



STRATEGIC PLAN

2025-2028





ACKNOWLEDGEMENT OF COUNTRY

Centacare acknowledges the Wiradjuri, Gamilaraay and Wailwan peoples, the Traditional Custodians who have walked upon and cared for this land for thousands of years.

We acknowledge the continued deep spiritual attachment and relationship of Aboriginal and Torres Strait Islander peoples to this country and commit ourselves to the ongoing journey of reconciliation.

BISHOPS MESSAGE

I am happy to introduce Centacare's strategic plan for 2025 -2028.

The Strategic Plan has been carefully prepared and developed by the Centacare Advisory Council and the Leadership Team, to provide a framework for planning as we move ahead in this important work of our local church. It will provide a point of reference and a valuable tool for assessing our progress against the goals we have set.

In the last months of his life, the late Pope Francis was preparing a major teaching document entitled "Dilexi te", quoting Christ saying "I have loved you". It was to be an exhortation recalling the Church to find and love Jesus in our sisters and brothers who are poor or afflicted.

Pope Leo XIV took up this document and, with a few additions, made it his own. The work of Centacare in our Diocese is one way that we seek to respond to this essential element of the Church's life and mission.

May all who work and lead in Centacare be guided and encouraged by the social teaching of the Catholic Church, as they put it into practice in our place and time.

+Michael McKenna
Bishop of Bathurst



OUR ORGANISATION

Centacare is the official social services arm of the Catholic Diocese of Bathurst providing a range of professional services to assist individuals, families, children, and communities in the Central West and Orana region of New South Wales. We are a charitable, not-for-profit agency and is for everyone.

Centacare was established by the Bishop and Trustees of the Diocese in June 1988 as an expression of the social mission of the Catholic Church throughout the Diocese. The work of Centacare is the living witness to the Christian values of charity, hope, love, and fullness of life. The Gospel “I have come that you may have life and have it to the full” (John 10:10) is the foundation for Centacare’s mission, vision, and values.

Our Vision



A society in which there is full recognition of the rights and responsibilities of all, a community that values families and relationships and promotes dignity, equality, respect, and participation of all, especially the vulnerable and disadvantaged.

Our Mission



We provide professional social services to empower communities, families, children, and individual adults to thrive within their environments

OUR VALUES



The message of Jesus as expressed in the Catholic Social Teaching



Dignity and worth of the human person



Inclusiveness, especially of those at risk of negative discrimination



Human relationships and connectedness



Recognition of strengths in every person and every community



Common good



Professionalism



Stewardship and accountability of public funds



Priority for the most disadvantaged, devalued, and marginalised



Care and respect for resources and the environment



Respect and acknowledgement of the First Nation's people



Integrity and accountability



Safety and wellbeing of children and young people and vulnerable individuals



Social Justice



Responsiveness to the needs of the communities we serve



Partnerships and collaboration

OUR SERVICES



Families, Individuals, Couples, Children

We offer professional counselling and psychological services provided by qualified psychologists, social workers, accredited mental health practitioners, and counsellors. Centacare supports families through counselling, mediation, relationship enrichment and education, and group programs and events.



School Wellbeing Program

We provide wellbeing services including counselling to students and families within the school operated by Catholic Diocese of Bathurst.



Outside of School Hours Care

Outside of School Hours Care provides children with a welcoming, safe, and enriched environment with activities tailored to their interests. We make sure children have a say in planning and designing the activities.



Community Wellbeing

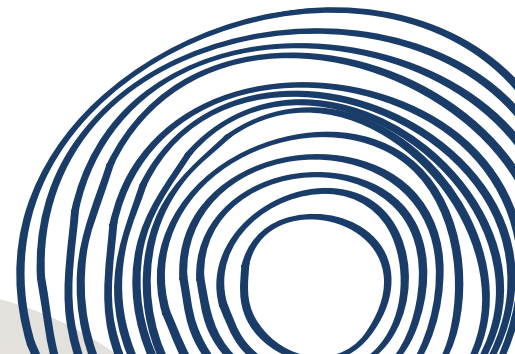
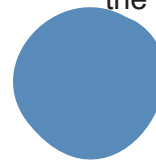
We provide wellbeing support and resilience to the rural and regional communities in our region, especially during natural disasters.

Centacare also operates the Central West Family Law Pathways Network as well as foster a professional learning community within the region



Early Childhood & Community Programs

We provide children, young people, parents, carers and grandparents a range of activities in schools, early childhood services and the community.



2025 – 2028

STRATEGIC THEMES

Our strategic direction focusses
our mission engaging three
interconnected themes shaping
our focus for 2025 to 2028





Our Communities

Goal

We exist to serve our communities

Centacare delivers programs that align with our mission and achieves meaningful outcomes

Priorities

Centacare empowers communities by listening, responding, and adapting to their needs

We connect to our community by fostering trust through open engagement, accessible services, and ongoing responsiveness





Our People

Goal

Our people are our greatest asset. We are committed to being an Employer of Choice by nurturing a highly skilled, engaged, and inclusive workforce.

Position Centacare as an employer of choice by benchmarking and enhancing employment conditions and benefits

Develop and implement a data-informed retention strategy

Foster a culture of learning through accessible, structured, and responsive training and development at all levels of the organisation



Priorities

Deliver a consistent, supportive, and transparent employee experience by embedding fair processes, accessible resources, and meaningful feedback mechanisms

Strengthen accountability through clearly defined roles, proactive support, and fair and equitable performance management

Reinforce employees alignment with Centacare's mission through values-based induction, program awareness, and cross-team engagement activities

Our Systems

Goal

To ensure our mission is delivered effectively through compliant, robust systems and sound financial management that underpin organisational stability and performance

Priorities

Foster a culture of continuous improvement and organisational excellence through the implementation and maintenance of a comprehensive Risk and Quality Management System (QMS)

Ensure Centacare upholds its commitment as a Child Safe Organisation by embedding and maintaining compliance with the National Child Safety and Diocesan Safeguarding standards in all policies, practices, and culture

Strengthen systems and workforce capability to ensure security, resilience, and readiness to prevent, detect, and respond effectively to cyber threats

Develop a governance and financial framework that is adaptive to the contemporary sector environment, ensuring stability, compliance, and sustainable growth to advance our mission