



Community Grants Program and Community Partnership Funding Program Review Report

January 2015



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Acknowledgements

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1. Introduction

At its Ordinary Meeting on 22 May, 2014 council resolved to review the Community Partnership Funding Program and Community Grants Program in 2014 in light of:

- the adoption of a new Sunshine Coast Council *Corporate Plan 2014-2019*; and
- its understanding of current responsibilities and availability of state and federal funding opportunities for-not-for profit community organisations.

This report outlines the outcomes of the review, which included an evaluation of both programs, and presents options and recommendations for funding models of these respective programs in the 2015/2016 financial year and beyond.

2 Background

Council's grants and funding programs were designed as strategic investment tools to assist council to achieve its corporate priorities in a cost effective manner through the engagement of community organisations and their volunteers.

By supporting a diverse range of projects, events, services and facilities, these programs also enable council to acknowledge the valuable contribution that community groups and their volunteers make to the region's social wellbeing, economic prosperity and cultural life.

The Community Grants Program and the Community Partnership Program have adopted budgets of \$1,824,326 for the 2014/15 financial year. The grants support community organisations and individuals with projects and operational expenses.

2.1 Community Partnership Funding Program

The Community Partnership Funding Program was endorsed by council at the Ordinary Meeting on 10 December 2009 and launched in early 2010.

The program was designed to provide funding certainty to community groups by granting up to three (3) years of funding for operational expenses, which is the most difficult funding type to secure externally. The program ensures that these organisations can continue to operate and invest their time on service delivery and building long-term, ongoing sustainability.

The funding program was open to established incorporated not-for-profit community organisations, whose operations or services made a significant contribution to the Sunshine Coast community and whose activities were closely aligned to council's vision for the future as described in its *Corporate Plan*.

Applications for funding in 2010 were made in nine categories:

- Six categories were funded by the Community Partnership Funding Program budget managed by the Community Relations Branch: Community Capital; Community Facilities; Creative and Cultural Development; Economic Development; Emergency Services and Community Safety; and Sport and Recreation.
- Three categories were funded through other budgets: Community Pools (via the Community Pools Budget managed by the Community Facilities and Planning Branch); Cultural Heritage (via the Heritage Levy); Environment (via the Environment Levy).

2014/2015 Updated Program Guidelines

At its Ordinary Meeting on 22 May 2014 council noted the revised Community Partnership Funding Program guidelines that offered one year of funding for the 2014/2015 financial year and noted the removal of two categories from the program:

- the Environment category - by establishing a separate Environment Levy Partnerships and Grants Program funded by the Environment Levy program

- the Community Pools category - by establishing a multi-year funding program to be administered through individual funding agreements.

The revisions provided:

- re-classification of categories so that like organisations could be assessed together ie Community Capital, Creative and Cultural Development, and Sport and Recreation were merged into the existing Community Facilities category and the new Community Services category
- greater clarity on what would and would not be funded
- greater focus on agreed deliverables, specific measures and reporting requirements
- an additional requirement that organisations provide evidence of how they were working towards being self-sufficient and less reliant on Council's financial support
- one year funding for the opportunity to undertake a formal review of the programs.

These recommendations resulted after consultation with internal stakeholders in February 2014 and a Councillor briefing and discussion in April 2014.

As a result of the reduced scope of the program, the amount allocated through the Community Partnership Funding Program budget in the 2014/2015 financial year was \$584,207. This represented a reduction of \$412,162 from the \$996,369 in actuals paid in 2013/2014. (These figures do not include funding provided through other the Environment Levy and Heritage Levy budgets).

Program intent

The purpose of the 2014/2015 Community Partnership Funding Program (CPFP) was for council to work in partnership with the community to achieve council's corporate priorities. The program provided funding towards operational expenses (e.g. insurance, electricity, ongoing maintenance) to community groups that provided key services or facilities to the Sunshine Coast community.

The 2014/2015 program guidelines were designed with a philosophy of providing value for money by partnering with organisations that provide broad community benefit. In order to reduce the risk of dependency on council funding and to help contribute to the development of strong and resilient communities, organisations were also required to provide evidence that they are working towards being self-sufficient in terms of reliance on council funding.

The 2014/2015 guidelines included examples of the types of organisations with which council was seeking to partner in each category. This was to provide greater clarity on who would and wouldn't be funded and thereby manage community expectation. The word "significant" was also removed from the guidelines as it was considered to be ambiguous and subjective.

As a result of the changes a number of groups chose not to apply or were unsuccessful – namely those that did not support the delivery of council's priorities and those that did not demonstrate broad community benefit.

Who could apply?

Established, incorporated not-for-profit community organisations that operate within the Sunshine Coast Local Government Area or could demonstrate that the service/facility will benefit residents of the Sunshine Coast Local Government Area were eligible to apply for the funding program.

The requirement to be an established and incorporated organisation was to ensure that applicants had a proven history, could demonstrate capacity to deliver and had a clear governance framework in place. New groups looking for seed funding were directed to the Community Grants Program.

General program assessment criteria

Assessment for each category was based on both funding programs and category specific assessment criteria.

Applications were assessed against the following program priorities:

- 1 *Council Corporate Priorities*: Strong alignment with council's Corporate Plan, strategy or policy positions.
- 2 *Community Need and Benefit*: Demonstrate clear and identified community need and support for services/ facilities; provide lasting impact and benefits that are far reaching; and provide equitable access and/ or participation opportunities.
- 3 *Planning and Delivery*: Demonstrated collaborative approach to delivering the service or operating the facility; a well-planned and achievable strategic/ operational/ business plan for delivery; and a clear evaluation framework, which identifies what will be delivered, and how it will be measured and reported to council.
- 4 *Organisational Capacity*: Demonstrated capacity to deliver for the duration of the partnership; and evidence of sound financial management, sustainable budgeting, effective business planning processes, risk management processes, principles of good governance, and organisation working to be self-sufficient.
- 5 *Budget*: Realistic budget reflecting proposal scope and scale.

Category specific assessment criteria

- *Community Facilities*:
 - For groups with primary responsibility for facilities that engage the broader community and provide opportunities to participate in sport, recreation or social activities.
 - The intent of this category was to support groups that provide essential infrastructure for the benefit of the broader community – facilities which only provided access to their own members, without benefit to the wider community were not supported.
 - Types of groups funded in this category - Community halls (e.g. *Palmwoods Memorial Hall, BWMCA*), facilities for cultural activities (e.g. *SC Arts Industry Precinct (SCAIP)*) and sport and recreation facilities (e.g. *Nambour Bowls Club, Caloundra Tennis*).
- *Community Safety*:
 - Ensuring a significant level of community safety, including disaster management. Significant role in re-homing and caring for abandoned domestic animals.
 - The intent of this category was to partner with groups that provide a very specific community safety service with regional benefit.
 - Types of groups funded in this category – Public safety services (e.g. *Community Solutions (Street Angels)*), Helicopter rescue (e.g. *CareFlight (QLD)*), Coast guards (e.g. *Caloundra Coast Guard*), and animal welfare and re-homing (e.g. *4 Paws, SC Animal Refuge*).
- *Community Services*:
 - Encouraging partnerships, sharing of information, expertise or resources to build stronger, more engaged, healthier and more creative communities.
 - The intent of this category was to partner with groups that provide benefit to a number of groups and support a range of individuals, thereby producing a ripple effect of benefit from the top-down and providing value for money.
 - Types of groups funded in this category - Community centres (e.g. *Caloundra CC, Maleny Neighbourhood Centre*), Community libraries (e.g. *Mapleton, Woombye and Buderim*), and peak bodies / umbrella groups (e.g. *Creative Alliance, Volunteering Sunshine Coast*).

- *Cultural Heritage:*
 - For groups whose prime purpose is to ensure the conservation, access and promotion of regionally significant cultural heritage items, collections, places and events.
 - The intent of this category was to partner with groups that maintain museums, heritage buildings and culturally significant collections and ensure that these are accessible to all of the community.
 - Types of groups funded in this category - Museums (*e.g. Landsborough Museum, Pioneer Cottage*) and organisations with a heritage focus.
- *Economic Development:*
 - Contributing to the development of the New Economy as outlined in the Regional Economic Development Strategy.
 - Types of organisations funded in this category - Industry development groups, Trade groups, Chambers of Commerce /Business Councils (*e.g. SC Business Council, Kenilworth Chamber of Commerce (Kenilworth VIC)*), and other relevant formal business groupings.

2.2 Community Grants Program

The Program provides support to community groups for one-off projects, events and activities that provide community benefit through the following grant types:

- Major Grants – up to \$30,000
- Minor Grants – up to \$2,000
- Emergency Grants – up to \$2,000.

The program also supports Sunshine Coast Local Government Area residents who are performing, competing or presenting at national or international competitions, conferences or events through Individual Development Grants.

