



# Strategic Plan

2020-2023

FINAL VERSION





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# ABOUT US

## 40 YEARS OF SERVICE

Centacare began operation in Townsville on 17 April 1979 when Bishop Leonard Faulkner was in office. Under the direction of Fr. Bernard O'Neill, Centacare, then known as Catholic Family Welfare Bureau (CFWB) moved forward due to the dedication of Jean Rooney, Zita Byrne, Colleen Hegarty and Jenny Creedy. The CFWB was located in the downstairs rooms of the former Redemptorist Monastery on Ross River Road, Cranbrook (now Brookleigh Lifestyle Village). The CFWB provided personal and marriage counselling, Natural Family Planning, Teacher Effectiveness Training and Parent Effectiveness Training. The organisation's advisory group, Angelo Gabrielli, Tom Page, Neville Arkininstall, Howard Barlow and Noel Brosnan acted as a sounding board and assisted with funding. On Fr. O'Neill's departure, Jean Rooney became Director and when Jean Rooney left Townsville in 1985 Zita Byrne became Director.

In approximately 1986, Sister Annetta Llewellyn sgs was appointed Director. Sister Annetta realised the importance of establishing a professional agency and so took her concern to Bishop Ray Benjamin for improved premises and funding. As a result of this, Sr. Annetta oversaw the renovation of the building on Hindley Street in Currajong, where CFWB relocated in 1987. Until this time, all members of the CFWB were volunteers. Sr. Annetta recognised the need to engage professionally qualified counsellors and, in time, paid employees replaced the staff of volunteers. In 1986 also, Sr. Annetta formed a strong association with James Cook University, taking between four to eight students a year for their practical placement. This strong association continues today. Over the next two years the CFWB experienced solid expansion in State-funded programs. Sr Annetta suggested the establishment of a Catholic Welfare Commission to guide policy for welfare and family care in the Diocese. The Centacare Advisory Board was established in 1989 and saw a transition to our new name "Centacare".

### Expansion

In 1989 the construction of the Respite House in Railway Estate commenced. The house provides respite for those families caring for a family member with a disability. The land for this project was donated to CFWB by the St Francis Xavier Parish. Ninety per cent of the funding for this facility was provided by the State Government Housing Assistance Scheme administered by Housing Commission. The official opening and blessing took place in 1990. Also in 1989, Centacare's Hughenden office was opened.

In 1990, Guido Vogels became Director. At this time the organisation also saw a name change from CFWB to Centacare, which created uniformity with other centres across Australia. Guido Vogels together with Bishop Benjamin saw a need to offer a relationship counselling service in the West. Centacare in Mt Isa was officially blessed and opened by Bishop Benjamin on 16th October 1992. The establishment of an office in Mt Isa was seen as paramount in terms of ensuring the availability of quality services to western communities. Mary-Jane Costello was employed as a part-time counsellor and Trinidad Kreutz as full-time migrant support worker. Since then Centacare in Mt Isa has grown to such an extent that it employs about half the Centacare staff in the Diocese.

In October of 1991, Tony McDermott was appointed Director. At the time of his appointment there were six programs offered across the three centres in Townsville, Hughenden and Mount Isa: Respite House, Family and Relationship Counselling and Natural Family Planning in Townsville, Family and Individual Support Program and youth support in Hughenden and Migrant Resources and counselling in Mt. Isa.

Further expansion of services came in 1992 with a successful submission for an additional counsellor in Townsville and the inclusion of a marriage preparation program for couples. In Townsville, in 1993, Centacare was successful in securing funding for the Break Even Program (for problem gamblers) and for a Family Skills Program. Centacare was the only Centacare agency in Queensland to be granted money for Break Even. From this expansion, Centacare firmly established its position as a provider of quality counselling services in North Queensland. During 1994, Centacare began the ROSA program which began the move by Centacare into the area of child protection, a commitment which is still evident today.

In 1996, the Hughenden program relocated and became Centacare's presence in Bowen. Tony McDermott also oversaw Centacare's move from the Hindley Street premises in Townsville to the vacant school building of St Mary's in West End on 20 January 1997. At the end of Tony McDermott's leadership in 2001, the list of quality professional services offered by Centacare had grown considerably, with offices in Townsville/Thuringowa, Mt Isa and Bowen as well as outreach components of existing programs to the Ingham and Burdekin areas.

On 22 January 2001 Barry Sheehan was appointed Director of Centacare. At that time, Centacare was an organisation of about fifty employees in 15 programs across four sites: two in Townsville including the Respite House and in Bowen and Mount Isa. By 2004, Centacare had grown to be one of the larger regional, rural and remote services in Queensland with 85 staff across 18 programs. In 2004, Centacare in Townsville relocated from West End to a purpose built office in Cranbrook and in 2006 Centacare was successful in securing funding to establish a Family Relationships Centre which necessitated the establishment of additional premises in Townsville.

In recent years, in Mt Isa, service provision has broadened from counselling and related services to community engagement, support, education and

partnerships. Two major programs have driven this change. Thus, Centacare in Mt Isa began working with homeless families and individuals in different ways including becoming registered housing providers. In addition, significant Communities for Children funding has enabled staff to broker other agencies to provide early intervention and preventive services for child protection and development as well as be direct providers of services themselves. Mt Isa staff also undertake significant community engagement within the local community.

On 5 November 2007, Tony McMahon became Director. In Mt Isa, expansion of services required the purchase of a new building in Miles St in 2008 in addition to the use of the offices in Corbould St. In 2008, a new office was also purchased in Normanton.

In October 2014 Peter Monaghan became Executive Director of Centacare NQ. In 2015 Centacare changed our name to Centacare North Queensland, in recognition of the area in which we provide service.

In 2019, Paula Washington was appointed the Executive Director of Centacare by Bishop Tim Harris, an appointment he noted being proud of. Paula is the first female Executive Director at Centacare NQ in almost 30 years.

Currently, Centacare in the Diocese of Townsville has about 160 staff with offices in Bowen, Cloncurry, Mt Isa, Normanton and Townsville. In addition, Centacare NQ staff provide services in Richmond, Julia Creek, Palm Island, Collinsville, Charters Towers, Ingham and Ayr. This area is about 23% of the landmass of Queensland.

