

Annual Report

2024 - 2025



Together, we nurture dignity, compassion, and connection.

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In the spirit of reconciliation, CatholicCare recognises the traditional custodians of the lands on which we serve.

We pay our respects to the Elders – past, present and future for they hold the memories, the traditions, the culture and hopes of Indigenous Australia.



A Letter from our Chairman

I am pleased to introduce and present to our sole member, the Most Reverend Michael McCarthy Bishop of Rockhampton the F25 Annual Report, the inaugural company report for CatholicCare Central Queensland Limited (CatholicCare).

Our mission is to share in the healing ministry of Jesus by providing professional community services across the Diocese to enhance the wellbeing of individuals and families.

Could I start by acknowledging and thanking our 430 dedicated staff who daily support the wellbeing of our several thousand clients through the delivery of a wide range of care services according to the mission of Jesus and values of the Gospel. The dignity of each client is core to what we do.

With a new Company comes a new Board and I would like to commend my fellow Board members. Our Board of Directors has met monthly to ensure sound governance, strategic planning, and compliance with all legal and ethical standards. Reporting to the Board are three Committees, Finance and Audit, Risk and Compliance and Board and CEO Review. I extend my heartfelt thanks to each board member for their wisdom, dedication, and leadership of CatholicCare.

To Robert Sims as CEO and the Executive, on behalf of the Board I take the opportunity to thank each of you for your professionalism, commitment and dedication. Incorporation and a new Board has added to the demands on your time. Whilst the Board has come together equally the Board and Executive has evolved across the year to provide high level leadership and management across the organisation. One clear example was in the joint Board and Executive strategic planning workshop.

As Company Secretary, Carmel Marshall has added a layer of rigour and attention to detail which I have appreciated. We have all been on a continual improvement journey and already I see that with our shared experience, new systems and processes in place that our collective performance will be enhanced.

As we enter our second year as a Company, we have a new Strategic Plan to lead the organisation and provide the guard rails by which we measure our performance.

The Strategic Plan puts clients at the centre of what we do. **Looking forward we will:**

- Do things better through improved efficiency, enhanced outcomes with more resources devoted to frontline services.
- Be prepared to prototype new ideas and adapt them to find what works best.
- Demonstrate our impact where client and community outcomes are measured and outcome stories are shared.

On behalf of the Board, we look forward to a successful year and Bishop Michael we would like to thank you for your continued support.

Yours in Service.



Peter Long
Board Chairman





We are CatholicCare

Every CatholicCare client should experience services that are compassionate, effective, and empowering.

Chief Executive Officer's Report

This year has been one of both strength and challenge for CatholicCare Central Queensland.

We entered 2025 with renewed stability and continue to build resilience across our service offering.

Preparing for the largest legislative reforms that our aged care sector has seen in decades has proven challenging, while reforms in the disability and social services space are also on the horizon and have been key discussion points.

Our team successfully saw through our organisation's first **Human Services Quality Framework accreditation** since incorporation. This is a particular point of pride for me personally, as this round of accreditation saw significant improvements recognised since our last.

The **implementation of new staff-facing systems** such as **Blink** and **Carlo** has created stronger platform foundations for our internal communication and governance. I am thankful that CatholicCare continues to demonstrate that improvements and innovation are welcomingly embraced.

As many organisations do, we face issues such as workforce shortage, rising operational costs, and increasing demand for service. Particularly, the increase in demand for domestic and family violence and counselling support are challenges that require compassion, a flexible approach, and ongoing commitment to address. Fortunately, these are all **qualities that define our CatholicCare people.**

We now look to enter the era of our **2026–2029 Strategic Plan with optimism and momentum.** Our mission and values remain key anchors for us all, and we eagerly anticipate working alongside our partners, parishes, and communities to ensure our clients always receive the best care possible.

I would like to extend my sincere appreciation and gratitude to our Bishop, our Board, and our staff for contributing to another year of achievement.

Robert Sims
CatholicCare Chief Executive Officer



Our Mission

Inspired by the Gospel of Jesus Christ, CatholicCare’s mission statement embeds the proclamation of God’s love for every person.

We nurture the wellbeing of individuals, families, and communities, with a particular concern for those who are most disadvantaged, vulnerable, or marginalised.

Our mission is not an abstract statement. It is lived daily through the work of our staff and volunteers, the partnerships we build, and the way we treat each person with dignity, compassion, and respect.

CatholicCare Mission Statement

“To share in the healing ministry of Jesus by providing professional community services to enhance the wellbeing of individuals and families.”

CatholicCare Values

- 

Create Connection
We build trust and keep our promises.
We welcome everyone, act with integrity, and create meaningful relationships by being reliable and genuine.
- 

Be Kind
We treat everyone with care and respect.
We believe in the worth of every person, and we include and uplift others in everything we do.
- 

Work Together
We achieve more together.
We support one another, our clients, and our community to make a difference and do our best.

Our People

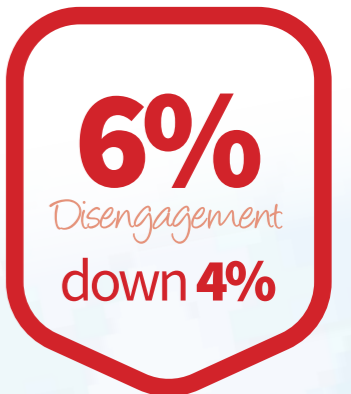
Our workforce is critical to our success. In 2024–25, we maintained a steady headcount of 430 people, supported by volunteers and community partners across the region.

Staff turnover remained at 26%, in line with sector benchmarks, but retention continues to be an area of focus.

Importantly, our staff survey results showed encouraging growth: engagement rose from 58% to 63%, disengagement fell from 10% to 6%, and our “Great Place to Work” rating climbed to 83%.



Team Members



CatholicCare CENTRAL QUEENSLAND is a *great* place to work



“CatholicCare cannot be complacent; agility and strategic foresight will be essential to ensure continuity and growth.”