The original Community Grants Program was endorsed by Council at the Ordinary Meeting on 29 May 2008. In 2011, council introduced the Emergency grant type in response to the need for quick processing for urgent requests. Emergency grant funding is available for Sunshine Coast community groups whose projects and programs have been impacted by failure, damage or loss of essential equipment or infrastructure due to unforeseen circumstances. The failure of the equipment must be deemed to be an “emergency” and significantly impact on the organisation’s ability to continue to operate.

At its Ordinary Meeting on 22 May 2014 Council noted the revised Community Grants Program guidelines. Revisions included the:

- removal of the Environment Category – environment applications to be managed through the new Environment Levy Partnerships and Grants Program.
- addition of a new “Community Facilities” category to cater to the increasing demand for funding of sporting and community facility upgrade projects and to include consistent assessment and reporting.

2.3 Current administration model

The Community Connections Team (Community Relations Branch, Community Services Department) currently administers all of Council’s grants and funding programs, in line with best practice grants management principles. Stages include guideline development, promotion, application, assessment, endorsement, notification, payment, acknowledgement, variation requests, acquittal, reporting and evaluation.

The team also assist community groups with technical queries, project development and grant writing, and provide feedback to unsuccessful applicants. In addition, team members also maintain a directory of external funding providers on council's website and support groups to identify and apply for other (non-council) funding opportunities.

Then grants team refers applicants to council staff with expertise in particular portfolios, referred to as Category Partners, for advice regarding alignment to council priorities and program category criteria.

The range of support offered by council staff aims to manage customer expectation in relation to success (or not) of any application, which also results in higher levels of successful applications.

Council moved towards this model of applicant support because it:

- provides a transparent governance framework
- ensures the distribution of funds in an equitable manner
- provides efficient administrative processes
- provides a single contact for community members enquiring about funding support
- ensures that all support is promoted by council and acknowledged by successful recipients
- ensures that council staff with close relationships with particular community groups are not solely responsible for awarding grants
- enables council to store information about funded community groups and their activities in a centralised location.

3. Methodology

The review of both funding programs began in February, 2014 and concluded in October, 2014. It included a comprehensive evaluation of both programs in line with best practice grants management and involved a range of tools.

It also included a peer review by a highly experienced and respected community grants industry specialist.

The review included the following:

- Benchmarking with three South East Queensland local government authorities to investigate: the types of community grants offered (including funding amounts); availability of operational funding; and community leasing arrangements.
- Investigation into the status of changes to state and federal funding arrangements to determine the impact of new arrangements on the Sunshine Coast's not-for-profit sector
- Analysis of existing program data to:
 - assess effectiveness of programs – determine if funding allocations helped achieve program goals
 - determine the benefits of the funding programs
 - establish if there are funding gaps and whether council should respond to them
- Consultation with a range of stakeholders to:
 - establish the level of satisfaction with council's current funding programs (range of programs and categories, applicant and program eligibility, round frequency and funding amounts)
 - identify issues and opportunities, and to determine funding principles and priorities.

As part of the process, application, assessment and acquittal forms were reviewed and updated to ensure that relevant and meaningful data was collected to inform the evaluation of both programs. All application and acquittal forms were completed online for ease of collecting and analysing data.

To note: the review did not include an examination of other council grants and funding programs or other council support to the not-for-profit sector such as rebates and concessions. It also excluded an evaluation of administrative processes; this will be considered at an operational level in early 2015.

3.1 Research

Benchmarking with other councils

Benchmarking was conducted with three SEQ councils:

- Ipswich City Council
- Moreton Bay Regional Council
- Toowoomba Regional Council.

Information obtained:

- Types of community grants offered, including funding amounts
- Availability of recurrent/ multi-year/ operational funding
- Community leasing arrangements.

2012 Australian Institute of Grants Management Annual Survey

Between June 2012 and 31 July 2012 the Australian Institute of Grants Management (a division of Our Community) invited community groups across Australia to fill out a survey with questions about their experiences of, and interactions with, Australia's grantmakers.

A total of 534 organisations responded to the survey, which continues to make this one of the largest surveys of its kind in Australia. Findings were considered as part of this process.

Impact of changes to state and federal funding opportunities

An investigation was undertaken into the current status of, and any proposed changes to, State and Federal funding arrangements.

3.2 Data collection and analysis

Existing data collected through application, assessment and acquittal forms for the Community Grants and CFPF programs was used to evaluate the programs.

The data used in the evaluation of the Community Grants program was related to funding allocated in the 2013/2014 financial year only, as these applicants applied under the revised guidelines.

In evaluating the CFPF program, data was drawn from applications and assessments for funding for the 2014/2015 financial year and on acquittal of 2013/2014 funding (as 2014/2015 acquittals are not yet due).

2014/2015 CFPF

A range of data was collected and analysed to inform the evaluation of 2014/2015 CFPF as outlined below.

Community benefit

2014/15 application forms collected statistics on the following:

- Number of hours of operation (Weekly)
- Number of different groups currently accessing facility or benefitting from service (Weekly)

- Number of registered members
- Number of volunteers.

2013/14 acquittal forms asked funding recipients to respond to the following questions:

- What did this funding allow you to do?
- In your application you outlined how you would measure what was achieved with this funding. Please provide details of your findings
- How did you partner with council?
- Were community partnerships strengthened and/or were any new partnerships formed as a result of this funding?

Funding recipient benefit

Funding recipients submitting online acquittals for their 2013/2014 funding were asked to rate to what level they agree with each of the following applicable statements (0 = Not relevant, 1 = Strongly agree, 2 = Disagree, 3 = Slightly agree, 4 = Agree, 5 = Strongly Agree):

- Increased community awareness of our organisation
- Improved partnerships with other community groups
- Enabled us to attract additional funding from other sources
- Developed the skills and capacity of professional artists, members or volunteers
- Contributed to day to day operational costs
- Increased memberships
- Assisted us to be more self-sufficient
- Allowed us to purchase essential equipment
- Helped us further develop or maintain our facilities
- Supported the development of a new and innovative project concept or product
- Allowed us to run an activity, event or program that would otherwise not have happened
- Other.

The data was analysed to determine the most commonly selected benefits.

Value for money

Application forms and recommendation reports were analysed to determine:

- Number of organisations funded
- Total amount of funding awarded
- Total operational expenses of funded organisations
- Comparison of council support vs. total operational expenses
- Total number volunteer hours (Weekly) and in-kind value of volunteer hours
- No. people currently accessing facility or benefitting from service (Weekly) and cost per head

Council Priorities

An example of a successful applicant in each category of the 2014 Community Partnership Funding Program was selected to demonstrate how funding recipients support the delivery of council priorities.

Funding gaps - Who was funded

Review of the recommendations report identified who was funded, why they were funded and what they were funded for.

The information was used, together with data provided in application forms, to develop case studies on successful partners in each category.

Funding gaps - Who was not funded

Recommendation reports were analysed to determine who was not funded and identify common themes amongst unsuccessful applications.

2013/2014 Community Grants Program

A range of data was collected and analysed to inform the evaluation of 2013/2014 Community Grants Program as outlined below.

Community benefit

Funding recipients submitting acquittals for grants (Major, Minor and Emergency grants) in the 2013/2014 financial year were asked to select as many of the following benefits they believed the funding brought to the broader Sunshine Coast community:

- Encouraged more efficient use of natural resources
- Preserved the natural environment
- Supported local tourism
- Strengthened the rural sector
- Supported local business
- Enhanced a creative and artistic region
- Encouraged healthier communities and more active lifestyles
- Contributed to safer communities
- Preserved and promoted the region's heritage
- Strengthened community groups and networks
- Improved and activated community spaces
- Enhanced a sense of identity and belonging
- Increased vibrancy and cultural diversity.

The data was analysed to determine the most commonly selected benefits.

Funding recipient benefit

Funding recipients submitting acquittals for grants (Major, Minor and Emergency grants) in the 2013/2014 financial year were asked to select as many of the following benefits they believed funding brought to their organisation:

- Increased community awareness of our organisation
- Improved partnerships with other community groups
- Enabled us to attract additional funding from other sources
- Developed the skills and capacity of professional artists, members or volunteers
- Contributed to day to day operational costs
- Increased memberships
- Assisted us to be more self-sufficient

- Allowed us to purchase essential equipment
- Helped us further develop or maintain our facilities
- Supported the development of a new and innovative project concept or product
- Allowed us to run an activity, event or program that would otherwise not have happened
- Other.

The data was analysed to determine the most commonly selected benefits.

Value for money

2013/2014 Major grant recommendation reports were analysed to determine:

- Number of organisations funded
- Total amount of funding awarded
- Total operational expenses of funded organisations
- Comparison of council support vs. total project costs.

Council Priorities

The 2013/14 March Major round of the Community Grants Program was used as a sample to demonstrate how funded projects support the delivery of council priorities.

Funding gaps - Who was funded

Recommendation reports were analysed to determine the total number of funding recipients and total amount funded for each grant type.

Funding gaps - Who was not funded

Major grant recommendation reports were analysed to determine who was not funded and identify common themes amongst unsuccessful applications.