After 40 years of service to North Queensland, Centacare NQ continues to provide quality service delivery from dedicated professional staff inspired by the social teachings of the Church.

# LEADERSHIP STATEMENTS



**Most Rev Timothy J Harris**

**Bishop of Townsville**

I thank Paula Washington, the Executive Director of Centacare North Queensland and her team for the production of this

Strategic Plan 2020 – 2023.

I think what follows is a “road map” in terms of what drives and underpins the work of Centacare NQ. With the four foundational principles of Catholic Social Teaching at the heart of this agency, Centacare NQ will strengthen its “core business” acumen in its embrace of the human dignity of all.

This is what drives Centacare NQ as it sets its sights on the promotion of the wellbeing and resilience of individuals, families and communities in North Queensland. The team has done an excellent job as this Plan will illustrate in presenting key

characteristics and components that will define Centacare NQ by 2023 and beyond. A planning framework has been specifically created with ongoing monitoring to ensure the desired outcome. This is done with a keen eye on several emerging trends of the community services sector.

In other words, Centacare NQ is a “real life” player in this space, that is cognisant of the “real life” issues that impact on service delivery and other factors.

I am proud of the work Centacare NQ does in this Diocese and as the Chief Shepherd, I want this good work to not only continue but to grow by meeting the needs of so many. As I write these words, I am conscious of the floods here in North Queensland last year, the COVID-19 pandemic and a depressed economy. All those factors place enormous pressure on individuals and families and can place

enormous pressure on the social cohesion and wellbeing of a city or region.

Centacare NQ and its work is immersed in this reality regardless of the circumstances. The Pope has spoken about the “Church as a field hospital”, so through Centacare NQ we reach out without discrimination because we believe when one member suffers for whatever reason, we all suffer. Such is our commitment to play our part in showing care and concern for our most needy.

I happily endorse this Plan.



**Paula Washington**  
**Executive Director**

Centacare NQ begins this strategic planning period by reviewing not only our recent past but reviewing our first

40 years of service to the Townsville and North Western region.

As the organisation uses the stable base of 4 decades of success, we must turn our focus to the future, specifically the coming 3 years. My hope is to retain the core values and ethos that were the foundations of Centacare NQ's establishment and remain relevant today as the solid foundation upon which we will begin a period of renewal and innovation. We must build on our successes and ensure our services remain responsive, inclusive and exemplars of quality service provision in our community.

This document reflects the values of the organisation and the principles of Catholic Social Teaching in action; they are evident in its

development, and in the objectives and goals planned for the coming 3 years;

**Human Dignity:** all people accessing our services will be treated with compassion and respect and valued for their inherent dignity and worth. The persons wishes, strengths and potential will be the foundation of how we walk with them during their engagement with our services

**The Common Good:** our services and partnerships in communities will be underpinned by an unwavering commitment to improvement of the individual's circumstances the overall common good of the people and communities we work and live in. our services and relationships with all stakeholders and service partners will reflect a high level of integrity and transparency to build trust and a shared vision in community

**Subsidiarity:** all services and activities undertaken by Centacare NQ will recognize and respect the capability of individuals to understand and fully

participate in decisions affecting them. This strategic plan was developed through consultation and includes the voices of those who are entrusted with the responsibility of working with those in our community experiencing vulnerability each and every day.

**Solidarity:** Centacare NQ will operate as a united entity. Our services will be inclusive and cohesive, placing the individual at the centre of the work we do with them, in a relationship of equality. Our staff will be supported by systems, processes and developmental opportunities to ensure our combined efforts and diverse approaches contribute to the overall mission and vision of the organisation.

Our shared vision is one of a thriving, sustainable and dynamic organisation that is committed supporting the wellbeing of individuals, families and communities.



*Centacare*  
*North Queensland*



# VISION, MISSION AND VALUES

The achievement of Centacare NQ's Vision, Mission and Values and the four foundational principles of Catholic Social Teaching is directly supported by this plan.

## VISION

Wellbeing for all

## MISSION

Enhancing wellbeing and resilience through respect, dignity and service excellence

## VALUES

Integrity  
Compassion  
Respect  
Dignity  
Equality  
Stewardship

Our values inform the way that our people relate to the community, those we support and to each other

## FOUR FOUNDATIONAL PRINCIPLES OF CATHOLIC SOCIAL TEACHING

### Human Dignity

We recognise the sacredness of life and that every person has inherent dignity and worth. Our human rights and responsibilities are founded in this essential, shared human dignity

### The Common Good

We have responsibility for one another in our life together, and are called to work for the common good of all. We must advocate for a just society in which all people, particularly the vulnerable and marginalised, are able to flourish and meet their needs

### Subsidiarity

The capacity and capabilities of people and communities ought to be respected, with decisions made at the lowest local level possible. Everyone should have the opportunity to participate in and contribute to decision processes that closely affect them

### Solidarity

Humans are social by nature and depend on one another. 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

# OUR CORE BUSINESS

As the social services ministry of the Catholic Diocese of Townsville, Centacare NQ's core business or reason for being is:

the promotion of well being and resilience to individuals, families, communities; in North Queensland






Key services that will be initiated by the Executive and developed and delivered by the management and staff now and in the future are:

- Family and Relationship Services
- Disability and Aged Care Services
- Community Development and Youth Support Services
- Mediation and Family Dispute Resolution Services
- Employee Assistance and Professional Development Services
- Housing and Homelessness Support Services
- Child and Family Support Services

# STRATEGIC SCENARIOS 2029

The Leadership Group considered three (3) scenarios for the long-term future of Centacare NQ to 2029. The three scenarios are summarised below:

SCENARIO ONE	SCENARIO TWO	SCENARIO THREE
<b>STAY AS WE ARE</b>	<b>GROWTH AND EVOLUTION</b>	<b>COLLABORATION OF ALL QLD CENTACARES AND CATHOLIC CARES</b>
<ul style="list-style-type: none"><li>• Continue to only focus on what we do well</li><li>• Continue to develop our existing relationships</li><li>• Ensure we are well known and recognised in North Queensland</li><li>• Already have a wide diversity of programs</li></ul>	<ul style="list-style-type: none"><li>• Continue to grow to meet the needs of individuals and communities in North Queensland</li><li>• Invest in further brand identity and recognition</li><li>• Seek our alternative funding sources through fundraising and private sector</li><li>• Focus on Evidence Based Practice</li><li>• Streamlined process and practices utilising available technologies</li></ul>	<ul style="list-style-type: none"><li>• Support the establishment of Catholic Services QLD. An entity driven and created by all 5 Catholic Diocese to build our collective vision and capacity</li><li>• Centacare NQ would be part of a much larger social service provider</li><li>• Many opportunities to grow services and engage with government and philanthropic funders</li></ul>
<b>SCENARIO 1 WAS REJECTED</b>	<b>SCENARIO 2 WAS ACCEPTED</b>	<b>SCENARIO 3 WAS SUPPORTED</b>
The leadership group agreed this scenario would not ensure a sustainable future for Centacare NQ	The leadership group agreed Centacare NQ must have a long-term growth strategy	The leadership group agreed to work collaboratively with other QLD Centacare's and Catholic Cares
		

# DESIRED FUTURE 2023

The key characteristics and components that will define Centacare NQ by 2023:

## Financial Sustainability

Ensure we are a financially sustainable organisation with a diversity of revenue streams

## Our Organisation's Culture

Our culture will continue to reflect Catholic Social Teachings and Vision, Mission and agreed values

## Growth Through Partnering

Continue to develop new and existing partnerships and alliances within the local Catholic community, and other Centacare/Catholic Care services across Queensland and with like minded community providers

Key enablers include:

## Innovative Practice Solutions

Our extensive service range will be informed by research and evidence based practice

## Clear and Positive Identity

The Centacare NQ Brand will be well recognised and viewed favourably in the communities we support

## Enabling Technology and Business Systems

Our processes and practices will be supported by functioning, effective and enabling systems and technology

## Sustained Partnerships to Build Capacity

Enhance strong, trusting, collaborative partnerships in the community to better respond to needs

## Client Focused Workforce

Our team members will be well trained, mobile, focused on client outcomes and confident using a range of available systems and technologies

## Commitment to Diversity

Our RAP plan will be implemented and our commitment to diversity reflected in documents, processes and actions



# STRATEGIC ROAD MAP

The Strategic 'Road Map' for Centacare NQ is founded on a clear appreciation of our current and future external environments.

Our response to those environments and the achievement of our Vision, Mission and desired future will be delivered through the achievement of five (5) Strategic Initiatives

Centacare NQ's success in achieving these Strategic Initiatives will depend on the achievement of the associated strategic objectives. The strategic objectives will also provide the Executive with the authority and direction required.

## STRATEGIC INTENT





**Counselling and Support Services**  
for everyone in the community

Individuals / Families  
Children / Young People

**1300 NO Care**  
67 27 33  
centacare



**Counselling and Support Services**  
for everyone in the community

Individuals / Families  
Children / Young People



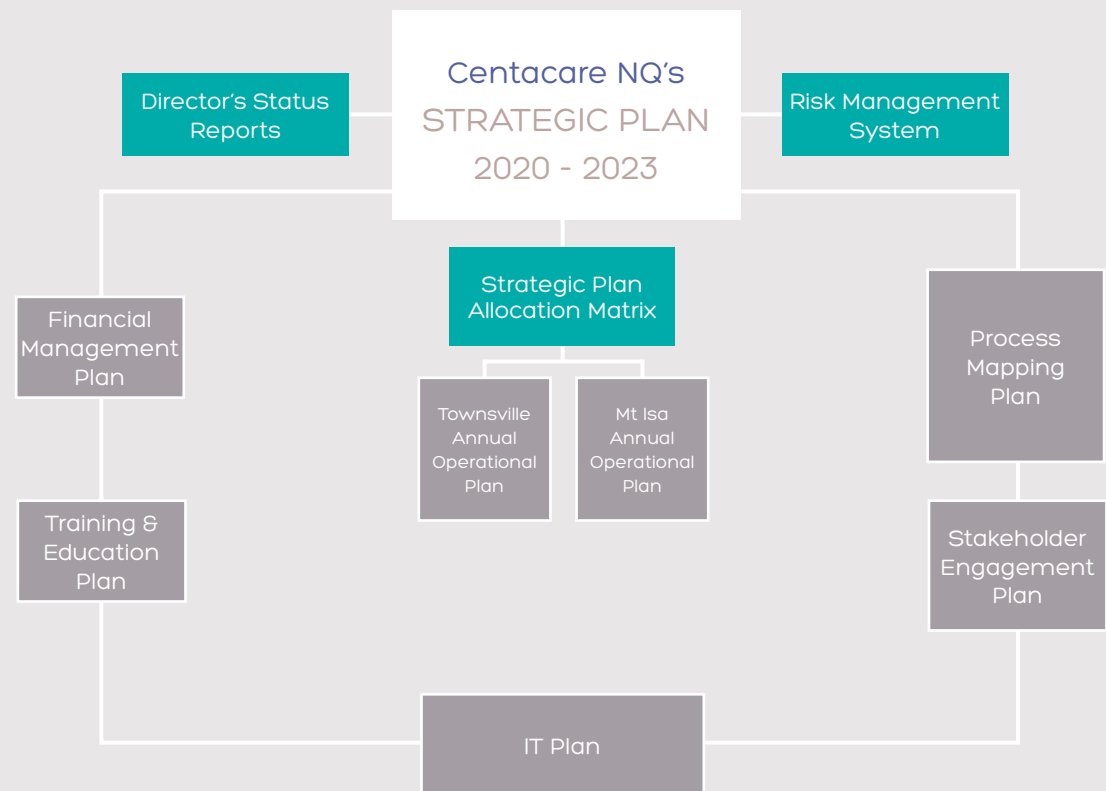
**Centacare**  
**North Queensland**  
1300 NO Care

# PLANNING FRAMEWORK

The strategic planning framework depicts Centacare NQ's strategic plan, operational plans, organisational development plans and planning tools that will be used to implement, monitor and review our strategic objectives.