Robert Sims, Chief Executive Officer

Our Board



Peter Long



Bernadette Ariens



Steve Burchill



Graham Fenlon



Sandra Glaister



David Lipke



John Mula



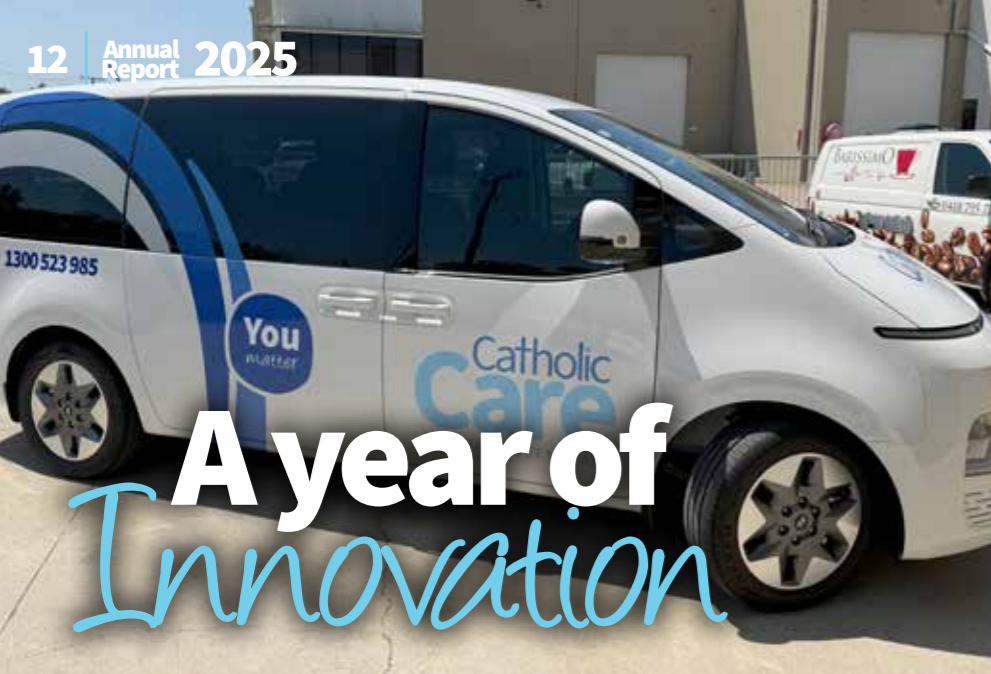
Loretta Seamer

“As we enter our second year as a Company, we have a new Strategic Plan to lead the organisation and provide the guard rails by which we measure our performance.”

Peter Long, Board Chairman



Our Year in Review



A year of Innovation



The past year has seen CatholicCare Central Queensland deliver essential services to thousands of individuals and families across the region. Our work spanned aged care and disability supports, family and relationship services, counselling, domestic and family violence programs, aged care assessment services, and a wide range of unique community initiatives.

We were pleased to achieve a successful outcome in the Human Services Quality Framework Audit. Previous major non-conformities were resolved, with only two minor areas identified, highlighting the progress made in embedding strong quality and governance systems.

From a financial perspective, our position strengthened throughout the year despite sector-wide challenges including unexpected wage increases and delays to national legislative reform. Our financial discipline, combined with new staffing models, reflected a more sustainable approach to future planning.

Digital innovation also remained a strong theme this year, with the introduction of staff-facing internal systems, Blink and Carlo. These new platforms

strengthen our communication and improve our governance. Early adoption of both systems has already shown positive impacts in efficiency, accountability, and connection between staff and across programs.

Our services continued to grow and adapt in response to community needs. CatholicCare secured a new contract for a High Risk Team in our domestic and family violence (DFV) service area, affirming our reputation as a local leader in domestic violence response, perpetrator accountability and DFV reform advocacy.

Meanwhile, all existing contracts were successfully renewed, providing stability for clients and staff alike.



Our strength lies not only in what we do, but in how we care.



Beyond operational metrics, our mission remained visible and alive in the communities we serve.

Initiatives such as **School Savvy CQ** provided much-needed relief for families facing cost-of-living pressures, ensuring children started the school year equipped and confident. Community Care activities created inclusive social connections, shaped by the voices of participants themselves. And, the introduction of our **Dementia Together program** gave new support to people living with dementia and their loved ones.

Our teams collaborated with schools, parishes, and volunteers to host various events, such as breakfasts for people experiencing homelessness in Mackay, demonstrating the power of partnerships in action.

Acknowledging challenges, workforce shortages remain one of our most significant risks, particularly in DFV services, counselling, and rural locations.

Increasing complexity in client needs, especially with alcohol and other drug impacts, has placed additional strain on our staff and services.

Referral gaps for children under 14 experiencing sexual abuse or harmful behaviours remain an unmet need across the sector. Infrastructure and security challenges also required attention, with urgent investment needed following incidents such as break-ins.

Additionally, the competitive landscape has shifted. New providers entering our region challenge us to differentiate CatholicCare through our quality, values, and long-standing community trust.

CatholicCare's mission remains steadfast. Our values, underpinned by kindness, connection, and collaboration, ensure that even through difficult circumstances, our clients and community experience the care and compassion that define us.

CatholicCare is more than an organisation.

CatholicCare is a community of people committed to walking alongside others.



Safety & Wellbeing

Putting Safety First

In 2024–25, 512 incidents were recorded in our RiskMan incident management system. Of these, 25 resulted in lost time injuries and 28 WorkCover claims were lodged, with 25 accepted.

The most significant hazards identified included exposure risks (*chemical, biological, and environmental*), occupational violence and aggression, and infectious disease and sharps exposure.

Importantly, there were no external investigations or compliance actions from regulators during the reporting period.

This outcome reflects not only compliance, but also the strength of our governance framework.