3.3 Consultation

Council conducted extensive consultation with a range of stakeholders to gain a comprehensive understanding of how the grants and funding programs are perceived. The following stakeholders were consulted as part of this process:

- Councillors
- Internal Stakeholders
- External Stakeholders
- Community Organisations

Feedback was considered and where appropriate incorporated into the updated Community Grants Program and Community Partnership Funding Program guidelines.

Internal consultation

Internal consultation involved one on-on-one meetings with Councillors and a workshop with internal stakeholders. Discussions focused on the following:

- Level of satisfaction with council's funding programs (range of programs and categories, applicant and program eligibility, round frequency and funding amounts).
- Should council limit funding to only those community organisations that respond to council priorities, as defined by current strategies, plans and policy positions?
- Should council limit funding to community organisations that demonstrate broad community benefit?

- Should council fund community organisations that are core funded by the state or facilities that are state owned/ maintained, and not under council control?
- Is it sufficient that community organisations demonstrate evidence of working towards self-sufficiency or does council expect them to become sustainable?
- Advantages and disadvantages of single versus multi-year funding.

Table 1 below lists the Councillors and Internal Stakeholders that were consulted as part of this review process.

Table 1: (List of Councillors and Internal Stakeholders)

Stakeholder Type	Consultation Method	Title
Councillor	October 2014 one-on-one meetings	<ul style="list-style-type: none"> • Division 2 Councillor • Division 3 Councillor • Division 4 Councillor • Division 5 Councillor • Division 6 Councillor • Division 7 Councillor • Division 8 Councillor • Division 9 Councillor • Division 10 Councillor
Internal Stakeholders	September 2014 workshop	<p><i>Community Services</i></p> <ul style="list-style-type: none"> • Coordinator, Community Program and Events, Community Program and Events, Community Relations • Coordinator, Community Planning and Strategy, Community Facilities and Planning • Development Officers (Community), Community Planning and Strategy, Community Facilities and Planning • Sport and Recreation Officers, Sport and Community Venues, Community Facilities and Planning, Community Services • Team Leader, Civic and Community Events, Community Program and Events, Community Relations, Community Services • Heritage Library Leader, Learning and Heritage Services, Community Relations Community Services <p><i>Corporate Strategy and Delivery</i></p> <ul style="list-style-type: none"> • Industry Investment Facilitator, Service Delivery, Economic Development, Corporate Strategy and Delivery <p><i>Infrastructure Services</i></p> <ul style="list-style-type: none"> • Coordinator, Disaster Management, Directorate
Internal Stakeholders	Additional internal consultation	<p><i>Community Services</i></p> <ul style="list-style-type: none"> • Director, Community Services • Branch Manager, Community Facilities and Planning <p><i>Corporate Services</i></p> <ul style="list-style-type: none"> • Coordinator Portfolio Management, Property Management
Internal Stakeholders	Guidelines Review	<p><i>Community Services</i></p> <ul style="list-style-type: none"> • Coordinator, Major Venues, Community Facilities and Planning, Community Services • Performing Arts Curator, Major Venues, Community Facilities and Planning, Community Services • Team Leader (Cultural Programs), Community Program and Events, Community Relations, Community Services

		<ul style="list-style-type: none"> • Team Leader, Civic and Community Events, Community Program and Events, Community Relations, Community Services • Senior Events Officer, Civic and Community Events, Community Programs and Events, Community Relations, Community Services • Coordinator, Sport and Community Venues, Community Facilities and Planning, Community Services • Sport and Recreation Officers, Sport and Community Venues, Community Facilities and Planning, Community Services • Coordinator, Cultural Heritage Services, Cultural Heritage Services, Community Relations, Community Services • Cultural Heritage Officer, Cultural Heritage Services, Community Relations, Community Services • Heritage Library Leader, Learning and Heritage Services, Community Relations Community Services • Coordinator, Community Planning and Strategy, Community Facilities and Planning, Community Services • Development Officers (Community), Community Planning and Strategy, Community Facilities and Planning, Community Services • Coordinator Community Land Permits and Parks, Business Support, Community Response, Community Services <p><i>Corporate Services</i></p> <ul style="list-style-type: none"> • Coordinator Portfolio Management, Property Management, Corporate Services • Senior Facility Officer, Asset Management, Property Management, Corporate Services <p><i>Corporate Strategy and Delivery</i></p> <ul style="list-style-type: none"> • Industry Investment Facilitator, Service Delivery, Economic Development, Corporate Strategy and Delivery • Coordinator Sunshine Coast Events, Economic Development, Corporate Strategy and Delivery <p><i>Infrastructure Services</i></p> <ul style="list-style-type: none"> • Coordinator, Disaster Management, Directorate, Infrastructure Services • Senior Conservation Partnerships Officer, Environmental Operations, Infrastructure Services
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External consultation

The following councils were contacted as part of benchmarking research:

- Ipswich City Council
- Moreton Bay Regional Council
- Toowoomba Regional Council.

Research included:

- Types of community grants offered, including funding amounts
- Availability of recurrent/ multi-year/ operational funding
- Community leasing arrangements.

Community engagement

Community organisations were invited to complete a non-identifiable online survey throughout July to August 2014 following submission of their grant application or acquittal form.

The survey focused on levels of satisfaction with current programs. It did not ask community members to comment on the impact of cancelling either program.

Customers were asked to rate on a scale of 1-5 (1. Very dissatisfied, 2. Dissatisfied, 3. Somewhat Satisfied, 4. Satisfied, 5. Very satisfied) their level of satisfaction with the following elements of council's funding programs:

- Range of funding programs offered, e.g. Major Grants, RADF
- Program eligibility criteria, i.e. what can and can't be funded
- Applicant eligibility criteria, i.e. who can and can't apply
- Range of funding program categories, e.g. Cultural, Sport, Economic
- Frequency of grant rounds.

Of the 261 applicants invited to participate, 21 responses were received (sample rate 8%).

3.4 Professional critique

The analysis of the review findings and identified options were reviewed by Kate Caldecott, an independent grants specialist. Ms Caldecott is also Executive Director of the Australian Institute of Grants Management and a founding team member of Our Community, the social enterprise focusing on community. She has extensive experience working with all forms of grant programs, having worked with grantmakers across the country - Federal, State, Local Government, philanthropic grantmakers. Her speciality is on program design and evaluation with a particular focus on streamlining technologies.

4 Results

4.1 Research

Benchmarking with other councils

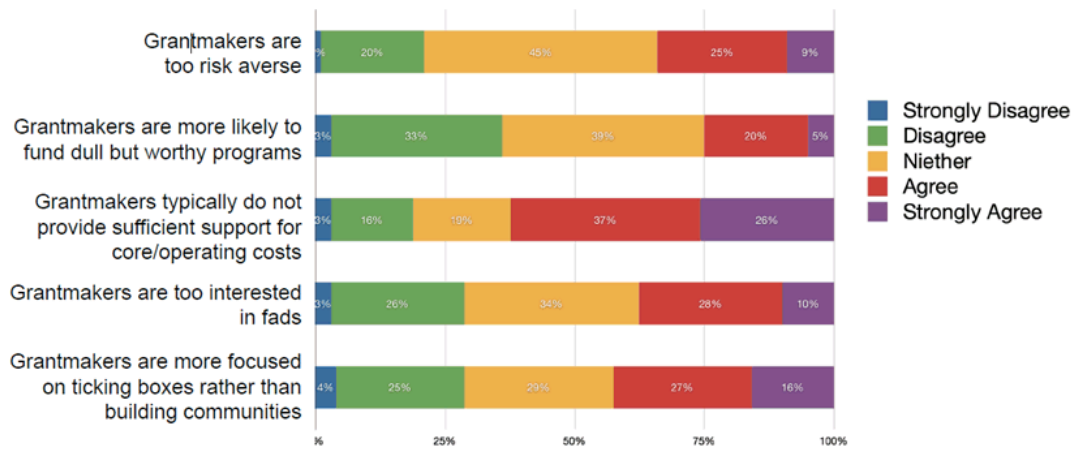
In comparison to the benchmarked councils, SCC has one of the largest and most substantial grants and funding programs. One particular finding is that SCC, unlike a number of other councils, provides some operational funding for groups. Other councils maintain community facilities through capital works and maintenance funding, which may include field maintenance.

Please see Appendix 1 (Benchmarking Data – Council support for community organisations) for summary of findings.