Key components and processes of the planning framework are:

1. The allocation of the various strategic objectives contained in the strategic plan will be delivered through the allocation matrix, operational and organisational plans
2. The protection of the organisation and its services through various organisational development plans e.g. Education and Training Plan for staff
3. Implementation of the strategic plan, operational plans and organisational development plans is the prime responsibility of the Executive Director
4. The monitoring of progress and annual reviewing of the strategic plan and agreed organisational development plans e.g. marketing and communication plan is the prime responsibility of the Leadership Group







# STRATEGIC INITIATIVES

# 01

## ENSURE FINANCIAL SUSTAINABILITY

Centacare NQ will be a viable and financially sustainable organisation through implementing financial plans, budgets, disciplines and targets while increasing revenue from initiatives in line with our Vision, Mission and Values

Our key performance indicators will be:

- Cumulative results and trends of annual profit and loss statements and balance sheet ratios
- Meet and exceed financial targets, ratios and budget forecasts
- Raise additional income annually through diversification of revenue streams and services

## Strategic Objectives

## Who and When

1 Determine the true costs, margins and surplus for all current and future services	Manager Finance/ Executive Director 2020
2 Develop, implement and monitor annual budgets; profit and loss and cashflow forecasts aligned to our strategic initiatives	Senior Leadership/ Manager Finance Annually
3 Develop and implement a three year financial management plan aligned to our strategic initiatives	Executive Director/ Manager Finance 2020
4 Develop and implement policy and practice for 'contribution collections' and fee-for-service services	Senior Leadership/ Manager Finance 2020 and on-going
5 Develop and implement a Centacare NQ Fundraising Plan with an annual target of (insert target)	Senior Leadership/ Management 2021
6 Continue to apply for grants submissions and philanthropic initiatives that supports our existing services and expands our revenue base	Senior Leadership/ Consultants On-going
7 Build financial literacy and understanding through regular workshops and information forums to middle management	Senior Leadership/ Manager Finance On-going

# 02

## DEVELOP OUR WORKFORCE

Centacare NQ will continue to invest in its people, developing leaders and workforce in an environment of support and accountability ensuring our culture is aligned to our vision to Catholic Social teachings

Our key performance indicators will be:

- 80% or more of our workforce are positively engaged and contributing to their workplace objectives
- Revised organisation structure approved and implemented
- 80% or more of the people we support are satisfied with the services they receive
- 80% or more of staff identify feeling supported by management

## Strategic Objectives

## Who and When

1	Conduct a cultural audit of Centacare NQ management and staff to determine cultural issues and challenges and possible training and development requirements	People & Culture Manager/ Senior Leadership
2	Develop and implement a Change Management Plan incorporating outcomes from cultural audit and Strategic Planning Forums	Executive Director/ People & Culture Manager/Consultant 2020
3	Establish a Centacare Well-being Committee with agreed Terms of Reference; develop and implement policy and practice for staff health and wellbeing	Executive Director/ People & Culture Manager 2020
4	Finalise Centacare organisational and operational structure and review annually ensuring they are aligned to our strategic initiatives	Senior Leadership/ People & Culture Manager 2020 & Annually
5	Develop a performance management system that contains agreed categories of measurement and various performance indicators for management and staff	Senior Leadership/ People & Culture Manager/ 2021
6	Develop existing learning management system with emphasis on effective use of available technologies, client outcomes, safety and evolving legislative requirements	Senior Leadership/ People & Culture Manager 2021 & Annually
7	Develop a Practice Standards Document that informs best practice for staff in relation to client services	Senior Leadership/Supervision Team/ Management
8	Implementation of PASE model of supervision and line management	All staff

# 03

## **STRENGTHEN OUR PROCESSES AND PRACTICES**

Centacare NQ will continue to invest in efficient operational processes, practices and systems that provide timely and accurate data, information and reports that assist management and staff deliver quality services

Our key performance indicators will be:

- Process mapping completed
- Upgraded and/or new systems delivered on time, within budget and to agreed specifications
- 80% or more of manager, staff are satisfied with support, systems and processes of Centacare NQ
- Staff are engaged and using systems effectively

## Strategic Objectives

## Who and When

<p>1 Complete a process mapping review of current processes and practices with the aim of developing agreed processes for the future</p>	<p>Senior Leadership/Consultant/ Finance Manager/ Admin Manager 2020</p>
<p>2 Complete an ICT infrastructure and systems audit to determine IT, communications, systems and process challenges and possible future solutions</p>	<p>Senior Leadership/Consultant 2020</p>
<p>3 Develop and implement an ICT plan with the aim of ensuring IT platforms deliver stable, reliable IT support</p>	<p>Senior Leadership/Consultant 2020</p>
<p>4 Research and develop business case/s for the upgrading and/or purchase of new systems that will enhance revise/new processes and practices</p>	<p>Senior Leadership/Consultant 2021</p>
<p>5 Review and regularly update reporting expectations, data and information requirements across finance, admin and client services</p>	<p>Executive Director On-going</p>
<p>6 Develop and implement on-going training and education programs for management and staff on all systems, technology and revised processes and practices</p>	<p>Senior Leadership/Management On-going</p>

# 04

## BROADEN OUR IMPACT

Centacare NQ will be widely known and recognised in North Queensland as a solutions focused Catholic provider that inspires and supports people in need

Our key performance indicators will be:

- Revised/new brand strategy developed and launched
- 80% or more of management and staff understand and work to our Vision, Mission and Catholic Social Teachings
- By 2023 70% or more of people in the communities we survey are aware of and have a positive view of Centacare NQ
- Number and value of partnerships and alliances with local Catholic and community providers will be increased
- Centacare NQ's profile will be expanded to include both, family, community and corporate services



