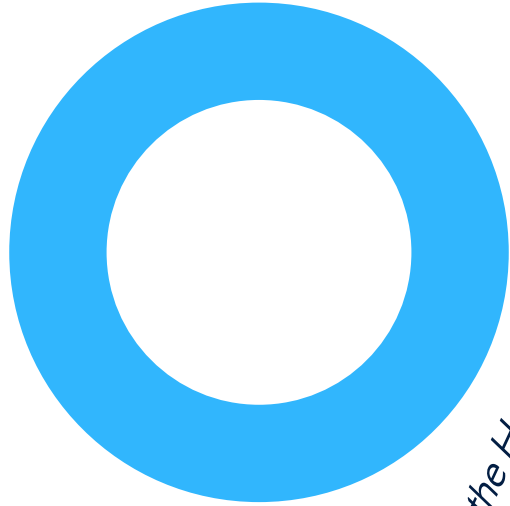
FAMILIES	YOUTH	ABORIGINAL, TORRES STRAIT ISLANDER & CALD PEOPLES	MENTAL HEALTH	DISABILITIES
<p>Centacare NENW believes that families are at the core of society and that the stability and success of families is central to ensuring wellbeing for both individuals as well as the wider community. We recognise the differences in services required by both men and women, and we strive to meet their needs, including mental health, family relationships, and domestic and family violence supports.</p>	<p>Young people are tomorrows leaders and are also often the most vulnerable when things go wrong. Centacare NENW's commitment to young people in this region is reflected in the programs and supports offered across the region.</p>	<p>Centacare NENW recognises Aboriginal and Torres Strait Islander peoples as the custodians of this land and acknowledges their dignity, worth and a history that extends thousands of generations. As a culturally diverse organisation we welcome and embrace other cultures from around the globe.</p>	<p>Mental Illness affects one in five Australians. Centacare NENW works with those who have been directly or indirectly affected by mental illness. We believe in removing the stigma around mental illness and in assisting people to work towards recovery.</p>	<p>People living with disability can be amongst the most vulnerable in our society. Centacare NENW believes in a person-centred approach to disability support. We aim to empower people with disability to set realistic and achievable goals, supporting them to experience a full life making the most of their abilities.</p>
<p>We support families by:</p>	<p>We support young people by:</p>	<p>We support Aboriginal, Torres Strait Islander and CALD peoples by:</p>	<p>We will support people affected by mental health by:</p>	<p>We will support people living with disability by:</p>
<p>1. Providing easy access to services</p>	<p>1. Providing flexible delivery of services</p>	<p>1. Providing culturally appropriate accessible services via strong community consultation</p>	<p>1. Providing a range of flexible services easily accessible for all persons affected by mental illness</p>	<p>1. Being accessible to people living with disability</p>
<p>2. Providing education and skills building in a respectful and adaptable manner</p>	<p>2. Designing programs that are relevant and age appropriate</p>	<p>2. Providing strategies, support and tools to strengthen and enhance community wellbeing</p>	<p>2. Providing education and support to those affected, directly or indirectly, by mental illness</p>	<p>2. Partnering with existing organisations to achieve desirable outcomes for people with disability</p>
<p>3. Working collaboratively with other organisations to ensure family goals are relevant and addressed</p>	<p>3. Offering services to build resilience and independency through the promotion of positive relationships</p>	<p>3. Working with other agencies to ensure client goals are met in a culturally respectful manner</p>	<p>3. Forming partnerships with other organisations to actively work to reduce stigma and the impact of living with a mental illness</p>	<p>3. Continue to support people with disability and their families to navigate the NDIS rollout in NSW</p>
<p>4. Ensure our practice is informed by evidence in a transparent and accountable manner</p>	<p>4. Ensure our practice is informed by evidence in a transparent and accountable manner</p>	<p>4. Ensure our practice is informed by evidence in a transparent and accountable manner</p>	<p>4. Ensure our practice is informed by evidence in a transparent and accountable manner</p>	<p>4. Ensure our practice is informed by evidence in a transparent and accountable manner</p>