2012 Australian Institute of Grants Management Annual Survey

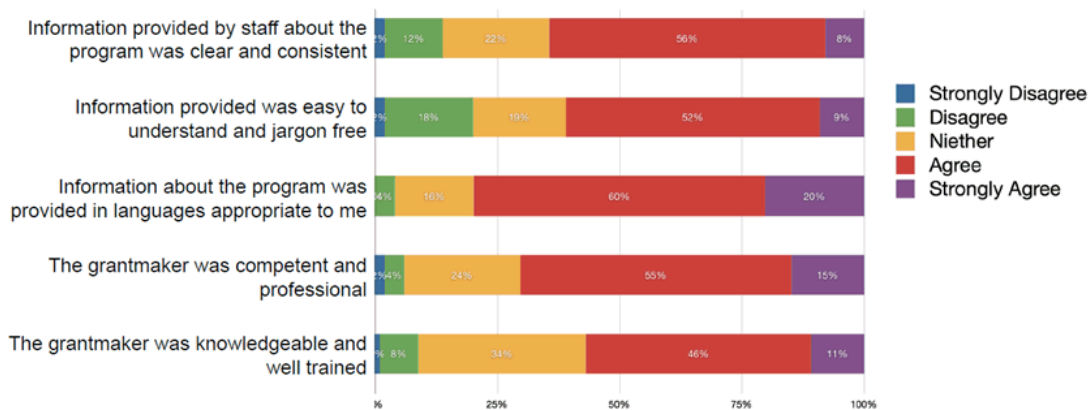
The loudest and clearest message to come from the of the Australian Institute of Grants Management survey of community groups across Australia about their experiences of, and interactions with, Australia's Grantmakers, is that grant programs fail to cover core operating costs and that this is a significant issue for a large proportion of grantseekers - 63% of respondents felt not enough money was given for everyday operational expenses.

Other areas identified by grantseekers include grantmakers taking greater risks and to not being driven by fads or designing a program with the primary goal of making the grantmaker's life easier.

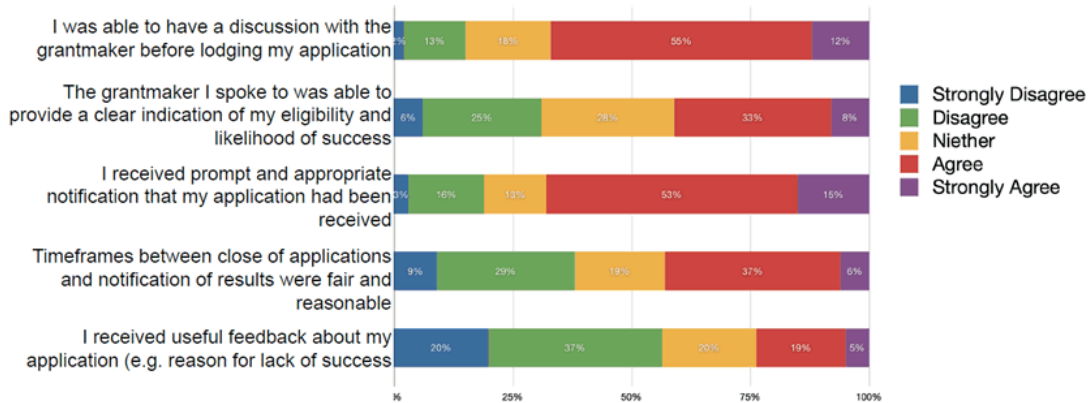


(<https://www.ourcommunity.com.au/files/aigm/GrantsInAustralia2012Results.pdf>)

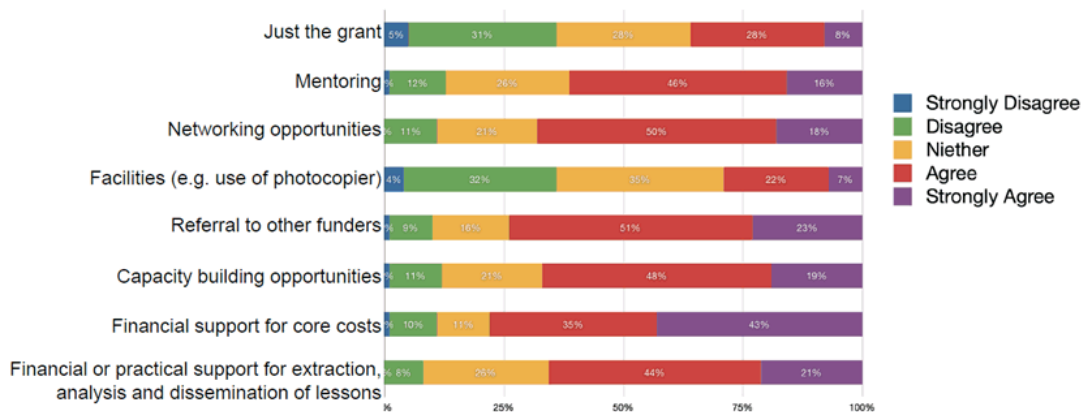
70% of grantseekers found the grantmakers they dealt with were both professional and competent; however, this should be contrasted with the view that just under half of the grantmakers were actually knowledgeable and well trained, suggesting that grantmakers could do more to ensure their frontline staff can answer grantseekers specific questions. There is also a continuing need to strip unnecessary jargon and use plain language in grantmaking guidelines and application forms.



The positive takeaways from these results are that grantseekers are able to communicate with grantmakers before lodging their application and that they receive prompt notification when their application is submitted. The areas for improvement include shortening the timeframe between submission and notification of decision, providing useful feedback to applicants and being able to provide an indication of eligibility and likelihood of success before submission.



There is an even split amongst grantseekers on whether grantmakers should just provide the grant, with 36% agreeing and 36% disagreeing with this proposition. What is clear is that most grantseekers do not need facilities provided to them. What grantseekers would like to receive is referrals to other grantmakers, networking opportunities support for core costs and opportunities for capacity building.



Impact of changes to State and Federal funding opportunities

Australian Government's Department of Social Services (DSS)

The Federal Government's Department of Social Services (DSS) new grant arrangements consolidate 18 funding programs, from five former departments, into seven. The grants are based on common social policy functions and the changes focus on achieving outcomes in the following areas: Families and Communities; Ageing and Aged Care; Disability; and Housing.

The seven funding programs are:

- Families and Communities Programme (Outcome - Families and Communities)
- Home Support Programme (Outcome - Ageing and Aged Care)
- Residential and Flexible Care Programme (Outcome - Ageing and Aged Care)
- Workforce and Quality Programme (Outcome - Ageing and Aged Care)
- Ageing and Service Improvement Programme (Outcome - Ageing and Aged Care)
- Housing and Homelessness Programme (Outcome - Housing)
- Disability, Mental Health and Carers Programme (Outcome – Disability).

As yet we do not have a full understanding of the changes to determine the impact. Initial investigation has identified that the new arrangements are in their early stages of implementation and the project has been marked by processing delays.

Evidence suggests that demand will be greater than normal across Australia. This is based on a recent key funding round which received almost 5,600 grants applications worth more than \$3.9 billion – nearly five times the value of the grants on offer.

The Indigenous Funding round has also been delayed by two months and existing contracts extended. It is not possible to determine any impact of changes at this time. Further information can be found at: <https://www.dss.gov.au/grants/grant-programmes>

Queensland Government Social Services Reform Program

The Queensland Government is changing the way it manages funding to social services through its Social Services Reform Program. This program includes the following projects:

- Social Services Investment Framework Project
- Procurement Framework Project
- Investment Portal and Grants Management Model Project
- Funding Consolidation Project.

We believe that the key focus will be around red tape reduction with improved investment outcomes and funding directed to areas of most need. Initial investigation has identified that this program is in its early stages of implementation and it is not possible to determine any impact of changes at this time.

Further information can be found at:

<http://www.treasury.qld.gov.au/clients/community/social-services-reform/index.shtml>

4.2 Data collection and analysis

2014/2015 Community Partnership Funding Program (CPFP)

Community benefit

The CPFP provides broad community benefit. Funding will support the following over the 2014/2015 financial year:

- 193,466 total hours of operations (services and facilities)
- 1666 different groups
- 16,112 registered members
- 4411 volunteers.

Table 2 below summarises the level of community reach and extent of volunteering incorporated into services and facilities funded in the 2014 CPFP. Please note that these figures do not include data for the multi-year allocations, which were offered to 14 community groups approved in 2012 that received additional years of funding in the 2014/2015 financial year.