## Strategic Objectives

## Who and When

1	Revised and updated Vision, Mission and Values Statement	Executive Director/Council 2020
2	Revise and/or develop a new brand and 'brand promise' for Centacare NQ	Executive Director/Consultant/Marketing & Comms Advisor 2020
3	Develop and implement the Centacare NQ 'Style' guide to ensure consistent application of the revised/new brand	Executive Director/Consultant/ Marketing & Comms Advisor 2020
4	Conduct research with the communities served by Centacare NQ (market assessment) to determine needs and requirements of services and supports	Senior Leadership/Consultant 2020
5	Continue to develop and enhance marketing and communication tools e.g. website	Senior Leadership/Marketing & Comms Advisor On-going
6	Annually develop, implement and monitor a marketing and communication strategy with emphasis on brand awareness and education on 'what we do' for North Queensland communities	Executive Director/Consultant/ Marketing & Comms Advisor 2021
7	Develop and implement a social media policy and strategy using available platforms to educate and inform North Queensland communities	Marketing & Comms Advisor On-going
8	Make application to local, regional and state awards for recognition of our quality services and commitment to the communities we serve	Senior Leadership On-going
9	Design and/or obtain stakeholder and brand awareness surveys and conduct regularly	Executive Director/Marketing & Comms Advisor Annually
10	Pro-active development of partnerships and/or alliance with local community providers and research institutes who can add value to our service offerings and support more integrated service delivery approaches	Senior Leadership On-going
11	Continue to develop collaborative relationships with local Catholic providers	Senior Leadership On-going
12	Continue to participate in the QLD Centacare Alliance	Executive Director On-going

# 05

## ENHANCE OUR EVIDENCE BASED PRACTICE

Centacare NQ will utilise evidence based approaches to implement innovative practice models to facilitate positive outcomes for the people we support

Our key performance indicators will be:

- 80% or more of people we support are satisfied with the outcomes/support they receive
- Centacare NQ is recognised as a leader in community services across the region
- All programs and services will have a strong research and evidence base
- Our commitment to best practice will be evidenced through on-going service monitoring review and evaluations

## Strategic Objectives

## Who and When

1	Develop, implement and regularly review our practice models with the aim of documenting practice guidelines and ensuring outcomes reflect intention of the program	Senior Leadership/ Management Team 2020 & On-going
2	Develop and implement education and training programs for staff on evidence based practice, outcomes measurement	Senior Leadership/ Management Team/ Manager HR On-going
3	Complete reviews/audit of current outcome measurement tools with the aim of developing a set of outcome measurement tools and resources across all programs	Senior Leadership/ Management Team 2020-21
4	Develop relationship/partnership with external research institute to support on-going development of service approaches	Senior Leadership 2021
5	Develop 'Good News Stories' on the outcomes of our services for our marketing and social media strategies	Senior Leadership/Consultant On-going



A young child with dark hair, wearing a yellow polo shirt, is focused on playing with colorful plastic blocks. The child is holding a green block in their right hand and a red block in their left hand, with other blocks visible below. The background is a bright, slightly blurred indoor setting.

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# EMERGING TRENDS OF THE COMMUNITY SERVICES SECTOR

The Leadership Group reviewed the emerging trends of 2019 and considered the impacts and implications for Centacare NQ

## Emerging Trends and Issues

- Continuing major reforms across all social and service sectors
- Government policy shift from requiring providers to deliver outputs to outcomes/results from funded programs
- Increasing competition for government and philanthropic funding
- Roll out of the National Disability Insurance Scheme (NDIS) and other major programs
- Increasing regulation and legislation requirements
- Large providers trying to dominate the sector
- Recommendations from Royal commissions
- Increase in complex social challenges that are unfunded
- Government funding allocation directly to clients (client/customer directed care CDC) and co-contributions
- Other government funding bodies e.g. PHNS to consider
- Ageing population
- Providers only funded for services not operational overheads

## Impacts and implications for Centacare NQ

- Increasing costs of administrations through increased compliance and contract reporting and data collection
- Must be able to show evidence of results/outcomes with clients
- Need a value proposition to government and philanthropic funders
- Need to 'Name' our practice and show evidence of its results
- Need a clear identity and be well known for what we do
- Important that Centacare NQ is a 'safe bet' for government agencies
- Must get our structures right
- Need systems that can collect individual measurement/data efficiently
- Our staff/team must be skilled and outcomes focused
- Credible, independent assessment of our practice model and results

# SUNDAY CASH SPLASH

WIN UP TO \$28,000  
 WITH A \$100 BET  
 EVERY SUNDAY FROM 10:00 AM TO 11:00 PM  
 WIN UP TO \$5,000  
 EVERY FRIDAY'S HOURLY

# HAYANA NIGHTS

WIN UP TO \$5,000  
 EVERY FRIDAY'S HOURLY

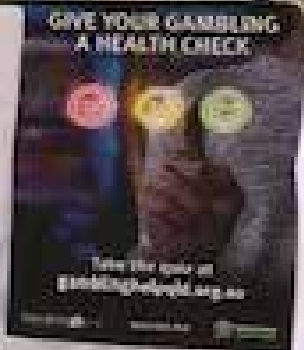
# LADIES NIGHT

WIN UP TO \$5,000  
 IN PRIZES & VANTAGE COLLECTORS  
 EVERY THURSDAY

GAMBLING  
 HELP  
 47729000

Gambling too much?

Gambling too much?

