

Strategic Plan

2026 - 2029

CatholicCare TAS



Acknowledgement of Country

CatholicCare Tasmania respectfully acknowledges the Traditional Custodians of Lutruwita/Trowunna/Tasmania, and the ongoing custodianship of Tasmanian Aboriginal Peoples.

We pay our deep respects to Elders past and present, and recognise their continuing connection to land, sky, waterways, culture and community. We walk on Country that has been cared for by countless generations. This place, where we and our children live, learn, play and grow, holds the stories, strength and spirit of its First Peoples.

CatholicCare Tasmania is committed to truth telling and to the ongoing journey of reconciliation. We seek to build and strengthen respectful relationships with Aboriginal and Torres Strait Islander Peoples and organisations, working together towards a shared future grounded in dignity, cultural understanding and collective responsibility.

Artwork

United: From Sky, Earth and Sea

Created for CatholicCare Tasmania's Reflect Reconciliation Action Plan, *United: From Sky, Earth and Sea* celebrates connection, resilience and the strength that comes from working together. It honours the wisdom of the past, the strength of the present and our shared responsibility to build a stronger future.

Artist

Reuben Oates is a proud Trawlwoolway man from Lutruwita/Tasmania. Through his artwork, he shares stories of culture, community and human connection, creating opportunities for understanding and inviting people to engage with Aboriginal culture while finding their own meaning, spirituality and sense of connection.

Strategic Plan

Our Strategic Plan sets out our key focus areas over the next three years to achieve our vision and deliver on our mission. The Strategic Plan is our commitment to continuous improvement, compassionate service and a future where every Tasmanian can thrive and feel hope.

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Life is a journey.

We all move forward through different seasons, challenges, and paths.

At times, that journey can feel uncertain.

- Families facing housing insecurity
- Children and young people needing safety and stability
- People experiencing isolation and mental health challenges
- Individuals navigating crisis or change

We are here to walk alongside people, every step of the way.

Our vision

A distinctive culture of care for a thriving community by:

- Empowering individuals and upholding their dignity
- Enabling family life as the foundation of a healthy society
- Encouraging hope-filled, inclusive communities

Our mission

We seek to foster a love for the poor and the vulnerable,
a spirit of humble service, of mercy and compassion for all.

Our values

Hope

We believe in the strength of Tasmanians. We reflect the goodness we see in others, providing support that encourages individuals and families to work towards a better tomorrow.

Connection

We build trust and a sense of belonging, cultivating empathy, and nurturing joy. We foster a safe, inclusive, and collaborative environment where meaningful relationships flourish.

Authenticity

We stay true to our mission. We are honest about what is working and what is not – with each other and with the people we support. We take responsibility for our words and make sure they align with our choices, actions and impact.

Courage

We speak up bravely for voices that are unheard – in our Teams, Services and Community. We work towards what is just and right, even when the path is challenging.





Creating change, every step of the way

What we see

Individuals and families face complex and changing challenges including housing insecurity, family stress, mental health, and disconnection.

How we respond

We provide support at every stage:

- Early intervention to prevent challenges escalating
- Support in times of crisis
- Ongoing, wraparound support that walks alongside people

Our approach is person-centred, holistic, and grounded in trust.

What changes

In the short term:

- People feel safe, heard, and respected
- Immediate needs such as housing, safety, and support are met
- People understand what support is available and how to access it