Table 2: (2014 CPFP - Community reach and volunteering statistics)

	No. hours operation (Weekly)	No. hours operation (Total annual)	No. people currently accessing facility or benefitting from service (Weekly)	No. different groups currently accessing facility or benefitting from service (Weekly)	Number of registered members	Number of volunteers	Total number volunteer hours (Weekly)	In-kind value of volunteers (Weekly - based on rate of \$30 per vol hour)
Community Facilities	1961		16722	334.5	7860	1645	4121	\$123,630
Community Safety	618		29145	21	362	590	1265	\$37,950
Community Services	953.5		12075	1241.5	7455.5	2000	7969	\$239,070
Cultural Heritage	113		697	29	357	126	376	\$11,280
Economic Development	75		415	40	77	50	175	\$5250
Total	3721	193,466	59,054	1666	16,112	4411	13,906	\$417,180

Funding recipient benefit

95 CPFP acquittals were received from applicants acquitting their 2013/2014 year of funding.

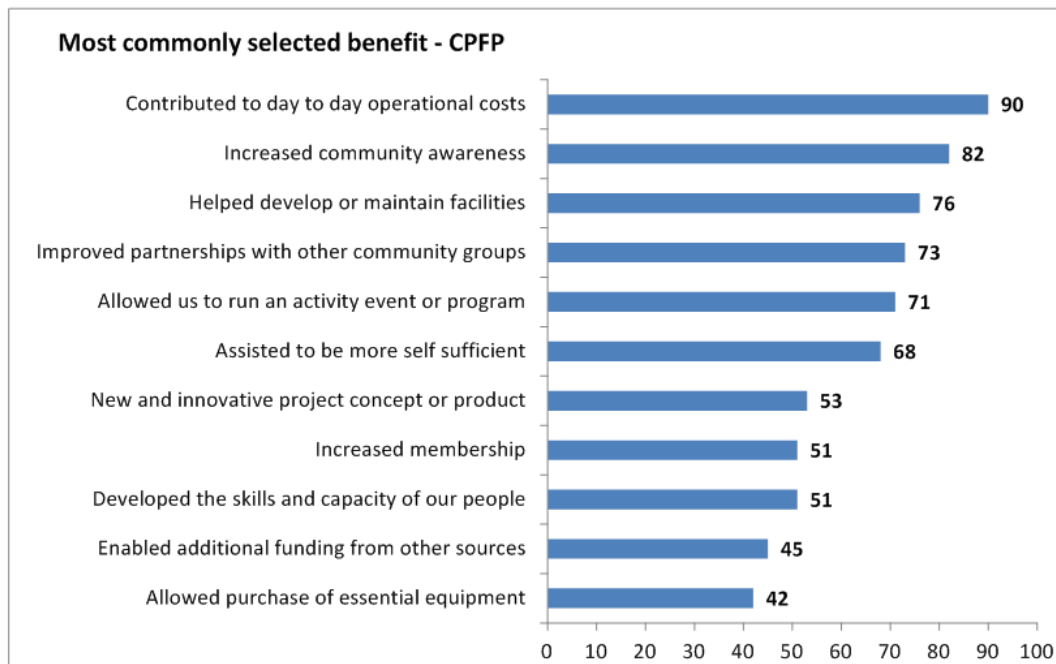
The top five most commonly selected benefits were:

1. Contributed to day to day operational costs
2. Increased community awareness
3. Helped develop or maintain facilities
4. Assisted to be more self sufficient
5. Improved partnerships with other community groups.

This data demonstrates that people value operational funding.

Graph 1 below shows the number of times each benefit was selected.

Graph 1: (2014 CPFP - Most commonly selected funding recipient benefit)



Value for money

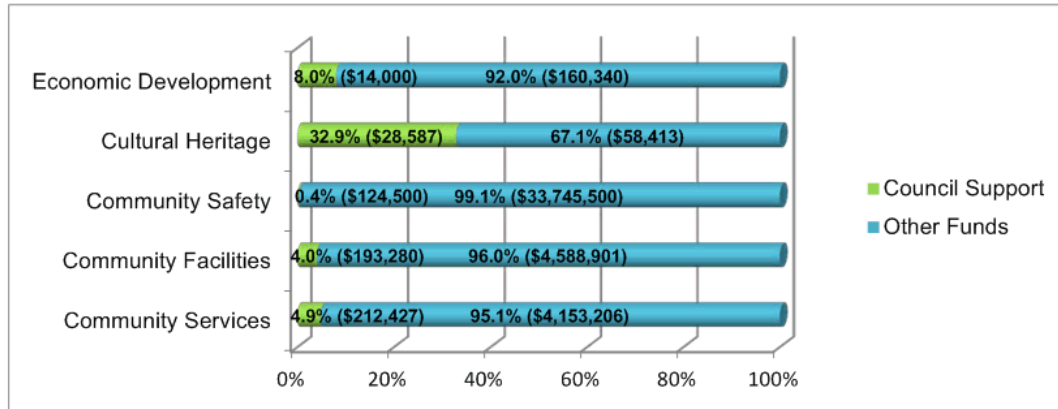
Council receives excellent value for money if we compare the costs of council managing and running a service or facility to the costs of a community group or association doing the same.

- Council provided \$572,794 in funding to 70 organisations through the 2014 Community Partnership Funding Program, with operational expenses totalling \$43,279,154¹ (based on figures supplied by applicants).
- This funding equates to only 1.3% of total operating costs. Council's funding is spread a long way by these groups, who make effective use of this funding.
- Funding of \$572,794 for the 2014/15 financial year equates to a weekly investment of \$11,015, which provides benefit to 59,054 individuals each week at a cost of \$0.19 per head.
- A total of 4411 volunteers are engaged by funded organisations, who contribute 13,906 volunteer hours each week to the in-kind value of \$417,180 per week (value calculated based on rate of \$30 per volunteer hour).

¹ Note. \$3,300,000 relates to Careflight's operations outside the Sunshine Coast local government area.

Graph 2 below shows the small contribution council provides to funding recipients in each category compared to the income provided from other sources.

Graph 2: (2014 CPFP - Comparison of council support vs. total operational expenses)



(Total operating costs of funded recipients per category: Economic Development \$174,340; Cultural Heritage \$87,000; Community Safety \$33,870,000; Community Facilities \$4,782,181; Community Services \$4,365,633).

Council Priorities

All applicants funded in the 2014 CPFP round were aligned with council’s priorities as described in relevant corporate documents.

The table below provides examples of how funded recipients support the delivery of council’s priorities:

Table 3 - (2014 CPFP – Example of alignment to council priorities)

Category	Organisation	Corporate documents aligned to:	Corporate Plan Outcomes
Community Facilities	Palmwoods Memorial Hall	<ul style="list-style-type: none"> Social Infrastructure Strategy Positive Ageing Strategy Youth Strategy 	2.1 Safe and healthy communities 2.2 Resilient and engaged communities 2.4 People and places are connected
Community Safety	Sunshine Coast Animal Refuge Society	<ul style="list-style-type: none"> Customer Charter Community Engagement Policy Compliance and Enforcement Policy 	2.1 Safe and healthy Communities 4.1 Customer focused services
Community Services	Creative Alliance	<ul style="list-style-type: none"> Cultural Development Policy 	2.3 Culture, heritage and diversity are valued and embraced 2.2 Resilient and engaged communities 2.4 People and places are connected
Cultural Heritage	Landsborough Museum	<ul style="list-style-type: none"> Heritage Levy Policy 	2.3 Culture, heritage and diversity are valued and embraced
Economic Development	Kenilworth Community Access and Information Centre	<ul style="list-style-type: none"> Rural Futures Strategy Regional Economic Development Strategy 	1.3 Investment in growth and high value industries 1.4 Strong local to global connection

Funding gaps – Who was funded

87.5% of 2014 CFPF applicants were successful (70/80).

Of these, 78.6% (55/70) could be considered to be “facilities” and 21.4% (15/70) could be classified as “services”.

Table 4 below provides examples of successful recipients in each CFPF category, funding details and community benefits.

Table 4: (2014 CFPF – Example of funding recipient in each category)

Category	Organisation	Summary	Comments
Community Facilities	Palmwoods Memorial Hall	<ul style="list-style-type: none"> Amount funded: \$4,500 Total operating costs: \$40,000 % Council Contribution: \$11.3% 	84 hours of operation each week 150 people access facility each week 14 different user groups, including: Line Dancing Bowling, Karate Drumming, Senior Citizens, Singers.
Community Safety	Sunshine Coast Animal Refuge Society	<ul style="list-style-type: none"> Amount funded: \$35,000 Total operating costs: \$580,000 % Council Contribution: 6% 	82% of cats and 41% of dogs which come into the pound are, sadly, not reclaimed by their owners. The partnership with Sunshine Coast Animal Refuge provides vital support to the Animal Pound by rehoming animals which we may otherwise not be able to give a second chance. With our current facilities council would be unable to offer this service and without this partnership many more animals may have to be euthanised.
Community Services	Creative Alliance	<ul style="list-style-type: none"> Amount funded: \$16,100 Total operating costs: \$60,900 % Council Contribution: 26.4% 	Arts Incubation Feasibility Study Report (2012) identified importance of local leadership in cultural and creative industries. Council officers worked to build the capacity of the Creative Alliance to be an appropriate leader in local creative and cultural industries. No other local group has articulated the goal of servicing the region. The organisation became a key strategic partner for the delivery of the goals of the Cultural Development Policy. The Creative Alliance provides substantial support mechanisms for local artists and arts workers with regular showcasing, networking and developmental projects.
Cultural Heritage	Landsborough Museum	<ul style="list-style-type: none"> Amount funded: \$7,000 Total operating costs: \$35,000 % Council Contribution: 20% 	50 hours of operation each week 500 people access facility each week 10 different user groups, including: Historical Groups, School Groups, Volunteers, Bus Trips, general public attending meetings at the Museum, groups from interstate & overseas.
Economic Development	Kenilworth Community Access and Information Centre	<ul style="list-style-type: none"> Amount funded: \$4,000 Total operating costs: \$8,000 % Council Contribution: 50% 	35 hours of operation each week 415 people access facility each week Partnerships with 40 different groups, including: Sunshine Coast Destination, Kenilworth Arts Council, other VICs.