Measuring Our Impact

HOW MUCH DID WE DO?	HOW WELL DID WE DO IT?	WHAT DIFFERENCE DID WE MAKE?	WHERE ARE WE HEADED?	
<p>Increase in client numbers</p> <p>Increase in number of programmes being delivered</p> <p>Increase in program diversity</p> <p>Increase in outreach activities and improved client access</p>	<p>% of clients that are satisfied with the service they received</p> <p>% of clients that felt they were treated with respect</p> <p>% of clients that felt their knowledge had increased as a result of education sessions</p> <p>% of clients that felt they were treated in a culturally safe way</p>	<p>Supporting families through difficulties, divorce and separation</p> <p>Community development and support</p> <p>Developing community resilience and stigma reduction around mental illness</p> <p>Supporting people to make a strong cultural connection</p>	<p>Continual improvement in the area of client service delivery</p> <p>Provision of holistic client services</p> <p>Improve the client feedback processes</p> <p>Increase client accessibility to services and sites across the region</p>	CLIENTS
<p>Building a skilled and valued workforce</p> <p>Developing and fostering a positive work environment</p> <p>Working towards attracting and retaining the best people for the job</p>	<p>% of staff that state they are happy with their job</p> <p>% of staff that state they believe they have career advancement opportunities within the organisation</p> <p>% of staff that state they find their work rewarding</p>	<p>In excess of 120 Staff across the region</p> <p>15% of staff identify as Aboriginal and Torres Strait Islander peoples</p> <p>Reaccreditation with QIP</p> <p>Provide a workplace that is safe, healthy and happy</p>	<p>Improve attraction and retention of staff</p> <p>Encourage ongoing Professional Development of Staff</p> <p>Growing and development of leadership talent pool</p> <p>Introduction of regular skills audit, and internal skill sharing across organisation and sites</p> <p>Continued reviewing, improving and strengthening of a positive workspace</p> <p>Maintain accreditation with QIP</p>	STAFF
<p>Relocated Head Office to Armidale expanded site</p> <p>Expanded operations to new site locations of Glen Innes, Gunnedah and Inverell</p> <p>Continued growth diversity of services including telehealth service capacity, service and community partnerships</p>	<p>Increase in successful tender applications</p> <p>Increase in staff numbers</p> <p>Increase in general program diversity</p> <p>Increase in internal program development</p> <p>Increase in community interaction and participation</p> <p>Growth in partner memorandums of understanding and service level agreements</p>	<p>Expansion and upgrade of offices</p> <p>Increase in memorandums of understanding and service level agreements</p> <p>Increase use of telehealth facilities across all sites</p> <p>Increase in diverse services being delivered</p>	<p>Work towards becoming an Employer of Choice</p> <p>Improve data collection, management and analysis</p> <p>Source opportunities for growth by way of funding and submission tendering</p> <p>Build and formalise partnerships with other agencies, both Government and non-Government</p> <p>Continued upgrading of the organizational IT capacity</p> <p>Staff delivery at forums and conferences</p>	ORGANISATIONAL

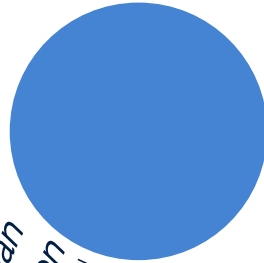
Centacare NENW VALUES

are based on Catholic moral values and the 4 Pillars of Catholic Social Teachings



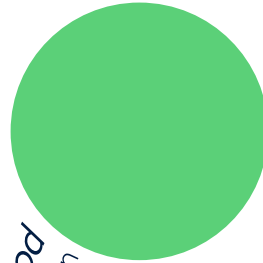
The Dignity of the Human Person

We recognise the sacredness of life and that every person has inherent dignity and worth.



