



TASMANIAN
COMMUNITY FUND

BREAKING BARRIERS, BUILDING FUTURES

STRATEGIC PLAN
2026-2030

DRAFT – For Consultation



COMMUNITY



GRANT-MAKING



GOVERNANCE

Document Control

Item	Detail
Document Title	Tasmanian Community Fund Strategic Plan 2026-2030
Document Owner	Manager, Tasmanian Community Fund
Approved By	Tasmanian Community Fund Board
Approval Date	[Insert]
Version	1.0
Review Date	[Insert – e.g. May 2028]
Classification	OFFICIAL
Related Documents	Strategic Plan; Grant Management Framework; Funding Guidelines; Delegations

Version History

Version	Date	Description	Approved By
1.0	[Insert]	Initial Framework Approval	TCF Board

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The Tasmanian Community Fund

The TCF is established under the *Tasmanian Community Fund Act 2005*, which authorises the Board to provide grants for charitable, sporting, recreational, cultural, arts, educational, religious and other approved community purposes — always in the best interests of the Tasmanian community.

The Board must act apolitically and with professional impartiality in all its functions. Amendments in 2025 require the TCF to develop and comply with a contemporary grant management framework, and to prepare, publicly consult on, publish, and annually report against a Strategic Plan. The TCF is fully independent from the Tasmanian Government in its grant-making decisions.

The TCF's governing documents form an integrated hierarchy that should be read together:

Strategic Plan sets long-term direction, values and outcomes (*why*);

Funding Framework translates that direction into funding priorities, specific initiatives, and resource allocation with an annual Funding Plan (*what*); and

Grant Management Framework provides the operational standards and processes governing how funding decisions are made (*how*).

Funding Guidelines set parameters for individual funding initiatives (themes, size, term) (*what*)

Current Context

Tasmania's communities continue to demonstrate remarkable strength and resilience in a complex, fast-paced world. Connection is a quality that Tasmanians value across all areas of life - connection to each other, to nature, and to their community. We know that many people's sense of wellbeing is shaped by the wellbeing of those around them, including family, friends and their broader community. The culture of giving runs deep with high rates of volunteering among Tasmanians, and with young people volunteering more than any other age group. Alongside this spirit of connection, Tasmanian communities demonstrate a resourcefulness and capacity to innovate. Across the state, people work collectively to create opportunities that build a vibrant, inclusive and sustainable future.

Tasmanians are dealing with structural disadvantages that affect people's participation and opportunities in our communities. As Australia's least wealthy state, cost-of-living pressures, an ageing population, and gaps in digital access and literacy are placing strain on individuals and the community sector. Our communities are likely to continue to feel the impacts of fiscal constraints into the future, as well as disruptive forces in the global economy, the environment, and through broader social and technological change.

The Tasmanian Community Fund acknowledges the challenges and opportunities for communities in the current context and is focusing its efforts on achieving strategic objectives in community, grant-making and governance.

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¹ Tasmania's Wellbeing Framework, dpac.tas.gov.au/divisions/policy/tasmanias-wellbeing-framework

¹ State of Volunteering Report 2023, volunteeringtas.org.au/policy-advocacy-and-research/state-of-volunteering-report

Purpose

The TCF is established under the *Tasmanian Community Fund Act 2005*, which authorises the Board to provide grants for charitable, sporting, recreational, cultural, arts, educational, religious and other approved community purposes — always in the best interests of the Tasmanian community.

Vision

Tasmania's communities are connected, resilient and thriving.

Values

Our behaviour and our decision-making are guided by our values:

- We are **respectful**. We value the strength, experience and expertise that is held in our communities.
- We are **optimistic**. We keep learning, we try new things and continuously make our work better.
- We act with **integrity**. We listen, and we are straightforward and transparent in our communication.

Goal 1 - Community

What this means to us

As a public fund established to benefit Tasmanians, TCF's relationship with community is the basis of everything we do. Community is not just our beneficiary; it is our accountability partner, our source of knowledge, and our measure of success. Our community includes and is supported by:

- the locals where we all live – Tasmanians;
- community organisations that support these communities;
- peak bodies that represent the interests of community;
- all levels of government; and
- local businesses, philanthropists, and philanthropic organisations.