Funding gaps – Who wasn't funded

12.5% of 2014 CPFP applicants were unsuccessful (10/80).

There were five common themes for why applications were unsuccessful:

1. Not strongly aligned with council's priorities
2. Broad community benefit not demonstrated/single user group
3. Do not have primary responsibility for maintaining facility
4. New organisation/not established
5. Funding request was not operational.

Table 4 below identifies which organisations were unsuccessful as a result of each theme.

Table 5: (2014 CPFP – Common themes for unsuccessful recipients)

Reason why not funded	No. Applications	Organisations
Not strongly aligned with council's priorities	2	<ul style="list-style-type: none"> • Gateway Care • The Shack Community Centre
Broad community benefit not demonstrated/single user group	3	<ul style="list-style-type: none"> • SC Community Co-op • Nambour Men's Shed • Nambour Lapidary Club
Does not have primary responsibility for maintaining facility	2	<ul style="list-style-type: none"> • SC Rowing Club • Nambour Blue Hockey Demons
New organisation	2	<ul style="list-style-type: none"> • SevGen Indigenous • Generation Innovation
Not operational funding	1	<ul style="list-style-type: none"> • Coolum Theatre Players

2013/2014 Community Grants Program

Summary

Table 6: (2013 Community Grants Program - Summary of total number of successful recipients and total amounts funded per grant type)

	Major	Minor	Emergency	Individual Dev.	Total
No. Successful applications	117	119	13	58	307
Total amount funded	\$562,329	\$170,512	\$22,639	\$17,029	\$772,509

Community benefit

121 acquittal forms were received during the 2013/2014 financial year.

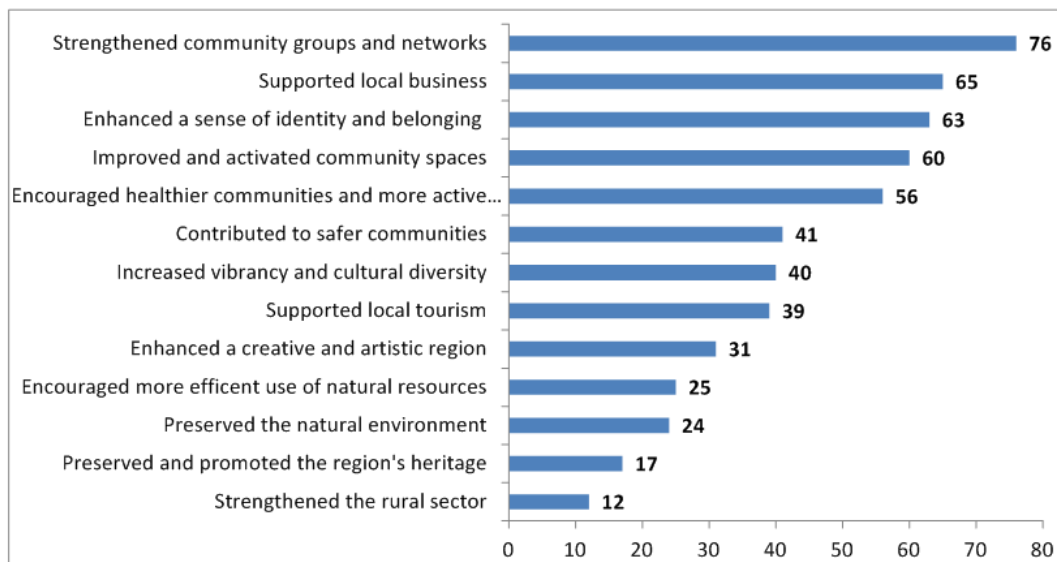
The five most commonly selected community benefits are as follow (in order of popularity):

1. Strengthened community groups and networks
2. Supported local business
3. Enhanced a sense of identity and belonging

4. Improved and activated community spaces
5. Encouraged healthier communities and more active lifestyles.

Graph 3 below shows the number of times each benefit was selected.

Graph 3: (2013 Community Grants Program - Most commonly selected community benefit)



Funding recipient benefit

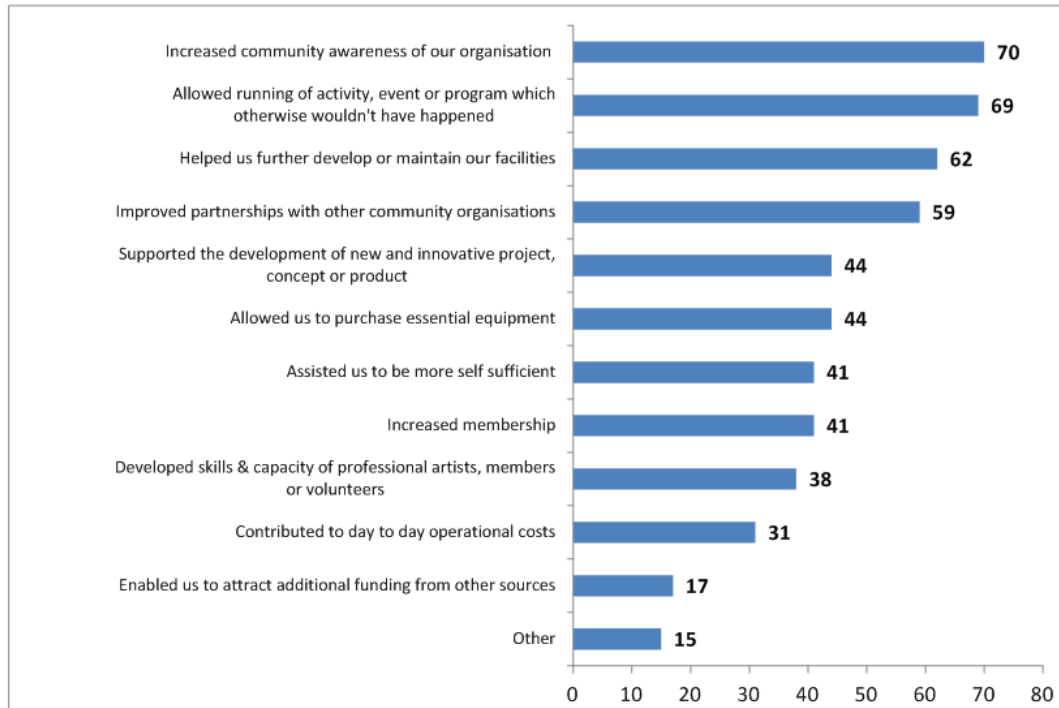
121 acquittal forms were received during the 2013/2014 financial year.

The five most commonly selected organisational benefits are as follow (in order of popularity):

1. Increased community awareness of our organisation
2. Allowed us to run an activity, event or program that would otherwise not have happened
3. Helped us further develop or maintain our facilities
4. Improved partnerships with other community organisations
5. Improved partnerships with other community organisations and supported the development of a new and innovative project, concept or product (joint).

Graph 4 below shows the number of times each benefit was selected.

Graph 4: (2013 Community Grants Program - Most commonly selected funding recipient benefit)



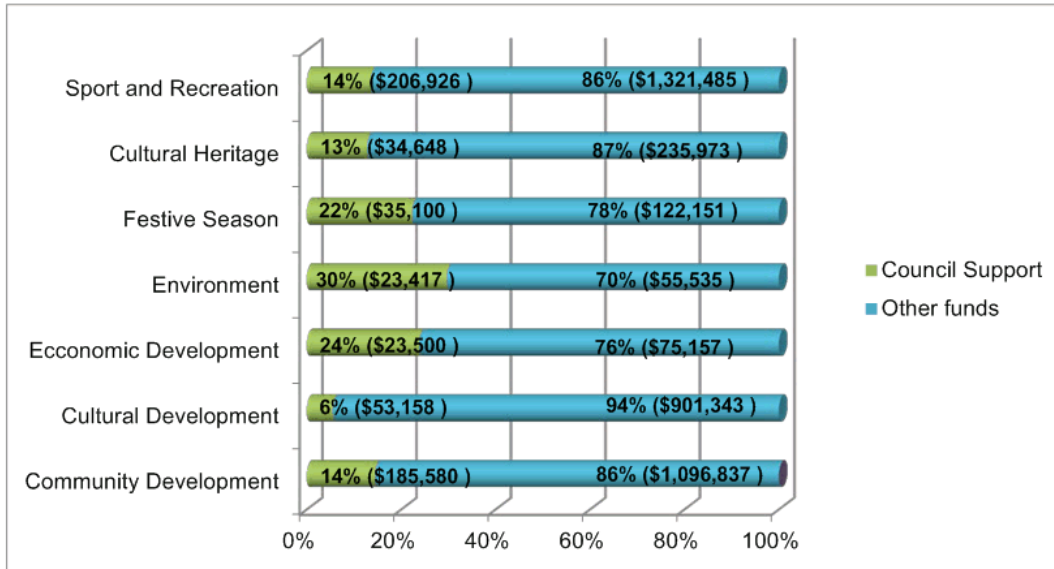
Value for money

The Community Grants Program provides value for money. Council's contribution to projects funded by major grants in 2013/2014 is 13% and the contribution from other funding sources is 87%.