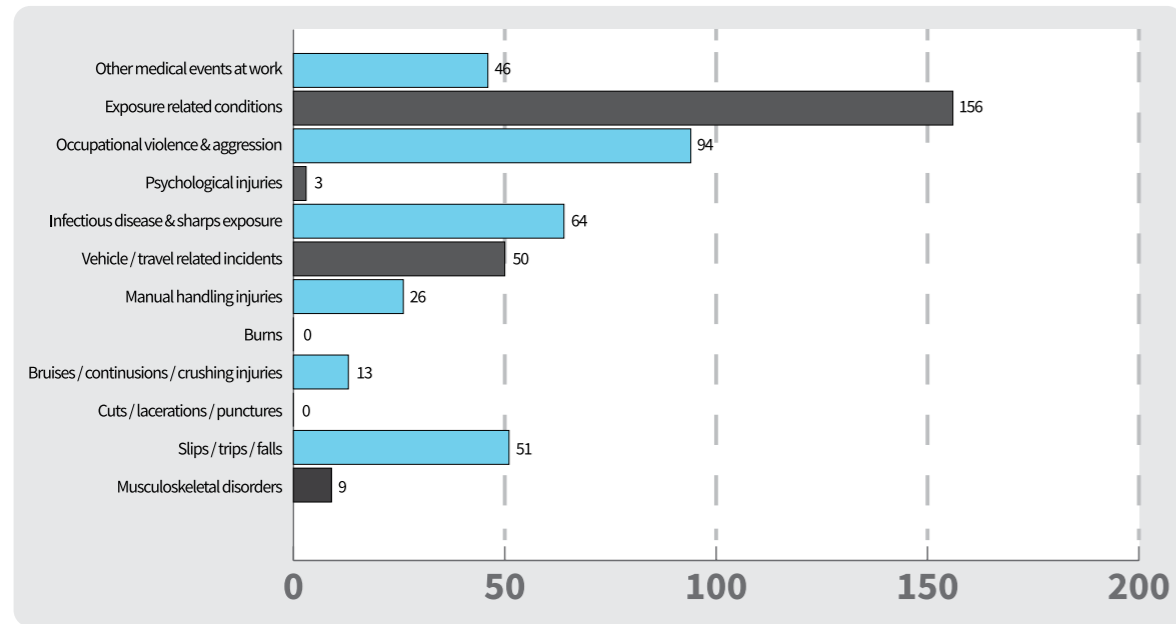
Eight policies and 27 procedures have guided safe practice, complemented by quarterly meetings of our Work Health and Safety Committee.

Beyond compliance, CatholicCare has continued to invest in the wellbeing of our workforce.

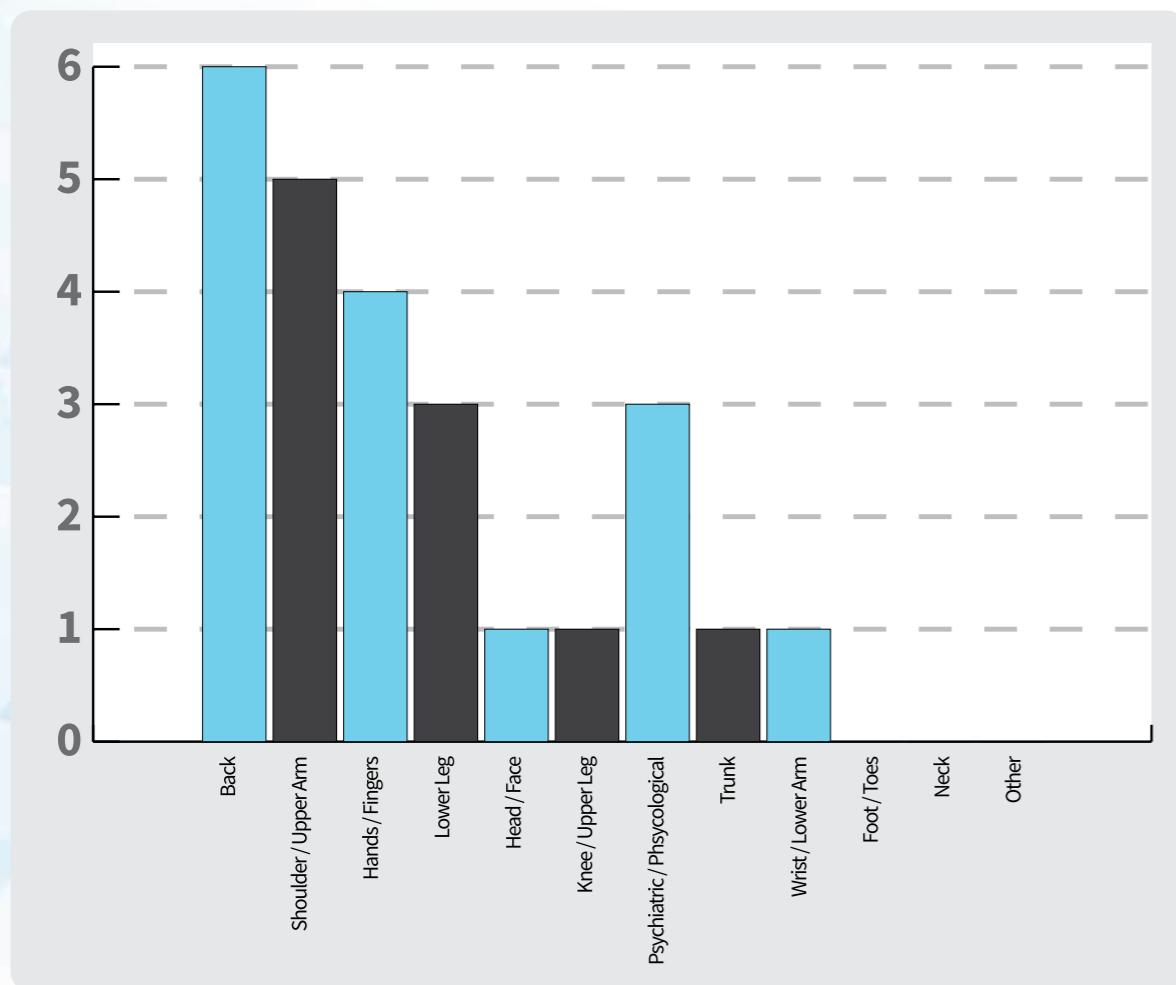
“I joined CatholicCare to make a difference, but I stay because I feel safe and supported here.”

