

### OUR PURPOSE

The purpose of Catholic Social Services NSW/ACT as a network is to build capacity, share, support and promote best practice, advocate and to encourage partnerships between Catholic social services within New South Wales and the ACT. As a state-wide advocate, Catholic Social Services NSW/ACT also works with its members to produce evidence/research which informs public opinion and assists government and the community to develop just and compassionate social and economic policies that will improve the lives of the vulnerable and disadvantaged people in New South Wales and ACT.

### OUR MISSION AND VISION

Social Services are integral to the Mission of the Catholic Church in New South Wales and the ACT. Catholic Social Services NSW/ACT draws on the experience of decades of Catholic social service provision and social policy development in New South Wales and the ACT, as we advocate for those who are most disadvantaged, strengthen the social services which support them, and promote our network's core values of love and justice. Catholic Social Services NSW/ACT envisages a fairer, more inclusive civil society and culture that embeds and supports the dignity, equality, and participation of all people.

### OUR VALUES

In pursuit of its mission, Catholic Social Services NSW/ACT seeks to prioritise the following core principles of Catholic Social Teaching:

- **Dignity of the person**  
Our vision for society is grounded in our understanding of the fundamental dignity, sanctity and worth of every human life.
- **Common good and community**  
As people are fundamentally social beings, we work for the common good for the community, how we organise socially, politically, and economically has implications for our capacity to thrive in community. We stand in solidarity with the community.
- **Preferential option for the poor**  
The most important measure of the success of our community is the way we direct our resources to assist those most in need.
- **Rights and responsibilities**  
Our participation in community brings with it both a range of rights and protections and a range of duties and obligations.

### OUR STRATEGIC DIRECTIONS

The three key pillars of our Strategic Directions are:

- Leadership in Mission
- Capacity Building
- Advocacy

### THREE YEAR STRATEGIC PLAN 2022 - 2025

STRATEGIC FOCUS AREA	LEADERSHIP IN MISSION	TO SUPPORT AND ENHANCE THE PROFILE AND CAPACITY OF THE NETWORK	ADVOCACY AND REPRESENTATION
<b>Key Strategic Goals 2022-2025</b>	<p>Fostering Catholic identity and mission for Executive Directors, workplace leaders and workforce.</p> <p>Embed Catholic Social Teaching and collaborative social justice in leadership and day to day practice of the network.</p>	<p>Promote and enhance the profile of our members to government, Diocese, Arch Diocese, Parishes, and broader community.</p> <p>Share best practice, business development and develop individual and systemic analysis across community of practice.</p>	<p>Establish and consolidate CSS NSW/ACT as the 'go to' organisation for the collective voice of Catholic Social Services in NSW and ACT and as an advocate for the individuals and communities we serve.</p>
<b>KEY STRATEGIC ACTIVITIES: HOW WILL WE ACHIEVE OUR GOALS?</b>			
<b>Year 1</b> <b>Key Strategic Activities 2022-2023</b>	<p>Continue the Leadership and Mission theme at members forums.</p> <p>Foster and support mentoring and partnerships between ED's across the membership, with a focus on supporting new ED's.</p> <p>Incorporate Leadership in Mission into the working group/communities of practice discussions.</p> <p>CSS NSW/ACT response to the Plenary.</p>	<p>Consolidate social media and communication strategy.</p> <p>Continue to promote the network through social media and maintain at least 4 members forums and 5 working groups/communities of practice.</p> <p>Expand the website to include a member's only section.</p>	<p>Continue to establish relationships with key ministers, bureaucrats, media, and other peak organisations to be able to influence government policy and the NSW Election in 2023.</p> <p>Establish a 'Campaign' and a 'NSW Election' working group / community of practice.</p> <p>Produce 'key asks' for our NSW Election Statement for March 2023.</p>
<b>Year 2</b> <b>Key Strategic Activities 2023-2024</b>	<p>Continue the Leadership and Mission theme at members forums.</p> <p>Foster mentoring, buddies, and partnerships between ED's across the membership.</p> <p>Establish a regular multi-mode (face to face/zoom) annual mini conference for the network.</p>	<p>Collaboration, identify possible pilot projects and joint initiatives that could be developed and trialled.</p> <p>Establish a regular multi-mode (face to face/zoom) annual mini conference for the network.</p>	<p>Develop potential research agenda.</p> <p>Have a key campaign in operation, with over 50% of members actively involved.</p>

<b>Year 3</b> <b>Key Strategic Activities 2024-2025</b>	Continue the Leadership and Mission theme at members forums.  Foster mentoring, buddies, and partnerships between ED's across the membership.	Implement or further develop pilot projects and initiatives.  Evaluate and finetune the effectiveness of the annual mini-conferences, communities of practice and members forums.	Produce relevant research papers with a 'catholic voice'.  Have multiple campaigns and events in operation, with over 80-90% of members actively involved.  Be ready for messages and systemic 'asks' for the next Federal Election.
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ENABLERS	<ul style="list-style-type: none"> <li>• Catholic Social Teaching</li> <li>• Increased membership / revenue</li> <li>• Increased social media presence</li> <li>• Our unique 'Catholic Voice'</li> <li>• The experience and expertise of our members</li> </ul>	<ul style="list-style-type: none"> <li>• Communiques / Bulletins as required</li> <li>• Working groups and communities of practice</li> <li>• Ongoing collaboration / cooperation / good will with our members and other external organisations.</li> </ul>
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### What do we mean by Communities of Practice ?

In this document we use term 'Communities of Practice' to mean a working group of people within and across a network who share a common concern, a set of problems, or an interest in a topic and who come together to fulfil both individual and group goals. Communities of Practice (CoP) are self-directed and self-determined. They often focus on sharing best practices and creating new knowledge to advance a domain of professional practice. Or they can also be a short term working group which focuses on a specific issue, e.g. working on a CSS NSW/ACT response to a government public inquiry. They also can be an 'engine room' for collective advocacy on behalf of the agencies e.g. lobbying for funding, or on behalf of the people they serve. Interaction on an ongoing basis is an important part of this. Communities of Practice can operate across multiple agencies, with both formal and informal governance structures.