Council provided \$562,329 in funding to 117 organisations through the 2013/2014 Community Grants Program (Major Grants), supporting total project costs to the value of \$4,370,809 (based on figures supplied by applicants). The total value of projects is 7.7 times the amount of funding provided by council.

Graph 5 shows the small contribution council provides to funded recipients in each category compared to the income provided from other sources.

Graph 5: (2013 Community Grants Program, Major Grants - Comparison of council support vs. total project costs)



(Total project costs of funded recipients per category: Sport and Recreation \$1,528,411; Cultural Heritage \$270,621; Festive Season \$157,251; Environment \$78,952; Economic Development \$98,657; Cultural Development \$954,501; Community Development \$1,282,417).

Council Priorities

The table below provides examples of how funding recipients in the 2013/14 March Major round support the delivery of council's priorities:

Table 7 - (2013/2014 Community Grants Program, March Major Round – Example of alignment to council priorities)

Category	Organisation	Project	Corporate documents aligned to:	Corporate Plan Outcomes
Sport and Recreation	Nambour Junior Rugby League Club Inc.	New Score Board	<ul style="list-style-type: none"> Social Infrastructure Strategy Open Space Strategy 	2.1 Safe and healthy communities 2.2 Resilient and engaged communities 2.4 People and places are connected
Community Development	IFYS	SkateEd	<ul style="list-style-type: none"> Youth Strategy 	2.1 Safe and healthy Communities 2.3 Culture, heritage and diversity are valued and embraced 2.2 Resilient and engaged communities 2.4 People and places are connected

Category	Organisation	Project	Corporate documents aligned to:	Corporate Plan Outcomes
Cultural Development	SevGen Indigenous Corporation Inc.	SevGen Spring Fractal Days	<ul style="list-style-type: none"> Cultural Development Policy Community Events and Celebrations Strategy Reconciliation Action Plan 	2.3 Culture, heritage and diversity are valued and embraced 2.2 Resilient and engaged communities 2.4 People and places are connected
Cultural Heritage	Buderim Historical Society Inc.	Internal stairs	<ul style="list-style-type: none"> Heritage Levy Policy 	2.3 Culture, heritage and diversity are valued and embraced
Festive Season	Mooloolaba Yacht Club	Mooloolaba Christmas Boat Parade	<ul style="list-style-type: none"> Community Events and Celebrations Strategy Festive Season Strategy 	2.2 Resilient and engaged communities 2.3 Culture, heritage and diversity are valued and embraced 2.4 People and places are connected
Economic Development	Maroochydhore Revitalisation Association	MRA Economic Development Strategy	<ul style="list-style-type: none"> Regional Economic Development Strategy 	1.1 Strong economic leadership, collaboration and identity 1.2 New capital investment in the region 1.3 Investment in growth and high value industries

Funding gaps – Who was funded

In the 2013/2014 major grant rounds, 55% of applicants were successful (117/211).

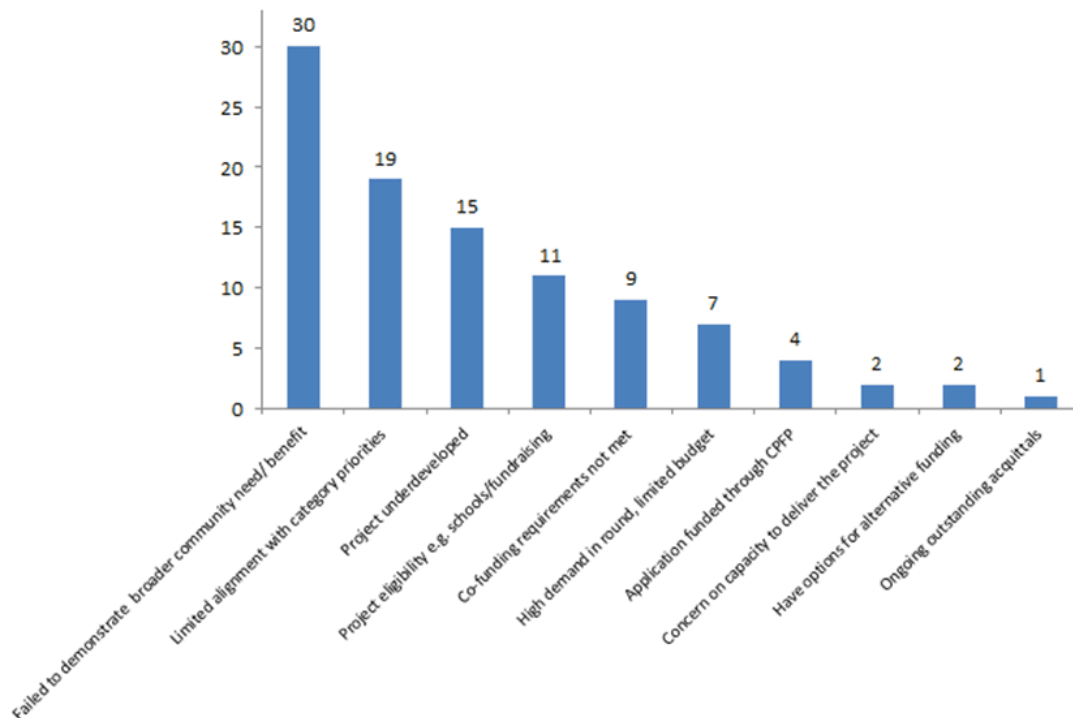
Funding gaps – Who was not funded

In the 2013/2014 major grant rounds, 45% of applicants were unsuccessful (94/211).

The top five reasons for why applications were unsuccessful are outline below:

1. Failed to demonstrate broader community need/ benefit
2. Limited alignment with category priorities
3. Project under-developed
4. Project not eligible e.g. core business of school, fundraising activity
5. Co-funding requirement not met.

Graph 6 - (2013 Community Grants Program, Major Grants – unsuccessful themes)



4.3 Consultation

Community Engagement

In consultation with the community, the following elements of council's grants and funding programs were rated very highly:

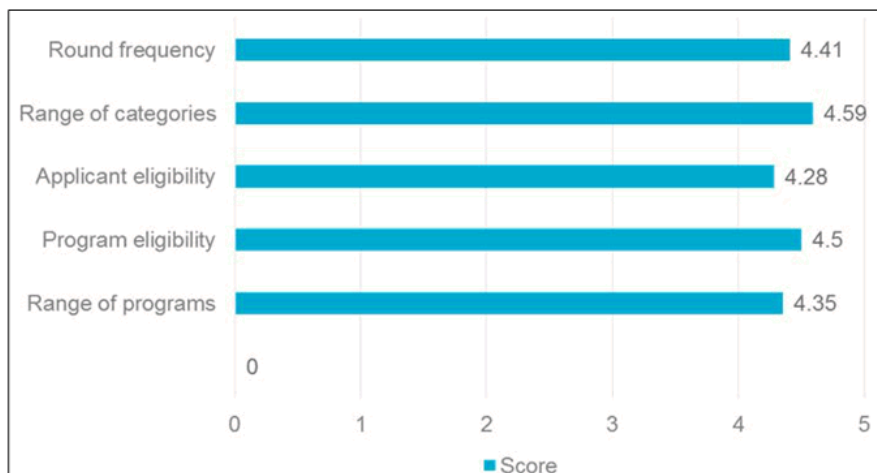
- Range of funding programs offered, e.g. Major Grants, RADF
- Program eligibility criteria, i.e. what can and can't be funded
- Applicant eligibility criteria, i.e. who can and can't apply

- Range of funding program categories, e.g. Cultural, Sport, Economic.
- Frequency of grant rounds.

With an average rating of 4.4 on a scale of 1-5, the community is more than satisfied with the surveyed elements of council's grants and funding programs.

Graph 7 below shows the average score as rated by the community for each of the program elements.

Graph 7: (Customer satisfaction with council's grants and funding programs)



Councillor and Internal stakeholder consultation

The results of consultation with councillors and internal stakeholders are detailed in tables 8 -10 in Appendix 2.

The strongest and most consistent messages identified through councillor and internal stakeholder consultation were:

- Council funding should be limited to organisations that support the delivery of council's priorities, as described in current strategies, plans or policy positions.
- Council funding should be limited to organisations that provide broad community benefit, as this provides the best value for money for council.
- Council should not fund organisations that fall under the responsibility of the state, even if they are affected by funding cuts, as the scale of the demand would outstrip capacity of existing council budgets.
- Preference for a multi-year Community Partnership Funding Program to ensure greater efficiencies for council resources and community volunteers' Three year allocations should be made on merit and some funding would need to be retained each year to allow for new groups to enter the program.
- Funding recipients need to demonstrate that they are working towards self-sufficiency and the practice of good governance, as this contributes to the development of resilient communities and reduces the risk of dependency on council funding. However, it is acknowledged that it is unrealistic to expect all groups to become self-sufficient after a period of time.