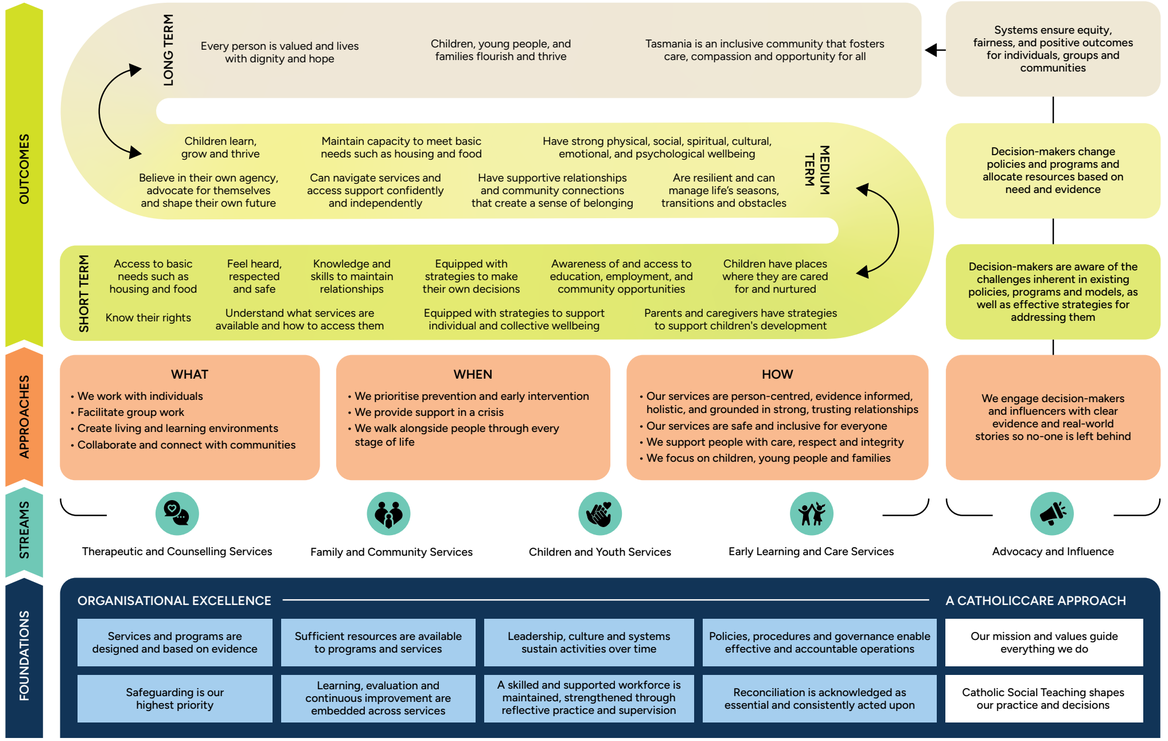
Over time:

- People build skills, confidence, and independence
- Families strengthen relationships and stability
- Individuals improve wellbeing across emotional, social, and practical areas
- People develop meaningful connections and community belonging

Long term:

- Individuals and families live with dignity, hope, and purpose
- People are empowered to shape their own future
- Communities are stronger, more connected, and inclusive

Theory of change



Our strategic objectives

Our key strategic objectives identify our organisational priority areas and will guide our resource allocation and decision making. The strategy focuses on the impact we create and the influence we seek to have externally, supported by the sustainability and capability we build internally to achieve our strategic priorities.

- Impact
- Influence
- Sustainability
- Capabilities

Impact

We will contribute to a thriving, inclusive and connected community where everyone can actively participate, have their voices heard, feel safe, belong, and have hope.

- Take courageous action in complex and under-served areas of social justice
- Actively listen to the community and amplify their voices
- Embed co-design and lived experience into service development and delivery
- Prioritise evidence-based services that build capacity and provide choice for a hope-filled future, fostering a sense of shared and collective community responsibility
- Contribute to sustainable systems change that reduces harm and structural disadvantage

Influence

We want policy, systems, and funding to reflect the voices and experiences of the communities we serve, address structural disadvantage, support long-term, and evidence-informed community outcomes.

- Be a trusted public voice shaping policy, solutions and innovation
- Lead and mobilise the state's Catholic entities to collectively advocate for systemic change as a unified voice
- Shape policy and investment toward early intervention using evidence, research and data as levers for change
- Build aligned partnerships across organisations, industry, community and funders to reach towards meaningful change
- Advocate for culturally safe, equitable systems that support self-determination, especially for Aboriginal and Torres Strait Islander communities

Sustainability

CatholicCare Tasmania operates as a well-governed and financially sustainable entity that is technology enabled, accountable and with appropriate systems in place.

- Maintain a skilled board with appropriate expertise to provide effective governance and strategic oversight
- Regularly review our core functions and services to ensure our services deliver impact and demonstrate return on investment
- Invest in technology and systems to support service delivery
- Strengthen financial resilience through diversified revenue streams
- Embed mature risk management, safeguarding, workforce sustainability and succession and assurance frameworks to protect people, mission, environment and organisational integrity

Capabilities

We are unified as one organisation, one team. We build a high performing and values driven workforce. We are compassionate and humble, delivering best practice services.

- Strengthen leadership capability and workforce expertise
- Integrate lived experience with our skilled workforce to inform service design and delivery
- Foster a values-driven and innovative culture grounded in Catholic mission and identity
- Create and sustain a nurturing, relational workplace built on trust, belonging and care
- Build organisational strength through continuous learning, clear roles, aligned systems and effective risk oversight

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