What we will do

In order to achieve this goal we will:

1. Listen to, learn from, and recognise the expertise within our community to inform everything we do.
2. Build genuine two-way communication that is open, strengths-based, and creates real accountability to the communities we serve.
3. Promote the willingness and capacity for collaboration among diverse organisations.

Why this matters

Outcome: The TCF will build relationships of mutual trust and respect with the Tasmanian Community.

The TCF is committed to listening and learning from the expertise in our communities to better understand how to target the grant funding available to achieve the greatest impact for Tasmanians.

Goal 2 – Grant Making

What this means to us

As a public fund, the quality and integrity of TCF's grant-making is the most direct expression of our purpose. Our grants must be equitable and fair, future-focused, and grounded in evidence — not just in how we assess applications, but in how we design our funding approach and measure what it achieves. We are committed to best practice across all that we do.

What we will do

In order to achieve this goal we will:

1. Ensure our grant-making is transparent, fair, and useful to our communities — with best practice principles embedded across all funding streams.
2. Ground our funding decisions in evidence, drawing on community knowledge and data to guide where and how we invest.
3. Embed an outcomes focus — measuring and reporting impact in ways that are meaningful to grant recipients and embedding positive change in the communities they serve.

Why this matters

Outcome: TCF will make responsive, inclusive, evidence-informed grants that draw on community knowledge and embed positive change in our communities.

TCF's grant-making is the mechanism through which these public funds are returned to the Tasmanian community. When our grants are merit-based, inclusive, evidence-informed, and user-led - funding reaches those who need it most and generates real, lasting impact. Getting this right is fundamental to TCF's credibility, relevance, effectiveness and ensures TCF is accountable for the choices it makes.

Goal 3 – Governance

What this means to us

Our Board and staff will work to strengthen our governance frameworks, clarify our purpose, invest in our people, and improve the systems and processes that support our work. This will further strengthen our grant-making and our community connection.

What we will do

In order to achieve this goal we will:

1. Strengthen our structure, grant assessment frameworks, financial strategies, and operational processes to meet contemporary best practice.
2. Consolidate a strategic, well-functioning Board that operates efficiently and is engaged across Tasmania.
3. Cultivate a strong and productive partnership with the Department of Premier and Cabinet (DPAC) that optimises the shared tools and resources available.
4. Invest in the capability and culture of our people and ensure staff, Board, and stakeholders are clear on TCF's purpose and direction.

Why this matters

Outcome: TCF will be a modern, independent, well-governed, accountable, and continuously improving organisation that is clear in its purpose and trusted by the community.

Sound governance and well-functioning systems are the foundation that enables TCF to make good decisions, build credibility with stakeholders, and respond to the community with confidence. Addressing the recommendations of independent external reports, and maximise our relationships with DPAC are practical steps toward an organisation that meets community and government expectations and earns the trust it needs to fulfil its mandate.

Appendix A: How we will know we are succeeding (measurables)

Community

1. A Stakeholder Engagement Plan and Communications Plan are in place and implemented.
2. Work within accessible and transparent feedback and accountability mechanisms (*feedback, grievances, internal audits, external audits, pulse checks*).
3. A Partnership Framework is developed and implemented, evidenced by [X] active strategic partnerships in place by Year 2.
4. Greater impact of TCF funding as demonstrated by diversity and strength of collaborations.

Grant-making

1. A best practice grants management framework is developed to ensure equitable and fair grant-making.
2. Qualitative and quantitative evidence is systematically collected and used to inform funding decisions (*the pre-conditions/community readiness assessments and the grant evaluations*).
3. Grant recipients report outcomes and impacts through a defined and consistent measurement framework .

Governance

1. A best practice grants management framework is developed and implemented that successfully meets independent auditors' requirements.
2. Board Performance is independently assessed against the AICD Not-for-Profit Governance principles. This will include a redefined agenda and board pack and a more inclusive meeting schedule.
3. A review of operational processes conducted and any recommended efficiencies adopted (particularly as they relate to the implementation of the grants management framework).
4. TCF operational team adopt DPAC resources and tools to support their work. There is strong line management and understanding of TCF roles within DPAC.
5. TCF sentiment survey/pulse check indicates that community understand the purpose and role of TCF.