Safety by the Numbers

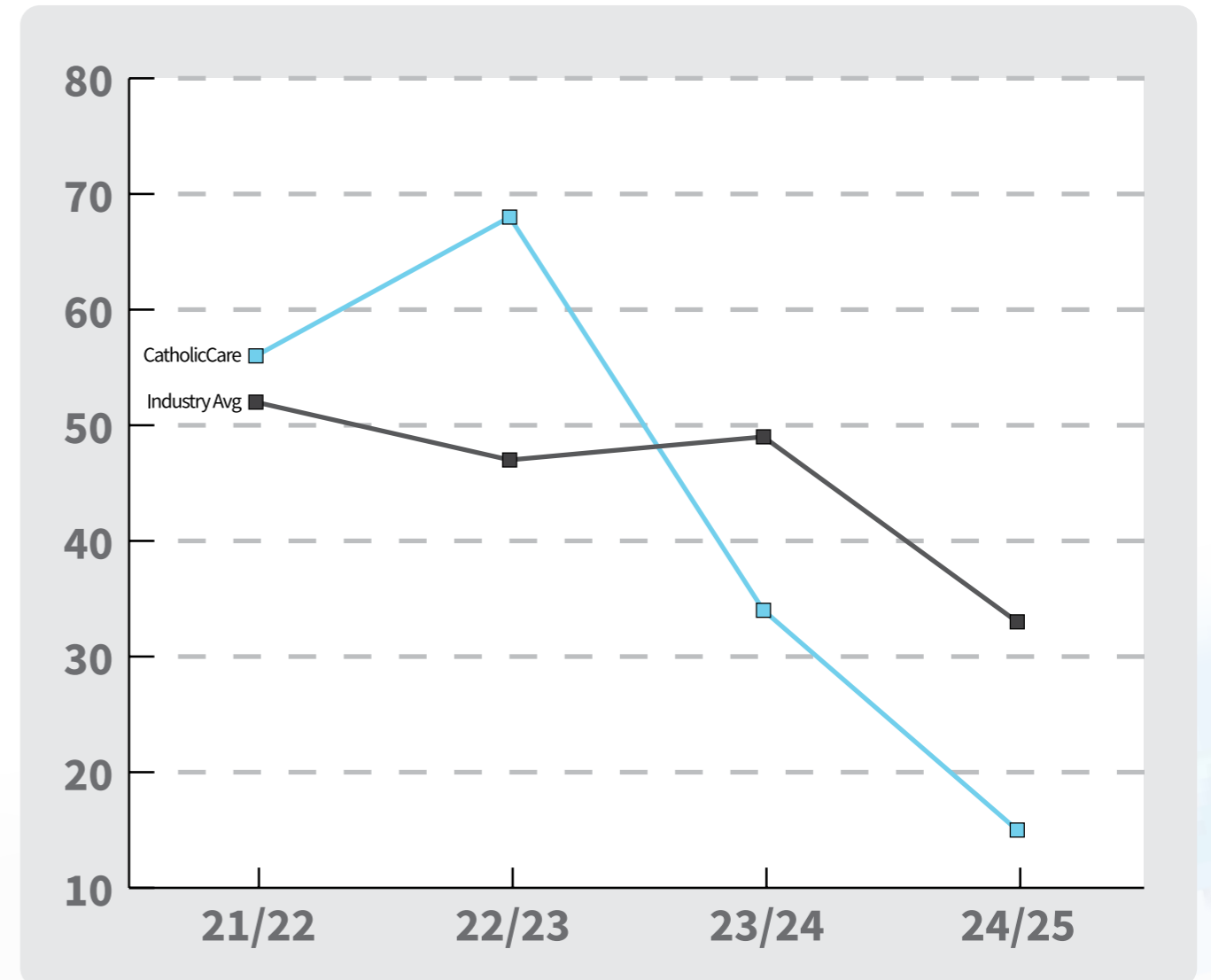
WHS Incidents by Injury/Illness Type (July 2024 – June 2025)



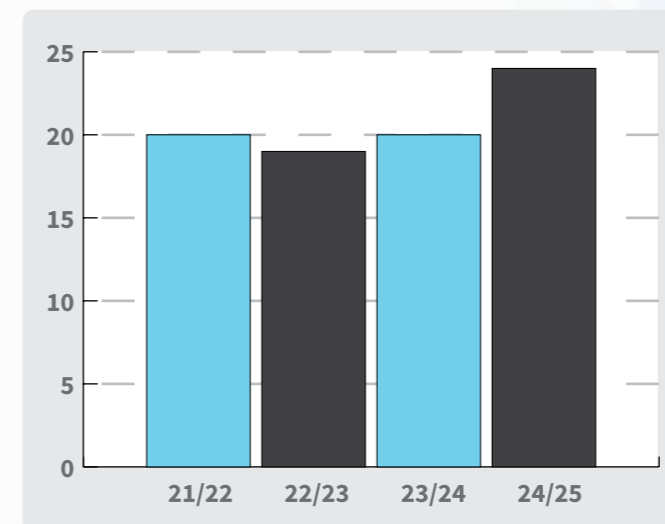
WorkCover by Accepted Claims (July 2024 – June 2025)



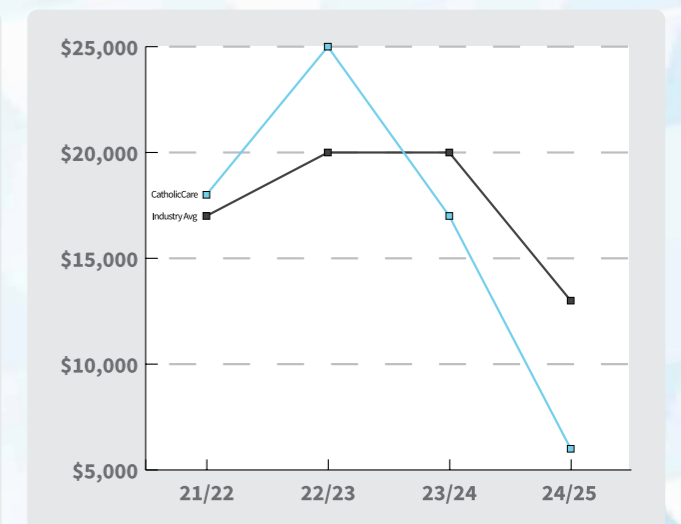
Average Total Incapacity Paid Days [Statutory] (July 2024 – June 2025)



