



**Tasmanian
Community
Fund**

Strategic Plan

2026 -2030



COMMUNITY



GRANT-MAKING



GOVERNANCE

Acknowledgement of Tasmanian Aboriginal people and Country

The Tasmanian Community Fund acknowledges the ancient history and culture of the palawa/pakana people and their deep and on-going connection to the land, seas, waterways and skies of lutruwita/Tasmania.

We pay our respects to Elders past and present. We recognise the strength and resilience of the contemporary Tasmanian Aboriginal community, whose identity, cultures, knowledge and rights endure despite invasion and dispossession.

We recognise the deep knowledge, experience and expertise held within Tasmanian Aboriginal communities, and the continuing importance of connection to Country, family and community. This knowledge enriches our collective understanding of place, belonging, wellbeing and what enables communities to thrive.

As we work towards a future in which Tasmania's communities are connected, resilient and thriving, we commit to listening and learning, building respectful and enduring relationships, supporting Aboriginal leadership and creating meaningful opportunities for Tasmanian Aboriginal people to shape the decisions and investments that affect their communities.

OUR PURPOSE

The Tasmanian Community Fund is established under the *Tasmanian Community Fund Act 2005* to provide grants for approved communities purposes, always in the best interests of the Tasmanian community.



OUR VISION

**Tasmania's communities are
connected, resilient and thriving.**

OUR VALUES



RESPECTFUL

We value the strength, experience and expertise held in our communities.



OPTIMISTIC

We keep learning, try new things and continuously improve our work.



INTEGRITY

We listen and are straightforward and transparent in our communication.

OUR STRATEGIC GOALS



1. COMMUNITY

Strong relationships with the communities we serve

WE WILL

- listen to, learn from and recognise the expertise within our communities.
- build genuine two-way communication that is open, accessible and accountable.
- strengthen the relationships, capability and conditions that enable effective collaboration.

OUR OUTCOME

TCF builds trusted, respectful and accountable relationships with communities across Tasmania.



2. GRANT-MAKING

Funding that responds to community knowledge and circumstances

WE WILL

- make our grant-making transparent, fair, accessible and proportionate.
- ground funding decisions in evidence, community knowledge and regional and local circumstances.
- embed outcomes and learning so evidence from our funding improves future decisions.

OUR OUTCOME

TCF makes responsive, inclusive, evidence-informed grants that draw on community knowledge and create lasting community benefit.



3. GOVERNANCE

Strong foundations for good decisions and public confidence

WE WILL

- strengthen governance, assessment, financial and operational systems.
- maintain a strategic, well-functioning Board.
- work productively with DPAC while preserving TCF's independent grant-making authority.
- invest in the capability and culture of Board members and staff.

OUR OUTCOME

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

HOW WE WILL KNOW WE ARE SUCCEEDING

COMMUNITY

Communities find our engagement accessible and useful, we maintain relationships across Tasmania, and community knowledge can be shown to influence our decisions.

GRANT-MAKING

Our funding processes are clear and proportionate, access and participation are monitored, and evidence from funded work improves future funding decisions.

GOVERNANCE

Our governance and operational systems are current and effective, roles are clear, review findings are acted on, and stakeholders increasingly understand TCF's purpose and role.

ULTIMATELY

Our portfolio of funding demonstrates how TCF contributes to connected, resilient and thriving Tasmanian communities.

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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.

Through its funding, relationships and community leadership, TCF helps Tasmanian communities turn local knowledge and ideas into lasting community benefit. TCF supports communities to strengthen connection, capability, and resilience; respond to emerging needs; and develop collaborative solutions to complex challenges.

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.¹

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:

- the **Strategic Plan** sets TCF's long-term direction, values and intended outcomes – the *why*;
- the **Funding Framework** and **Annual Funding Plan** translate that direction into funding pathways, priorities, and resource allocation – the *what*;
- the **Grant Management Framework** establishes the standards and processes governing how funding is designed, assessed, approved and managed – the *how*; and
- individual **Funding Guidelines** set the eligibility, funding range, duration and requirements for each funding opportunity.

¹ Nothing in this Strategic Plan is intended to enlarge, restrict, replace or otherwise modify the statutory functions, powers or discretions of the Board with the Act prevailing should any inconsistency arise.

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.² The culture of giving runs deep with high rates of volunteering among Tasmanians, and with young people volunteering more than any other age group.³ 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.

These challenges and opportunities are experienced differently across Tasmania. Regional, rural and island communities may face higher delivery costs, workforce and volunteer constraints, limited access to facilities and services, digital barriers and different scales of community impact. TCF will recognise these circumstances and avoid applying metropolitan assumptions when designing and assessing funding opportunities.