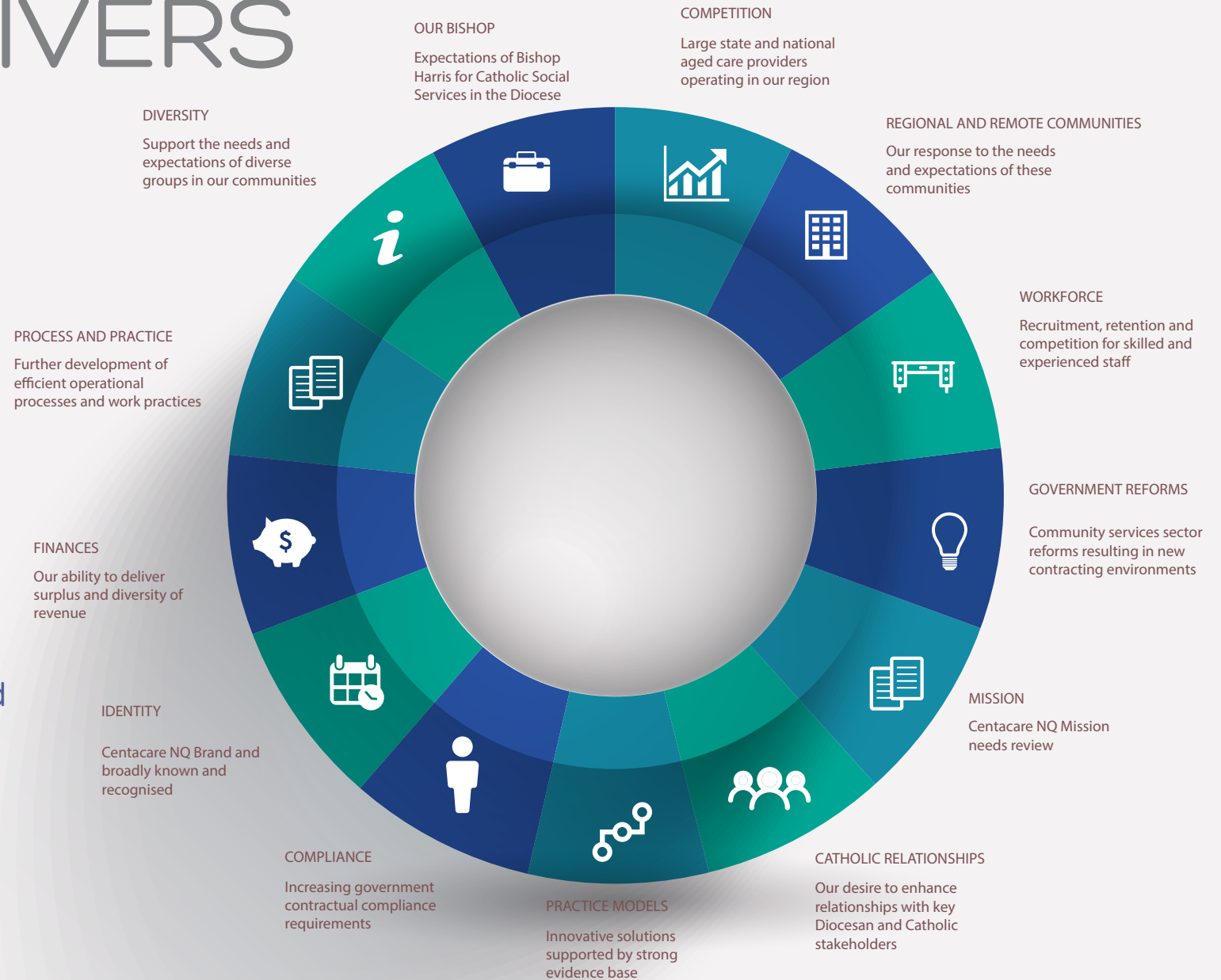


**Centacare**  
 North Queensland  
 1300 672 273

1979-2019 - Caring for the community

# KEY DRIVERS

The Leadership Group examined the Key Drivers both in and around Centacare NQ as at 2019. These are summarised here:





# SWOT ANALYSIS

The Leadership Group examined the strategic and organisational strengths, weaknesses, opportunities and threats for Centacare NQ:



## STRENGTHS

- Our 40 year history of service
- The expertise and skills of our staff
- Continuity of funding from both Federal and State governments (5 year contracts - for some)
- Our service coverage of large geographical area of north Queensland
- Our holistic approach to client support and services
- Client outcomes - anecdotal evidence of effectiveness
- Growing reputation in the communities we support
- Established links to traditional owners
- Our diversity of services
- Part of Catholic Diocese of Townsville



## WEAKNESSES

- Insufficient and onerous manual processes and practices
- Connectivity of our phone and internet service
- Heavy reliance on government funding
- Limited resources stretched thinly over large geographical regions
- 'Over servicing' of our clients
- Diversity of service offerings - is it too diverse?
- Our public profile/identity
- Systems are not integrated
- Systems to collect and analyse data and information
- Staff turnover



## OPPORTUNITIES

- Develop clear identity for Centacare NQ
- Develop our value proposition
- Expand our range of services to meet community needs/gaps e.g.
  - Domestic family violence
  - Mental Health
  - Aged Care
- Diversify revenue streams e.g.
  - Client-fee-for-service
  - Service provider - fee for service
  - Indigenous funding
- Develop and implement a Fundraising Strategy
- Further develop our Catholic networks and partnerships
- Develop a relationship with a local research institute (university)
- 'Pop up' services for remote communities



## THREATS

- Competition from large providers for our staff, our clients and our contracts
- Internal services/connectivity to outreach and remote services
- Unable to meet community needs and expectations for services through lack of funding and resourcing
- Continued consolidation of the Sector
- Increasing regulations and compliance requirements
- Lack of clarity on who we are and what we do?
- Change of State and Federal governments