Accepted Claims [Statutory]



Average Claim Cost [Statutory]

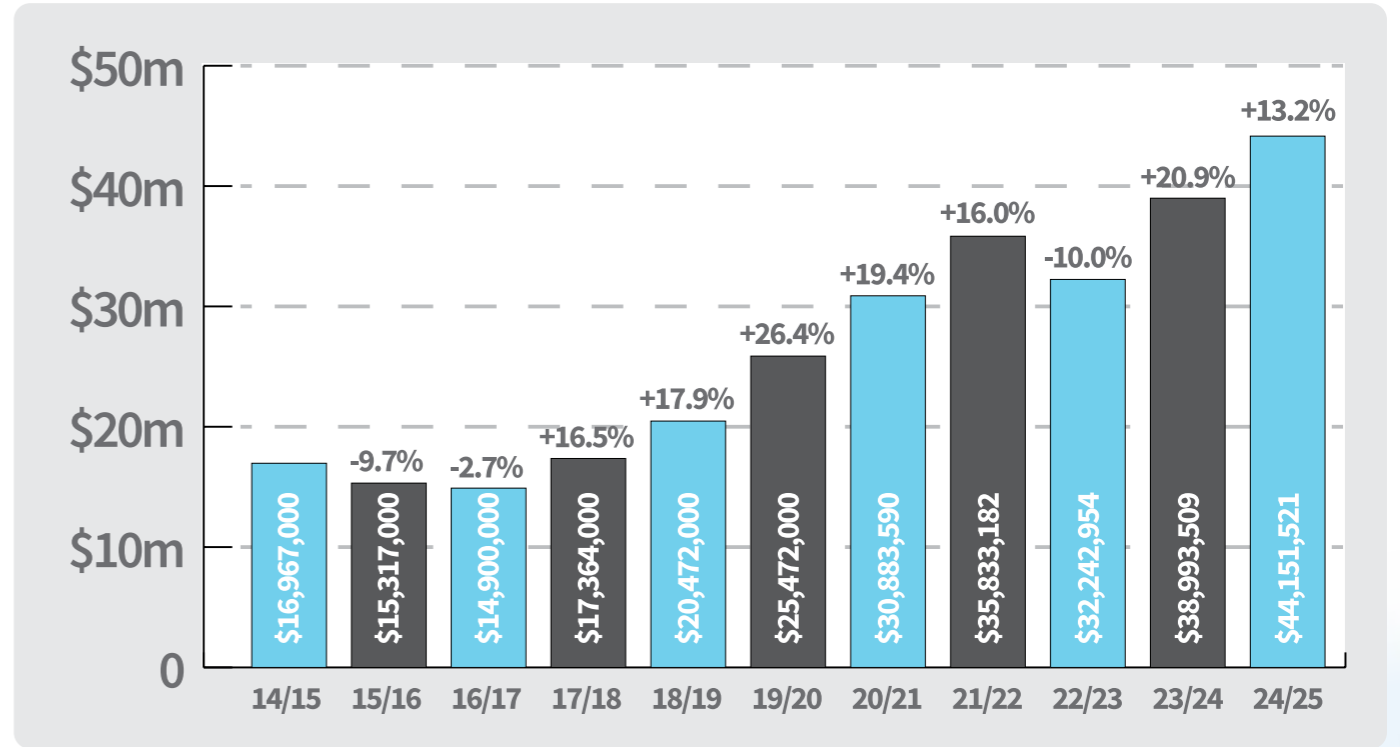




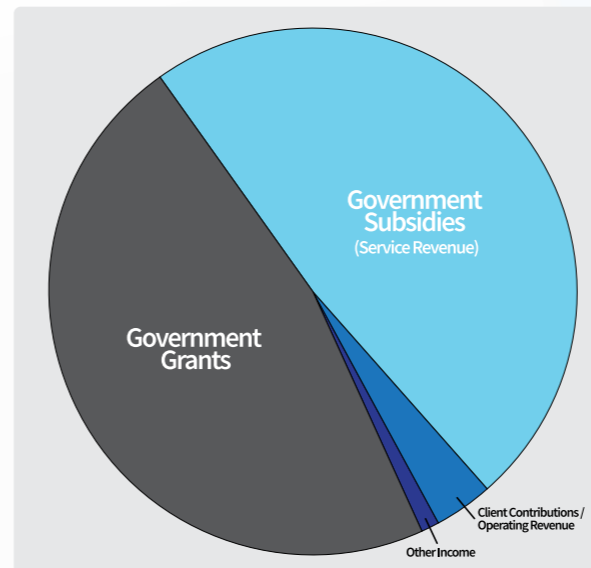
Financial Snapshot

Our Revenue

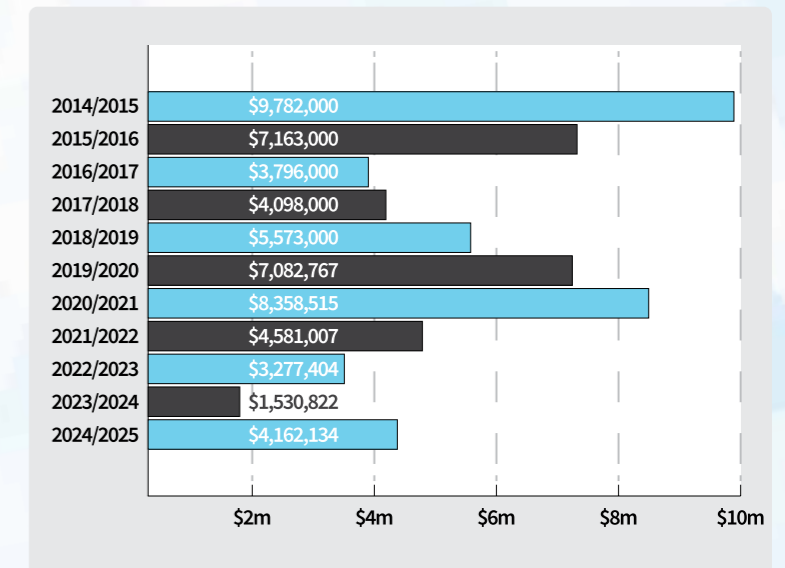
Revenue and Growth Year-on-Year (2015 – 2025)