² Tasmania's Wellbeing Framework, dpac.tas.gov.au/divisions/policy/tasmanias-wellbeing-framework

³ State of Volunteering Report 2023, volunteeringtas.org.au/policy-advocacy-and-research/state-of-volunteering-report

Our Purpose

The Tasmanian Community Fund is established under the *Tasmanian Community Fund Act 2005*, 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.

Our Vision

*Tasmania's communities are
connected, **resilient** and **thriving**.*

Our 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 only the beneficiary of our work - it is an accountability partner, a source of knowledge, and a measure of our success.

Tasmania's communities are supported by individuals and local groups, community organisations, volunteers, peak bodies, networks, local institutions, businesses, philanthropy and all levels of government. Each has a role in enabling community-led action and lasting community benefit.

What we will do

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, accessible, and strengths-based, and creates real accountability to the communities we serve.
3. Strengthen relationships, capability and conditions that enable communities and diverse organisations to collaborate effectively.

Why this matters

Outcome: TCF builds trusted, respectful and accountable relationships with communities across Tasmania.

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 funding must be accessible, equitable, transparent and proportionate. It must be grounded in evidence and community knowledge — not only in how applications are assessed, but in how funding opportunities are designed, managed and evaluated.

We will support approaches that respond to community circumstances, enable learning and adaptation and create lasting community benefit.

What we will do

To achieve this goal, we will:

1. Ensure our grant-making is transparent, fair and accessible, with contemporary better practice principles embedded across all funding pathways.
2. Ground our funding decisions in evidence, community knowledge and understanding of regional and local circumstances.
3. Embed an outcome and learning focus, measuring and reporting impact in ways that are meaningful and proportionate, and using what we learn to improve future funding.

Why this matters

Outcome: TCF makes responsive, inclusive, evidence-informed grants that draw on community knowledge and create lasting community benefit.

TCF's grant-making is the mechanism through which public funds are returned to Tasmanian communities. When funding is accessible, merit-based, proportionate and informed by both evidence and community knowledge, it is more likely to reach the right organisation and generate meaningful lasting benefit. Getting this right is fundamental to TCF's credibility, relevance, and accountability.

Goal 3 – Governance

What this means to us

The Board is independently responsible for TCF's strategic direction and grant-making decisions. Board members and staff will maintain strong governance, financial stewardship, and operational systems that support transparent, consistent, and accountable decision-making.

TCF will work productively with DPAC to assess shared systems, expertise and resources while preserving the Board's independent authority and TCF's distinct public purpose.

What we will do

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. Maintain a strong and productive operational partnership with the Department of Premier and Cabinet (DPAC) that makes effective use of shared tools, expertise, and resources while preserving TCF's independent grant-making authority.
4. Invest in the capability and culture of Board members and staff, and ensure stakeholders understand TCF's purpose, direction, and decision-making responsibilities.

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, maintain public confidence and respond effectively to communities.

Addressing independent review findings, strengthening internal capability and making effective use of DPAC resources will help TCF meet contemporary expectations while retaining its independent grant-making role.

How we will know we are succeeding

Community

1. A Stakeholder Engagement and Communications Plan is implemented and regularly reviewed.
2. Communities and applicants report that TCF's information, engagement and feedback mechanisms are accessible, clear and useful.
3. TCF maintains active relationships and partnerships across Tasmania, including regional, rural and island communities.
4. Community knowledge and stakeholder feedback can be shown to have influenced TCF's funding priorities, program design or organisational practice.

Grant-making

1. The Grant Management Framework and funding guidelines are implemented and periodically reviewed against contemporary better practice.
2. Application and funding data are monitored to identify patterns of access, participation and success across regions and organisation types.
3. Grant recipients report that application, assessment, contracting and reporting requirements are clear and proportionate.
4. Qualitative and quantitative evidence from funded work is collected, shared and used to inform future funding decisions.
5. Portfolio-level reporting demonstrates how TCF funding contributes to connected, resilient and thriving communities.

Governance

1. Board and committee performance is periodically assessed against relevant governance principles, and agreed improvements are implemented.
2. Governance, risk, financial and operational frameworks are current, integrated and subject to appropriate assurance.
3. Independent audit and review findings are addressed within agreed timeframes.
4. Board members and staff demonstrate a clear understanding of their roles, TCF's independent grant-making authority and the operational relationship with DPAC.
5. Stakeholder feedback indicates increasing understanding of TCF's purpose, role and funding approach.