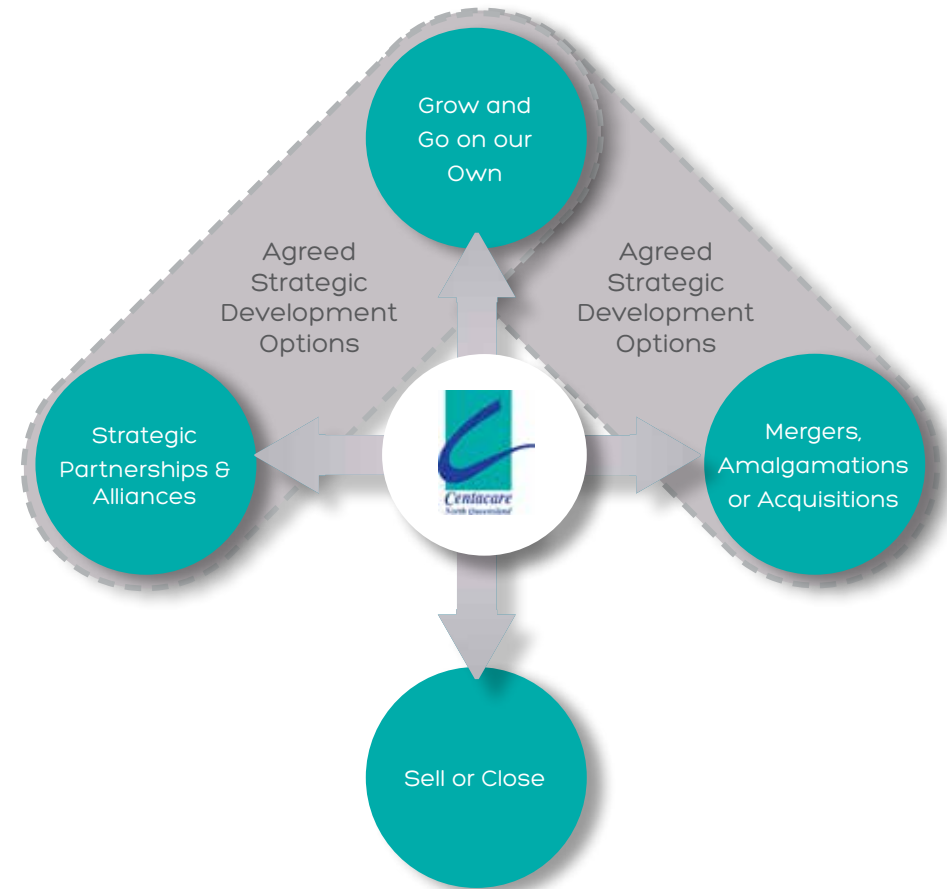
# STRATEGIC DEVELOPMENT OPTIONS

Centacare NQ has four strategic development options:

- Option One: Grow and develop on our own
- Option Two: Strategic partnerships or alliances
- Option Three: Mergers, amalgamations and acquisitions
- Option Four: Sell or Close

Centacare NQ's agreed strategic development options for the next three (3) years:

- **Grow and develop on our own**
- **Work with partners and form alliances with other Catholic and like minded organisations**
- **Joint venture project/s with QLD Centacare/Catholic Cares**
- Selling or closing were not considered options at this time





# KEY INTERNAL AND EXTERNAL STAKEHOLDERS

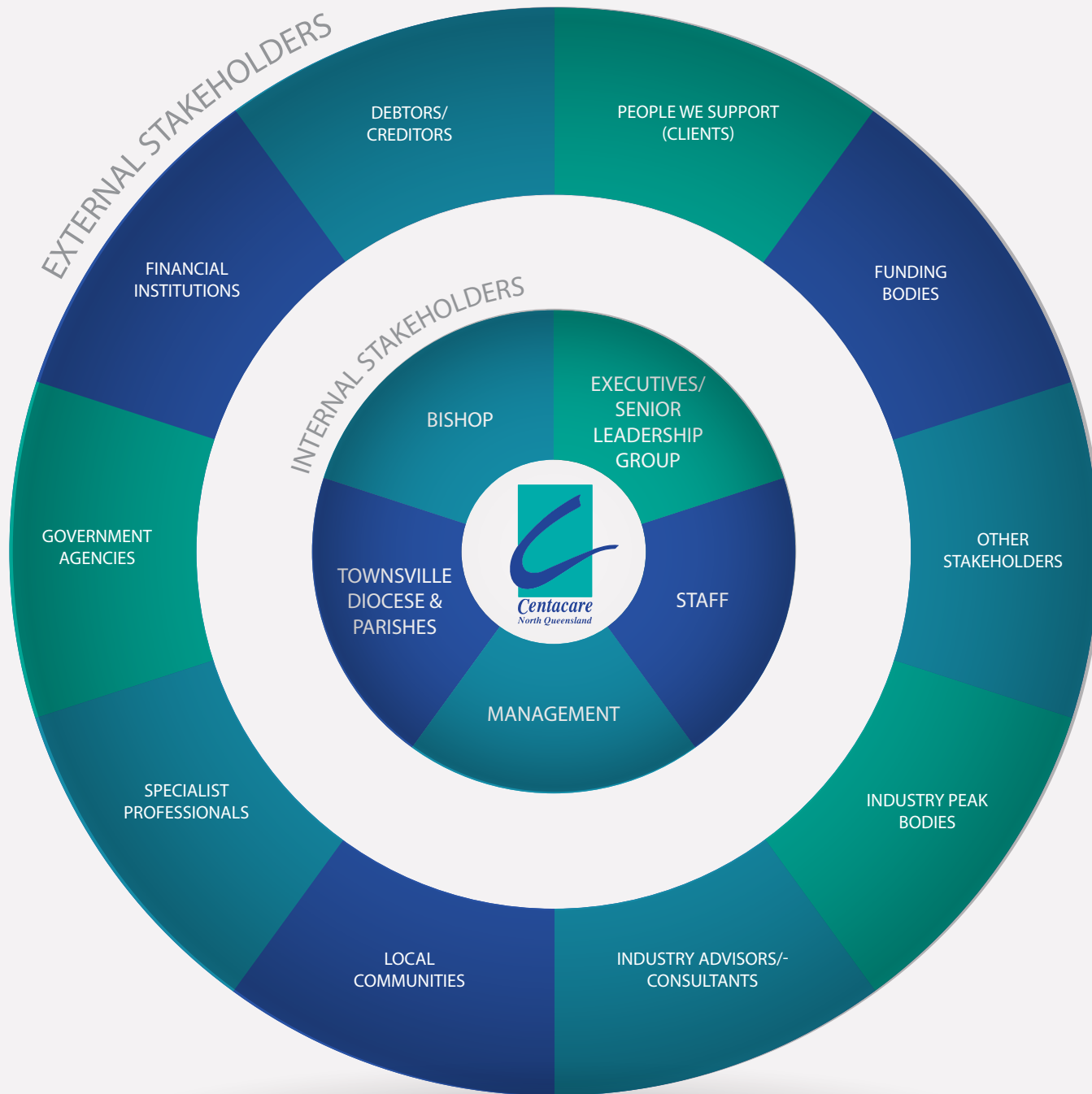
The internal stakeholders are those stakeholder groups which come together to form the organisation known as Centacare NQ .