Revenue Sources (2024/2025)

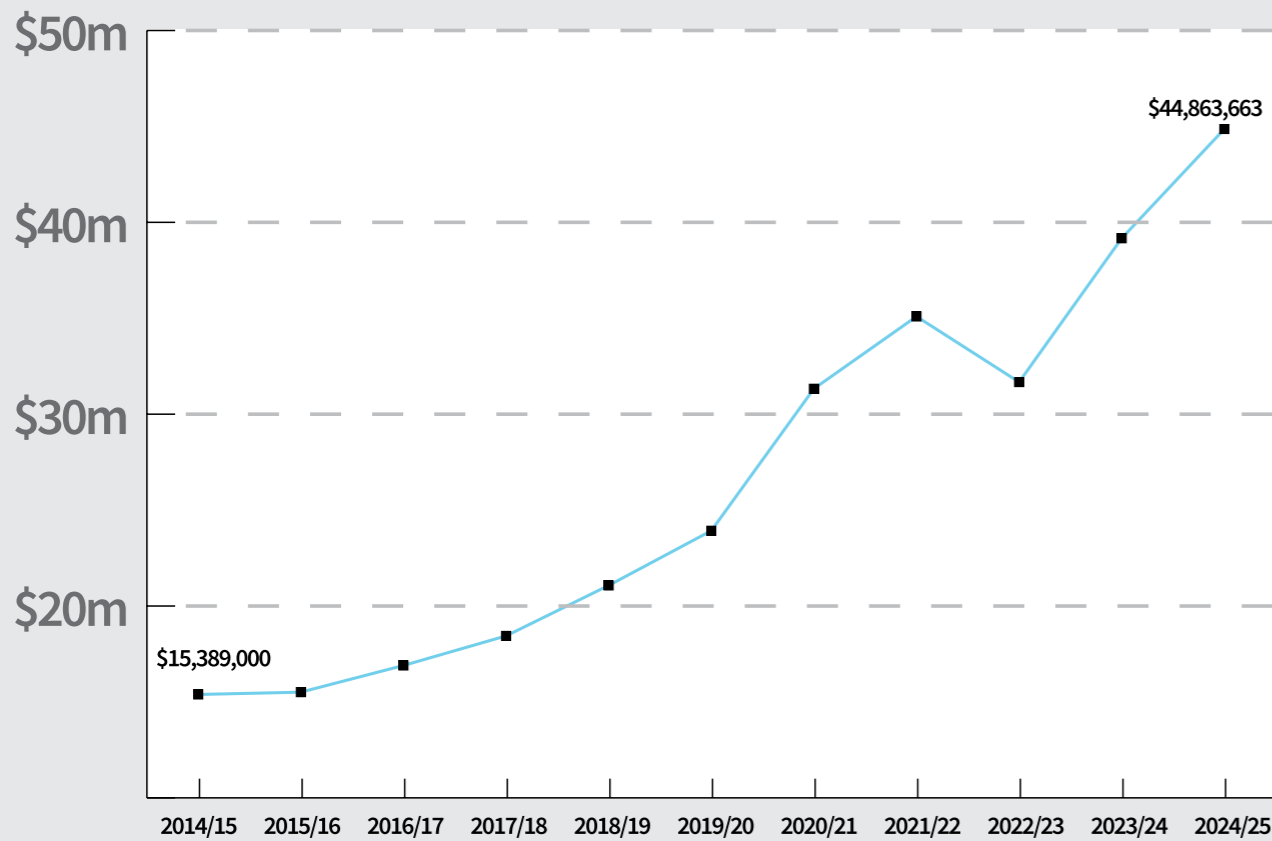


Cash at Bank Year-on-Year (2015 – 2025)