Common Good

We have responsibility for one another in our life together, and are called to work for the common good of all.



Subsidiarity

Everyone should have the opportunity to participate in and contribute to decision processes that closely affect them.



Solidarity

We seek to stand in unity with each other, particularly those who are powerless or disadvantaged, and recognise each persons' rights regardless of our differences.



Centacare believes in acting with integrity at all times, achieved through transparency and accountability in all endeavours.

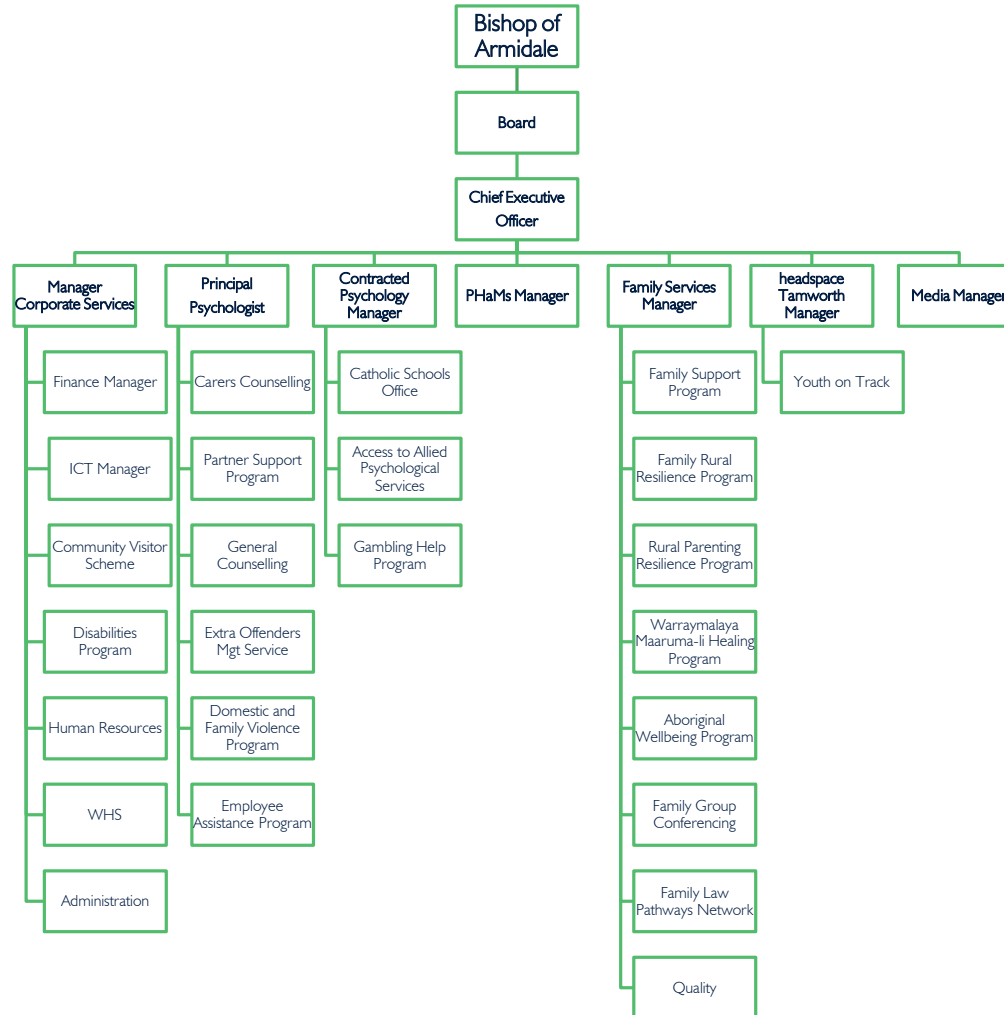
Our Key Relationships





Centacare New England North West Governance and Management Structure

As Centacare continues to evolve into a leading organisation that grows and diversifies, we will maintain a robust structural governance and risk management framework across all areas.