The external stakeholders are those stakeholder groups which connect or engage with Centacare NQ. We recognise that in the future we could strengthen and further develop:

- The relationship and interaction of our internal stakeholders with each other as well as to Centacare NQ's strategic direction.
- The relationship with each external stakeholder group.

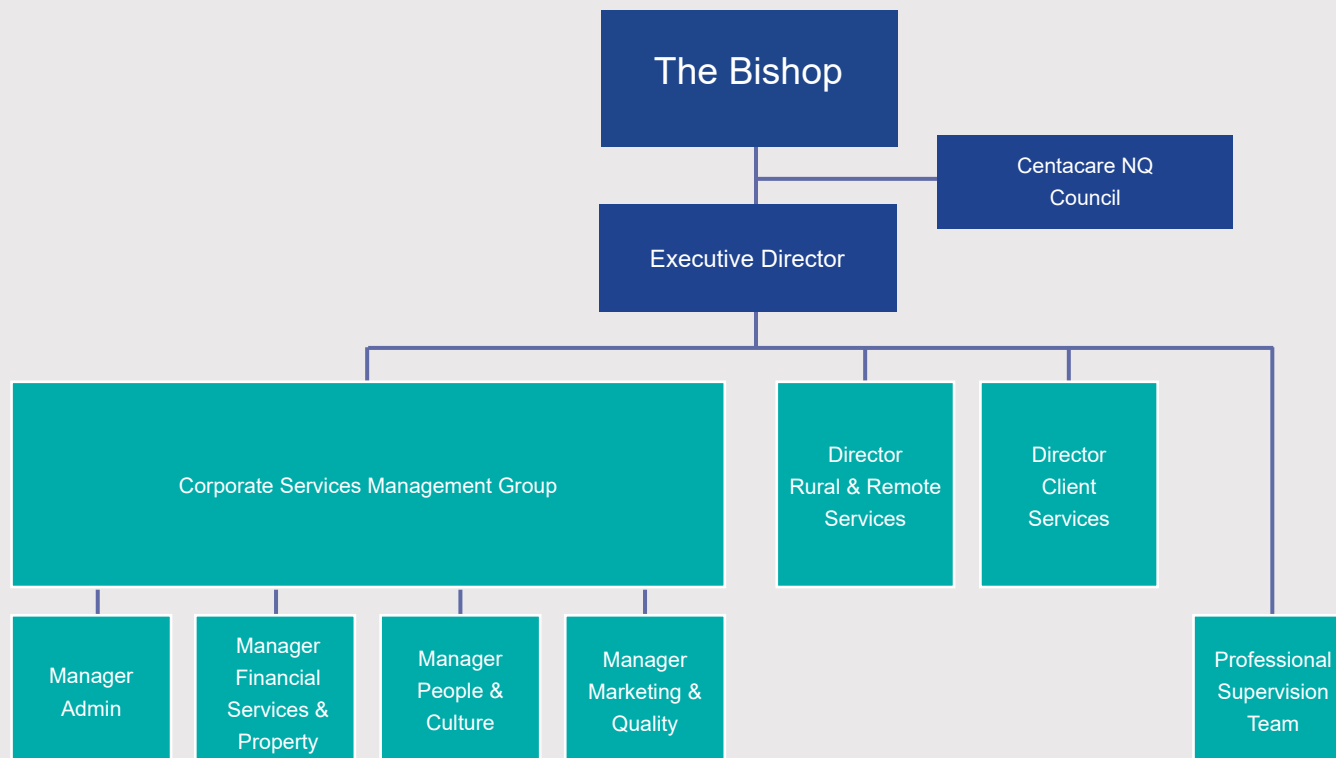
In order to achieve the aforementioned, Centacare NQ will:

- Improve our marketing profile and communication with all stakeholders/ community
- Improve the commitment to and contribution of stakeholders
- Ensure open, transparent and accountable processes
- Inform all internal and external stakeholders how Centacare NQ is progressing in the implementation of its strategic plan



# GOVERNANCE STRUCTURE

During this next period it is vital we have the right people in the right positions enabling the agreed strategic initiatives to be implemented:



# STRATEGIC RISKS

## TO OUR STRATEGIC 'ROADMAP'

01

**FUNDING DIVERSITY**

Limited revenue streams - over reliance on government funding

**ALMOST CERTAIN**  
WITH **MODERATE**  
CONSEQUENCES

**Strategies to minimise risk**

- Continue to seek alternative grant and philanthropic funding opportunities
- Income generation - develop and implement a fundraising strategy
- Expand fee-for-service offerings

**EXECUTIVE DIRECTOR**

02

**PROCESSES AND PRACTICES**

Reliance on manual processes and practices lead to increasing administration/overhead costs

**LIKELY**  
WITH **MAJOR**  
CONSEQUENCES

**Strategies to minimise risk**

- Complete a process mapping exercise
- Develop our agreed model of practice
- Continually revise and update policy, procedures and practices
- Obtain available systems and technology to support and efficient processes and practices

**EXECUTIVE DIRECTOR & SENIOR LEADERSHIP**

03

**COMPETITION**

Competition from large NFP and charitable providers reducing our client numbers and geographical reach

**ALMOST CERTAIN** WITH **MAJOR**  
CONSEQUENCES

**Strategies to minimise risk**

- Ensure high outcomes rates for clients
- Continue to build relationships with government departments and communities
- Develop and implement innovative practice models with independent assessment

**EXECUTIVE DIRECTOR**

04

**IDENTITY**

Lack of clear identity on who we are and what we do leads to clients seeking alternative providers

**LIKELY**  
WITH **MAJOR**  
CONSEQUENCES

**Strategies to minimise risk**

- Develop revised Centacare Brand
- Development of value proposition for government funder and clients
- Implement a communication strategy and stakeholder engagement plan

**EXECUTIVE DIRECTOR & SENIOR LEADERSHIP**

