



This is what God asks of you, only this,
to act justly,
to love tenderly,
and to walk humbly with your God.

(Micah 6:8)

Strategic Plan 2014 - 2016

Draft of 2015 update, following 12 December 2014 Council Planning Day

Mission and Role

Catholic Social Services Victoria is a peak body for Catholic community service works in Victoria. Our mission is to assist the Catholic Church in Victoria to fulfil the gospel imperatives to:

- Stand with and serve the poor, disadvantaged and marginalised; and
- Work for a just, equitable and compassionate society.

Our strategic roles are:

- Policy and advocacy on behalf of those who are disadvantaged
- Network development and Member support
- Fostering a Catholic ethos, identity and profile

Strategic Goals

For 2015, the strategic goals to be focused on at Catholic Social Services Victoria are:

1. To achieve effective engagement with member organisations, based on a shared understanding of Catholic ethos and of our contribution to the broader community and an effective communication strategy.
2. To build the capacity of the Catholic Social Services sector to respond effectively to changes in the external environment.
3. To engage member organisations through policy and advocacy in improving outcomes in the community, and in particular:
 - 3.1 developing a coordinated and distinctive narrative on the impact of poverty on those most vulnerable and disadvantaged.
 - 3.2 assisting asylum seekers through advocacy on policy and facilitating the Catholic community in providing practical support.
 - 3.3 Issues from the criminal justice system including community safety and best practice in rehabilitation and transition back into community for offenders.
 - 3.4 Family violence
 - 3.5 Other
4. To assist member organisations to respond with compassion to child sexual abuse within the Church.

Strategic Goal	Actions	Priority	DF comment
Priority Key: High – must do; Medium – should do; Low – could do			
1. To achieve effective engagement with member organizations, based on a shared understanding of Catholic ethos and of our contribution to the broader community, and through an effective communication strategy			
	1.1 Document and implement a communication strategy, with greater focus on different levels of communication: <ol style="list-style-type: none"> 1. Internal – members 2. Internal – Church leadership 3. External - advocacy <ul style="list-style-type: none"> • Ensure brand highlighting in communications, namely member organisations' actions serving poor and disadvantaged, in line with Catholic social teaching • Ensure focus with members on changes affecting the Catholic social services sector and on Catholic mission and ethos 	H	
	1.2 continue development and implementation of a social media strategy	M	1.2 and 1.3 were previously one item
	1.3 Plan and prepare the February 2016 conference, highlighting Catholic community response to social justice and identity themes	H	
	1.4 continue to deepen links with other parts of the Catholic Church and other churches and faith-based bodies	M	
	1.5 regular process to elicit feedback from members		
2. To build the capacity of the Catholic Social Services sector to respond effectively to changes in the external environment.			
	2.1 Continue a program of Board and senior management formation around: <ul style="list-style-type: none"> • Catholic social teaching • Improved governance – “leadership for mission’. 	H	‘Effective adaptation to government policy and funding’ moved to 2.3

Priority Key: High – must do; Medium – should do; Low – could do

Strategic Goal	Actions	Priority	DF comment
	2.2 Conduct a project to articulate the difference that member organizations make, including how that can be measured	H	
	2.3 Continue the ‘Pathways to Partnership’ program to look at options for improving operational efficiency and effectiveness and collaborative responses to changing Government funding policies, including <ul style="list-style-type: none"> • NDIS lessons • Cooperation with Catholic Health • Benchmarking potential 	M	H re meeting with Catholic Health
3 To engage member organizations through policy and advocacy in improving outcomes in the community, and in particular			
3.1: develop a coordinated and distinctive narrative on the impact of poverty on the most vulnerable and disadvantaged			Proposal to develop Annual CSSV Oration deleted
	3.1.1 Develop and publish a set of case studies from members around living with poverty today <ul style="list-style-type: none"> • Consult member organisations regarding their experience of poverty and in developing a distinctive narrative • build on members’ research and advocacy 	H	This item includes earlier ‘landmark research proposal’
	3.1.2 Investigate education options for pathways out of poverty	M	
3.2: Facilitate the Catholic community in providing practical support for asylum seekers	Continue to facilitate practical assistance to asylum seekers, through the ‘Welcome the Stranger Program’.	H	Advocacy element of this goal moved to 3.5; Wording simplified
3.3: Continue to advocate on criminal justice issues	3.3.1 Continue advocacy on sentencing policy, and on policy and practice on rehabilitation and transition back into community for offenders	H	Family violence focus moved to 3.4
	3.3.2 Work with others to inform and engage the broad Catholic community on building a safer and just society	H	
3.4: Working to reduce family violence	3.4.1 Inform and educate the community, including the Catholic community, regarding family violence and abuse,	H	
	3.4.2 Submission to Royal Commission	H	
3.5: Other policy and advocacy			DHS recommissioning

Priority Key: High – must do; Medium – should do; Low – could do

Strategic Goal	Actions	Priority	DF comment
			omitted
	Disability and inclusion		
	housing and homelessness policy		
	Competition Policy		
	Collaborate with others to advocate for asylum seekers		
4: Facilitate contribution of members to building a best practice Church response to sexual abuse.			Emphasis is more pro-active
	4.1 Ensure that member organisations are informed about and contribute to Church and public reviews, submissions and hearings held by the Truth, Justice and Healing Commission, Royal Commission, the Church's Melbourne Response review, etc.	H	
	4.2 Ensure that member organisations have access to understanding of best-practice child safe organizational practices, and assist them to develop and implement these practices in their own organisations	H	
	4.3 Influence responses to victims by Dioceses and religious congregations through input of sector experts	H	