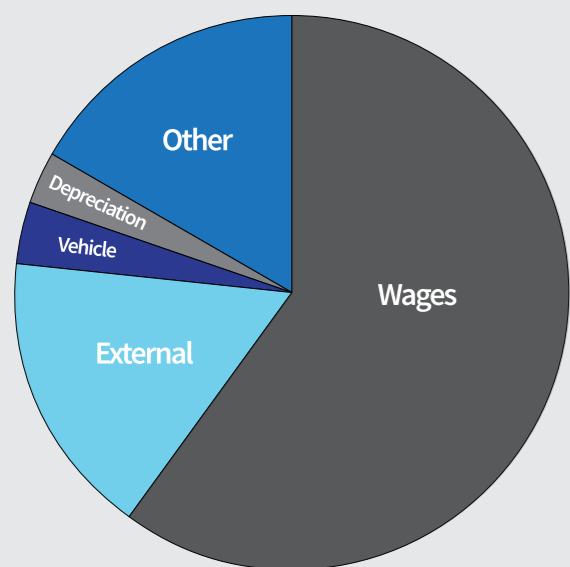


Our Expenditure

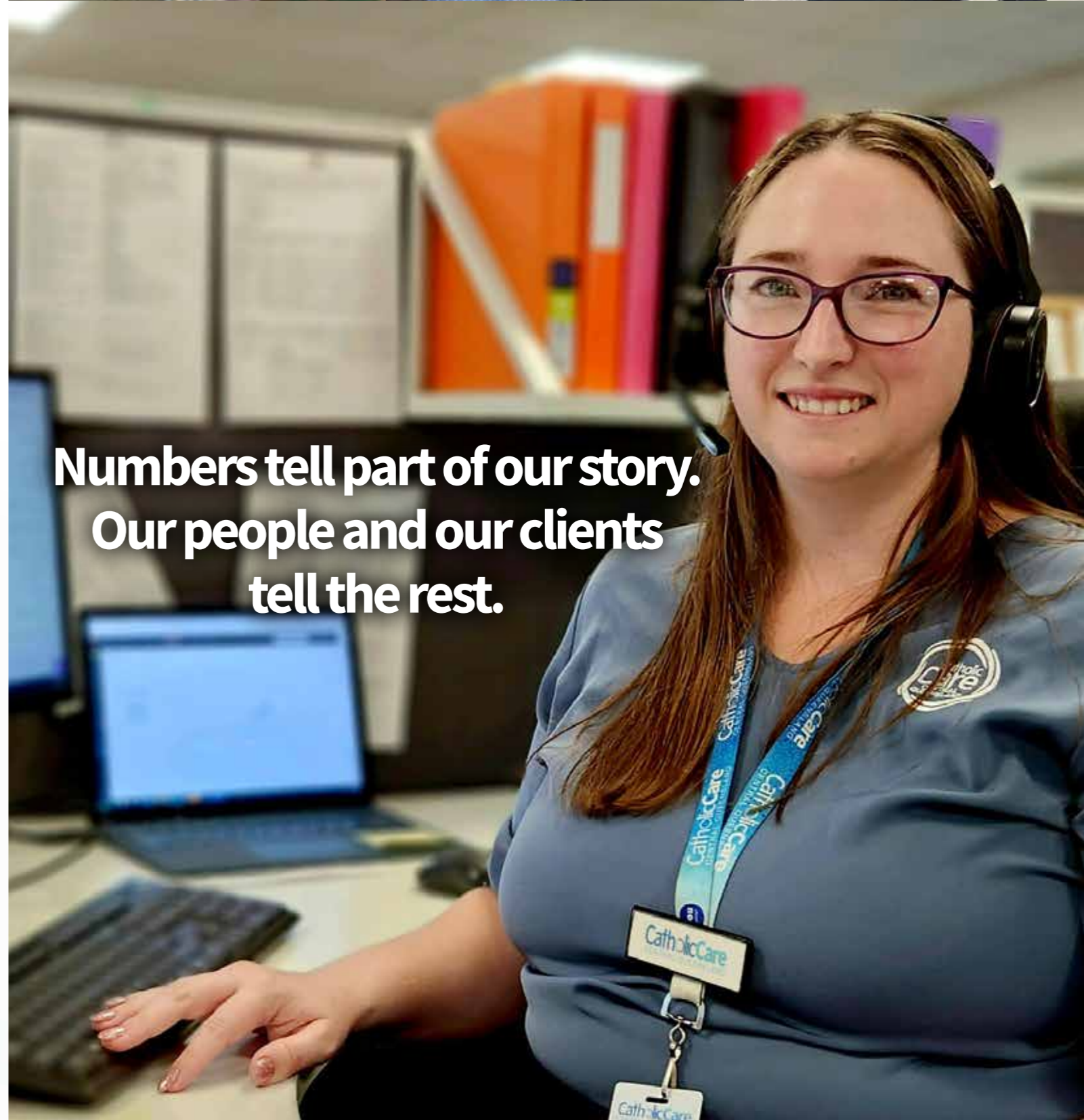
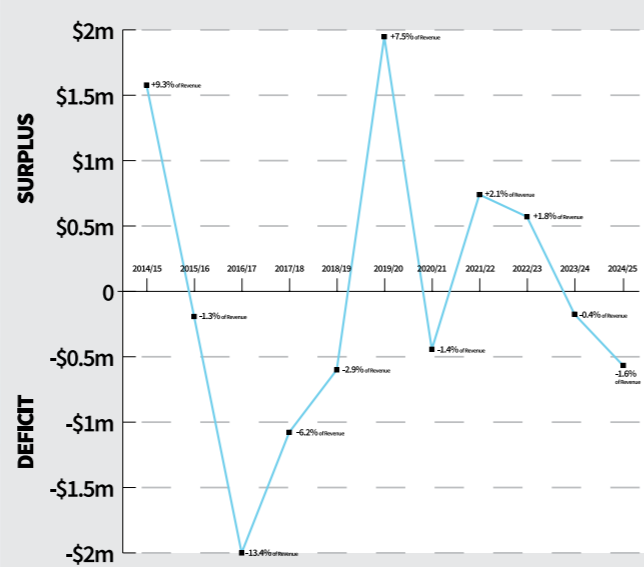
Expenditure Year-on-Year (2015 – 2025)



Expenditure by Category (2024/25)



Results Year-on-Year (2015 – 2025)



**Numbers tell part of our story.
Our people and our clients
tell the rest.**



Strategic Outlook

CatholicCare

Our Present

S Strengths

CatholicCare possesses a strong foundation of assets and capabilities:

- **Mission and Values** – Our Catholic identity, centred on kindness, connection, and collaboration, resonates with clients and staff, grounding service delivery in dignity and compassion.
- **Service Diversity** – A wide service mix across aged care, disability, social services, and DFV reduces reliance on a single program or funding source.
- **Reputation and Trust** – Long-standing community presence and strong connections enhance credibility.
- **Quality Assurance** – Recent external audits highlight a mature quality management system, with significant improvements since past non-conformities.
- **Financial Management** – Adjusted budget forecasting, new staffing models, and a move toward surpluses show improved fiscal discipline.
- **Geographic Reach** – Regional service footprint ensures CatholicCare is a key provider in smaller and under-served communities where alternatives are limited.

