



# Strategic Plan 2023-2027



CatholicCare NT

# Acknowledgment of country

CatholicCare NT (CCNT) acknowledges the past, present and future traditional and custodial owners of the lands and waters where we work.

We respect their spiritual relationship with their country and acknowledge the continuing importance of their language, heritage, and culture.

We acknowledge our gratitude that we share this land and our hope and belief that we can move to a place of equity, justice and partnerships together.

## Message from the Director

The commencement of our new Strategic Plan for 2023 – 2027 coincides with our celebration of 30 years since our establishment in 1993. Over that time, we have grown from delivering a small family service and school counselling program in Darwin to now operating across more than 15 locations in the Northern Territory and APY lands. We are a network of over 280 staff from different religious and cultural backgrounds, united by our common vision of healthy families, connected communities and honouring culture.

We are part of the fabric of the communities we serve – we partner with local organisations, build community capability, employ local staff, and connect with other service providers. Our range of services in each community responds to the needs and aspirations of that community, and can include aged care advocacy, alcohol and other drugs services, children and parenting support, counselling and separation services, family and domestic violence programs, financial wellbeing, housing support, and mental health.

Our strength as an organisation comes from the combination of being embedded in our communities, and our size and reach. By working in locations across urban, regional and remote settings, we are able to put in place systems that provide quality assurance, generate and apply evidence of what works, provide flexible resourcing as needs change and advocate for systemic change.

We are also passionate about partnering with Aboriginal and Torres Strait Islander people and organisations. We build local capacity through employing and training local Aboriginal and Torres Strait Islander staff. We are committed to working in partnership with local Aboriginal Community Controlled Organisations and to progressive transition of services to community control, consistent with the APONT principles and the National Agreement on Closing the Gap.

This Strategic Plan (2023 – 2027) lays the groundwork for our organisation to continue to deliver on our mission of strengthening individuals, families and communities.





# Who we are

## Our Mission

To contribute to a society that values all of its members by strengthening individuals, families and communities in ways that respect their dignity and values.

## Our Vision

Healthy families, connected communities, honouring culture.

## Our Commitment

As an organisation we are committed to:

- Improving the wellbeing of children, families and communities.
- Engaging in partnerships based on the principles of participation, development, dialogue, leadership, place-based services and investment in local capacity.
- Standing with those in our community who are experiencing marginalisation.
- Providing quality, person-centred services and enabling our participants to be partners in their own journey.
- Employing local Aboriginal and Torres Strait Islander staff.
- Reflecting on and improving our service delivery in collaboration with our participants and communities.

# Our strategic direction for 2023 – 2027

Our direction for the Strategic Plan 2023-2027 represents the ambition and aspiration of our staff and the communities we work in.

## Strategic Objective 1

### Respond to participant and community needs

We will be a foundation of support in our communities, both urban and regional. We will walk with our participants to build their capacity, wellbeing and resilience.

- Further strengthen our local and regional presence so that our decisions are responsive to community needs.
- Purposely shape the range of services we offer in each location, based on local service gaps, our strengths and the capability of our partners.
- Develop and maintain place-based strategies for each of our locations in collaboration with our local communities and partners.
- Bring our commitments to reconciliation and climate action to life in the ways that we work with the communities we serve.





## Strategic Objective 2

### Build community spirit and strength

We will foster strong partnerships and cultivate connectedness within the community. We will cultivate community ownership of outcomes and help promote community interests.

- Elevate community voices and advocate on behalf of communities in a culturally safe way.
- Deepen our partnerships with ACCOs, incorporating shared decision making and accountability through formal agreements and ongoing review and improvement processes.
- Build community resilience by fostering connections and networks, sharing knowledge and experience, and supporting community governance capability.

## Strategic Objective 3

### Enhance our quality and influence

We will harness our size, reach, expertise and experience to deliver high quality and integrated services, underpinned by relevant accreditations. We will be a strategic leader across the community services sector.

- Build stronger connections between our services to provide seamless service delivery across sites and programs, enabling participants to access holistic, trauma-informed support.
- Capture our knowledge and experience at local level and within individual programs and use this to build capability and strengthen practice across the organisation.
- Advance data collection and outcomes reporting and use that information to refine our own service delivery and to share insights across the sector.
- Prioritise our commitment to evidence-based and culturally responsive practice.



## Strategic Objective 4

### Invest in our people

We will celebrate the power of our talented, purpose-led and representative workforce. We will be an employer of choice in the sector.

- Expand Aboriginal employment and leadership across the organisation and support the cultural competence of our staff so that our workforce represents the diverse communities we serve.
- Extend our workforce capacity through ongoing training and development, drawing on experience and expertise within our organisation as well as supporting shared development across the sector.
- Increase our local workforce across the communities we serve and develop staff in community as part of a long-term vision to build local capacity.
- Further strengthen our organisational culture consistent with our values and celebrate the personal and collective reward of our combined aspirations.

## Key enablers

Our key enablers will provide the foundation for us to realise our strategic objectives and initiatives:

- Advance information and communication technology to enhance our efficiency, security, connectedness and reach to participants.
- Improve our communication, both internally and externally, to better share our successes and promote what we do.
- Map our data needs and expand our data collection systems to support program design, resource allocation, and research and advocacy.
- Monitor our environmental footprint and take active measures to ensure sustainable growth and development.
- Develop a systematic, future-focused approach to facility and resource management.





# Our Values

## RESPECT

We honour ourselves and others, and we care about their rights and dignity. We are respectful and courteous in the way we speak, act and treat people. We act in ways that give people the dignity they deserve. We behave in ways that make life more peaceful for those around us.

## FAIRNESS

We act with justice to ensure that people experience equity and equality. We work towards meeting everyone's needs. We engage in two-way listening, and we listen to the views of others with openness and without prejudice. We walk side by side with people to enable them to experience empowerment.

## CONNECTION

We work together for the good of everyone. We are open to forming partnerships with other organisations and groups to ensure we provide the best possible service to our participants. We respect the cultures of the lands on which we conduct our services, and we connect with the community, Traditional Owners and Elders make decisions that affect them together.

## COURAGE

We have the conviction to do what needs to be done, even if it means going against the majority. We have the strength to continue, even when we feel like giving up. We make decisions to deliver programs in places that may be difficult at times. We have the courage to face the truth and be willing to try again.

## HONESTY

We are sincere, open, trustworthy and truthful. We are accountable and reliable, and we have the integrity to do the right thing. We can be relied on to carry out the commitments we make, and our actions match our words.

## Message from the Bishop

The work of CatholicCare NT is part of the Church's broader mission to strengthen individuals, families and communities, underpinned by the principle of the common good. As a Church, we use the strength of CatholicCare NT, Catholic Education NT, and the Diocese of the NT to ensure that the rights of all are protected, regardless of religion. No priority is higher than serving the Aboriginal and Torres Strait Islander community of the NT and our goal must be to walk alongside as we build community strength together. As an organisation, CatholicCare NT looks to lead with humility. CatholicCare NT is a progressive organisation that seeks to lead rather than react. It is always seeking to learn and find ways to improve.

