



STRATEGIC PLAN

2023 - 2026

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

The 2023-2026 Strategic Plan will see Centacare NQ shift our focus from consolidation of our internal processes and look to a future where our people and services will grow in capacity and responsiveness. In developing this plan we acknowledge the many Stakeholders and partnerships that have supported Centacare NQ throughout its history and continue to do so into the future. These include the Traditional Owners of the lands across which Centacare NQ serves community, the Most Reverend Bishop Tim Harris who has provided unwavering support to Centacare and our work, our community partners who work with and alongside us in our efforts to foster wellbeing for all, and our funding partners in state and commonwealth government without whom our work could not extend to the regions and people we presently support.

With the implementation of this new Strategic Plan, we will remain steadfast in our commitment to inclusive services that are underpinned by the values of respect, dignity, compassion, integrity and stewardship and continue to challenge ourselves to ensure they are evident in all we do.

Centacare NQ is a well established and trusted part of the regional community of the Diocese of Townsville and I look forward to the coming 3 years as we extend every effort to achieve the goals we have set for ourselves in partnership with our communities and Stakeholders. We will bolster our long term sustainability and build on our services to respond to the emerging needs of our communities.

Paula Washington
Executive Director



DESIRED FUTURE

The Management Team agreed on key characteristics and components that will define Centacare NQ by 2026:



GROWTH THROUGH PARTNERING

Continue to develop new and existing partnerships and referral pathways with government, community and the corporate sectors



ENHANCED CORPORATE STRUCTURE

Transition to a new legal entity and governance structure ensuring full access to current and future funding opportunities



CAPITAL AND INFRASTRUCTURE DESIGN

Resolution of future infrastructure requirements for Centacare NQ and the Diocese of Townsville



FINANCIAL SUSTAINABILITY

Renewal of government funding support, alternative additional revenue through new service offerings and significant improvement in the percentage of returned unspent funds



HIGHLY-SKILLED AND COMMITTED WORKFORCE

Team members will be well-trained, focused on client outcomes, and confident using a range of available technology and enabling systems. We will invest in on going development of our leaders



INNOVATIVE PRACTICE SOLUTIONS

Our service range will support early intervention and be informed by research and evidenced based practice



ENHANCED PROFILE

The Centacare NQ identity will be well known and revived favourably in the communities we support



SERVICE EXCELLENCE

Clinical governance framework in place and implementation of evidence base tools and evaluation measures. Centacare NQ will pursue ISO 9001 compliance



FUNCTIONING SYSTEMS SUPPORTED BY ENABLING TECHNOLOGY

Our business processes and practices will be supported by enabling systems and technology delivering efficient operations



COMMERCIALISATION OF SERVICES

Centacare NQ will offer a range of fee-for-service training and education programs to non-government, community, and corporate customers

STRATEGIC PRIORITIES

Centacare NQ is committed to achieving five strategic priorities by 2026 as follows:

01 FOCUS ON OUR PEOPLE

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

02 TRANSITION TO NEW CORPORATE STRUCTURE AND SUSTAINABLE FUTURE

Centacare NQ will transition to a new legal entity under the current Catholic Diocesan corporation and ensure the new entity is financially sustainable through disciplined and robust oversight diversifying revenue streams aligned to our Vision and Mission

03 GROW AND DIVERSIFY OUR SERVICES

Centacare NQ will grow service offerings utilising existing expertise and will diversify services to assist the significant needs of the communities we support

04 PURSUE SERVICE EXCELLENCE

Centacare NQ will continue to utilise evidence based approaches to implement innovative practice models while meeting or exceeding all industry standards to facilitate positive outcomes for the people we support

05 STRENGTHEN OUR PLACE IN THE COMMUNITY

We will strengthen our identity and increase engagement and connection with our key stakeholders and the broader communities we serve, to be recognised as a solutions focused Catholic provider that inspires and supports people in need throughout North Queensland