W Weaknesses

There are several internal challenges that need to be addressed to maintain sustainability:

- **Workforce Turnover** – With turnover around 26%, recruitment and retention continue to affect service continuity. Burnout and skill shortages are most acute in DFV, counselling, and mediation services.
- **Reliance on Government Funding** – Over 90% of income derives from government contracts, leaving limited financial independence.
- **Infrastructure and Security** – Several facilities require investment in IT, safety, and physical infrastructure, including urgent upgrades to security systems following break-ins.
- **Inconsistent Program Performance** – Some programs are subject to Performance Improvement Plans, indicating uneven quality and reporting practices.
- **Data Systems** – Legacy systems (e.g., CSNet in FRCs) pose risks to reporting accuracy, efficiency, and future tender competitiveness.



Opportunities

CatholicCare is well placed to capitalise on a number of opportunities:

- **Support at Home Reform** – The November 2025 launch offers potential for growth and consolidation in aged care, provided CatholicCare is reform-ready.
- **Service Expansion** – Active pursuit of funding for sexual assault counselling, AOD programs, and specialised DFV initiatives can diversify service impact.
- **Digital Transformation** – Adoption of AI-driven assessment tools and cloud-based infrastructure can streamline administration and enhance outcomes.
- **Revenue Diversification** – Fundraising, fee-for-service mediation, social enterprises, and partnerships with NDIS providers can reduce dependence on grants.
- **Church and Parish Engagement** – Strengthening ties with parishes can expand pastoral care, and volunteer networks, embedding CatholicCare more deeply in community life.
- **Thought Leadership** – CatholicCare can position itself as a sector leader in areas such as perpetrator accountability in DFV, integrated community hubs, and rural service innovation.

Threats

The external environment presents material risks that must be actively managed:

- **Funding Reform Uncertainty** – Support at Home and NDIS redesign create risks around pricing, workforce roles, and revenue stability.
- **Workforce Shortages** – The sector-wide shortage of skilled staff is worsening, particularly in regional areas, threatening continuity of care.
- **Rising Costs** – Wage increases, insurance premiums, utilities, and transport costs are outpacing government indexation, creating financial strain.
- **Competitive Market** – Growth of for-profit and specialist providers is intensifying competition for clients, referrals, and staff.
- **Compliance Pressure** – Heightened scrutiny under the Aged Care Act 2024, NDIS Practice Standards, and DFV reforms increases administrative burden and risk of penalties.
- **Community Safety Risks** – Escalating complexity of client presentations (e.g., DFV with co-occurring mental health/AOD issues) expose staff and clients to safety risks.

Being honest about our challenges is how we build trust. Being bold about opportunities is how we build the future.

Our Future

CatholicCare's 2026–2029 Strategic Plan is based on five key domains:

Clients, Finances, Future, People, and Reputation

These domains translate into a clear roadmap: placing our clients at the centre of our work. **Together**, they ensure CatholicCare remains both mission-driven and future-ready.



Strategic Plan 2026 – 2029



Our People

Deliver High Quality Services

Our clients provide positive feedback and staff are well trained and supported.

Build Leadership Capabilities

Ongoing training, mentoring and succession planning is strengthening our leadership at all levels.

Support Career Development and Growth

Career progression pathways and development opportunities increase staff job satisfaction.



Our Future

Do Things Better

Improved efficiency, outcomes and more resources for frontline care.

Prototype New Ideas

New ideas are prototyped and adapted to find what works best.

Demonstrate Our Impact

Client and community outcomes are measured with data and outcome stories are shared.



Our Clients

Affirm Why We Exist

Our programs, services, and communications reflect our Gospel based mandate and purpose.

Clients are Involved at Every Level

We invite clients into our story and treat them as valued participants rather than passive recipients.

Contribute to the Mission of the Church

We work closely with local parishes and agencies to enhance care within the Catholic community.



Our Reputation

Enhanced Reputation Through Quality Services

Compassionate, person-centred services are evident through client input and feedback.

Build Trust

Our people and partners tell us they feel respected, recognised and involved.

Leverage Relationships for Advocacy

Advocacy efforts for strengthened policy and better outcomes include our insights and evidence.



Our Finances

Diversify Revenue Streams

We are not reliant on any single funding source.

Ensure Program Sustainability

Program financial health is monitored for ongoing sustainability, achievement of objectives and value for money.

Operate with a Margin to Reinvest

Margins are maintained and consistently reinvested in our people, infrastructure and reserves



Acknowledgments & Appreciation



Our Funding & Partners

CatholicCare acknowledges that our wide range of community services are made possible through our ongoing partnerships with the Australian and Queensland governments.

With special thanks, we acknowledge that many of our programs and services are funded by:

The Australian Government

- Department of Social Services
- Department of Health, Disability and Ageing
- Department of Veterans' Affairs
- Attorney-General's Department

The Queensland Government

- Department of Housing and Public Works
- Department of Families, Seniors, Disability Services and Child Safety
- Department of Justice





CatholicCare's Domestic and Family Violence programs offer local, confidential, and collaborative person-centred support interventions to adults, children and young people who are experiencing or who are at risk of experiencing, domestic and family violence.

We are proud to recognise our official partnership with local Indigenous healing centre, Helem Yumba

For anyone who prefers to access domestic and family violence supports centred specifically around Indigenous values, protocols and approaches, Helem Yumba works alongside CatholicCare to ensure that these supports are readily available.

The partnership between CatholicCare and Helem Yumba is a first for our region, ensuring all domestic and family violence supports are provided in a culturally safe way.





**CatholicCare extends sincere gratitude to our Bishop,
Board, staff, volunteers, and community partners.
Your generosity of spirit and dedication bring
our mission to life every day.**

We also acknowledge the vital support of government funders,
donors, and the wider Central Queensland community.

Trust and partnerships make our work possible.
With your support, CatholicCare remains a place people can
rely on to provide for dignity, compassion, and connection.



Find us at:

Rockhampton
16 Bolsover Street

Mackay
58 Sydney Street

Emerald
141 Egerton Street

Blackwater
Kurrajong Street

Bundaberg
79 Woongarra Street

Gladstone
38 Herbert Street

Yeppoon
5/15 James Street

Longreach
39 Duck Street



CatholicCare
CENTRAL QUEENSLAND