Structure correct as at 30 June 2017

Our Service Partners

Service Partner	Our Needs of the Service Partner: To provide us with:
Bishop	<ul style="list-style-type: none"> • Leadership • Policy
Advisory Board	<ul style="list-style-type: none"> • Advice • Policy endorsement • Oversight and review • Strategy/solutions/suggestions • General support • Annual budget endorsement
Diocese	<ul style="list-style-type: none"> • General support and collaborations • Oversight and review • Resources • Referrals
Catholic Schools Office	<ul style="list-style-type: none"> • Resources • Collaborative approach to service provision • Referrals
Government (Local, State, Federal)	<ul style="list-style-type: none"> • Policy • Resources • Approval Standards • Funding, service agreements and networking opportunities • Clients
Communities	<ul style="list-style-type: none"> • A local base • Clients and access to other referral services • Resources
Catholic Social Services Australia	<ul style="list-style-type: none"> • Support <ul style="list-style-type: none"> • A peak body • A voice to Government • Leadership assistance • Policy assistance • Advocacy • Benchmarking • Access to Research and Development aspects of welfare service delivery

Service Partner	Our Needs of the Service Partner: To provide us with:
Other Catholic Agencies	<ul style="list-style-type: none"> • Support <ul style="list-style-type: none"> • Networking opportunities • Collaboration • Education • Legal support • Insurance
Other Agencies and Non-Government Organisations	<ul style="list-style-type: none"> • Networking opportunities / Organisation / Collaboration <ul style="list-style-type: none"> • Referrals • Joint Case management (where relevant) • Resources - brokerage • Support • Information and education • Promotion and marketing • Joint community strategies
Government (Local, State, Federal)	<ul style="list-style-type: none"> • Policy • Resources • Approval Standards • Funding, service agreements and networking opportunities • Clients



Summary of Centacare NENW Services

Centacare NENW is one of the leading providers of Mental Health and Wellbeing within the New England North West geographic area. We aim to provide information, education and referral pathways to individuals, families and carers. We have highly qualified staff working across a broad range of programs, including, but not limited to:

- Mental Health Services, such as
 - Psychology
 - Counselling
 - Personal Helpers and Mentors (PHaMs) program
- Family Support Programs, such as
 - Family Rural Resilience Program
 - Rural Parenting Resilience Program
 - Family Mediation and Education
- Disabilities
- Youth Services, such as
 - headspace
 - Youth on Track
- Aboriginal Programs, such as
 - Aboriginal Wellbeing Program
 - Legally Assisted and Culturally Appropriate Family Dispute Resolution



Further information on these Programs and other services we offer are available on our website: www.centacarenenw.com.au

Our Offices

Head Office - Centacare Armidale

150 Rusden Street PO Box 923
Armidale NSW 2350
Ph: 6738 7200

Centacare Glen Innes

200A Bourke Street
Glen Innes NSW 2370
Ph: 6739 7700

Centacare Gunnedah

31 Henry Street
Gunnedah NSW 2380
Ph: 6741 4400

Centacare Inverell

21 Oliver Street
PO Box 334
Inverell NSW 2360
Ph: 6721 6400

Centacare Moree

48 Auburn Street
PO Box 1499
Moree NSW 2400
Ph: 6750 8500

Centacare Narrabri

1/116 Barwon Street PO Box 89
Narrabri NSW 2390
Ph: 6792 9300

Centacare Tamworth

V Guy Kable Building
201 Marius Street
PO Box 1811
Tamworth NSW 2340
Ph: 6762 9200

Centacare Walgett

86 Wee Waa Street
Walgett NSW 2832
Ph: 68179001

headspace Tamworth

2 Darling Street
Tamworth NSW 2340
Ph: 67629290