- It is important to ensure that council support is promoted both internally and externally, and appropriately acknowledged by funding recipients. Funded groups must also ensure that council's positive reputation is maintained at all times.

Other considerations identified by councillors and internal stakeholders pointed to the need for some changes to current program guidelines. For instance, there was strong support for the establishment of an event specific category under the Community Grants Program to address the high demand for projects and activities with an event element and will allow equitable assessment of event applications under one defined category.

In addition, internal consultation identified that the removal of the environment category from the Community Grants Program in 2014 has created a potential gap in funding for some environmental projects. As a result, there is a need to consider support through the Community Grants Program for initiatives that are not eligible for funding through the Environment Levy funding programs.

Councillors and internal stakeholders identified the need to streamline application and assessment processes, particularly in relation to the Community Partnership Funding Program, in order to increase the administrative efficiency for community volunteers and council staff and ensure consistency in funding outcomes.

There was general agreement that council's role is also to assist community organisations to build their capacity and support community groups that respond to a community need that does not align with council priorities in this way.

5 Analysis and responses

5.1 Evaluation of existing funding model

Analysis of results reveals overall satisfaction with council's existing Community Partnership Funding and Community Grants programs and identifies that these programs provide broad community benefit and are an effective strategic investment tool in supporting council to deliver on its priorities in a cost effective and sustainable manner.

The key findings are as follow:

1. *High satisfaction with existing programs:*

Feedback from community, Councillors and internal stakeholder consultation suggests high satisfaction with council's current range of funding programs, program eligibility criteria, applicant eligibility criteria, range of categories, frequency of grant rounds and budget amounts.

2. *Current programs provide good value for money:*

Both programs demonstrate value for money when comparing the cost of a grant to the cost of council managing and running a service, facility or project.

- a. The 2014/2015 CPFPP funding equates to only 1.3% of total operating costs for these organisations. In addition, volunteers contribute an in-kind value of \$417,180 per week to these operations.
- b. Similarly in 2013/2014, Community Grants Program contributed 13% of the full cost of community projects supported through major grants.

3. *Current programs support the delivery of council's priorities:*

- a. Consultation with internal stakeholders identified that funding provided through both the CPFPP and Community Grants Program deliver on strategies and plans.

4. *Current programs provide broad community benefit:*

- a. 2014/15 CPFPP funding will support facilities and services which provide almost 200,000 total hours of operation, provide access to 1666 different user groups, and involve over 16,000 members and 4400 volunteers.

- b. Major grants have contributed to the strengthening of community groups and networks, supported local businesses, enhanced a sense of identity and belonging, improved and activated community spaces and encouraged healthier communities and more active lifestyles.
5. *Council currently supports council owned and council controlled facilities through a range of grants and funding programs:*
- a. The Community Partnership Funding Program provides assistance with operational expenses; the Community Grants program supports projects (including urgent requests that require a quick response); and the Sports Field Maintenance supports organisations that maintain fields.
6. *Current funding model is an effective method for administering grants:*
- a. Consultation with internal stakeholders identified that the centralised funding model, which is coordinated by a single team, provides a transparent governance framework and ensures the distribution of funds in an equitable manner. It also provides efficient administrative processes and allows council to collect significant information about community activities.
 - b. This model ensures that: frontline staff are knowledgeable and well trained to answer grantseeker's specific questions; grantseekers are able to communicate with grantmakers before lodging their applications; applicants are given feedback on their applications prior to submitting; grantmakers provide an indication of eligibility and likelihood of success before submission; and grant seekers receive prompt notification that their applications have been received. All of these benefits were highly valued in the 2012 Australian Institute of Grants Management (AIGM) 2012 annual survey.

5.2 Responding to the findings

The original scope of the project was to review the Community Partnership Funding Program and Community Grants Program in 2014 in light of the:

1. adoption of a new Sunshine Coast Council Corporate Plan 2014-2019; and
2. understanding of current responsibilities and availability of state and federal funding opportunities for-not-for profit community organisations.

The review has identified the following findings with regards to these two items:

1. Council's *Corporate Plan 2014-2019* is broad and focuses on council responsibilities.
Response: Program guidelines will need to be updated to state: "strong alignment with council priorities as described in current council strategies, plans or policy positions". This will focus the identification of council's priorities to better align with specific activities and positions endorsed by council.
2. It is too early to determine the impact of changes to state and federal funding opportunities, as funding outcomes for the new programs were not known at time of preparing this report.
Response: Program guidelines need to be flexible and refer applicants to current corporate documents. Should gaps be identified, these will need to be considered by council at a planning level and incorporated into an appropriate corporate document.
Council support is available to community organisations that are impacted by any changes through capacity building and by assisting them to identify and secure other sources of income and funding.

As the review progressed, a number of other challenges were also identified:

- (a) *Council's strategies and plans*

- (i) *Challenge:* A number of relevant strategies and plans that may affect the 2015 funding outcomes are currently under review or in development e.g. Sunshine Coast Regional Social Strategy.
 - (ii) *Response:* Updated program guidelines to refer applicants to current council strategies, plans or policy positions, which includes any current (at the time of application) and endorsed document.
- (b) *Council's draft Community Leasing Policy*
- (i) *Challenge:* Documenting council's leasing policy position continues to place full asset responsibility on community groups occupying council owned or council controlled facilities. The policy principles are currently in effect; the policy has been discussed with Councillors and is expected to be considered at the Ordinary Meeting in December, 2014. (Note: 59% of community-use sites with infrastructure (111 of 189) are occupied under these standard terms and tenure arrangements.) The challenge is to mitigate the impact of the draft policy on the grants program.
 - (ii) *Response:* Consideration was given to restructuring the Community Partnership Funding Program into a Community Facilities program only, to streamline funding support for community groups occupying council owned or council controlled facilities. Further investigation identified that support for these groups is currently available and being accessed through the Community Partnership Funding Program, Community Grants Program and Sports Field Maintenance Funding Program and the need for a significant restructure was not supported.
- (c) *Council's decision to relinquish the Festive Season Strategy (SM13/9) – 5 June 2013 and instead support an annual program of Festive Season events (OM14/3) – January 2014.*
- (i) *Challenge:* The Community Grants Program currently includes a specific "Festive Season" category which supports communities to celebrate the Festive Season defined as the period during which Christmas, New Year's Eve and Australia Day. Funding support for other event types is currently available under other grant categories relevant to the event outcomes e.g. Cultural Development (cultural outcomes), Economic Development (economic outcomes).
 - (ii) *Response:* Update the Community Grants Program guidelines to remove the Festive Season category and create a generic Community Events category supporting priorities as described in Council's *Events Policy; Major and Regional Events Strategy; and Community Events and Celebrations Strategy (refer Appendix 3 - Community Grants Program Support for Events)*.

6 Options

As part of the Grants and Funding review, options for how council could model its continued support to community organisations were investigated.

All four options identified come with inherent risks around financial sustainability and reputation.

All options, except option four, would still include guidelines that would ensure the funding model's alignment with outcomes in the Corporate Plan and other endorsed council strategies and policies.

All options, except option four would - to different degrees - meet the expectations and desired outcomes identified from the stakeholder feedback received during the community engagement programs.

The four options identified for consideration are listed below and analysed in detail in Appendix 4.

Funding Models	
Option One	Community Grants Program and CPFPP: Community Grants program provides financial assistance towards projects, events and activities that demonstrate broad community benefit. CPFPP provides financial assistance towards operational expenses to not-for-profit organisations that provide facilities or services that support the delivery of council's priorities and demonstrate broad community benefit.
Option Two	Community Grants Program only: Community Grants program provides financial assistance towards projects, events and activities that demonstrate broad community benefit. No operational funding would be offered to community groups.
Option Three	No community grants programs. Sponsorship or direct funding/service agreements available: No project funding offered through the Community Grants Program for Major, Minor, Emergency and Individual Development Grants. No operational funding offered to community groups through CPFPP. Instead, an annual Sponsorship program would be established, similar to that offered by large Corporate businesses. Groups currently funded by CPFPP would be re-directed to relevant departments within council to negotiate service/funding agreements.
Option Four	No community grants or other funding programs: No project funding offered through the Community Grants Program for Major, Minor, Emergency and Individual Development Grants. No operational funding offered to community groups through CPFPP.

Option One: Community Grants Program and CPFPP

This option describes the current model. In this model the Community Grants program provides financial assistance towards projects, events and activities that demonstrate broad community benefit while the CPFPP provides financial assistance towards operational expenses to not-for-profit organisations that provide facilities or services that support the delivery of council's priorities and demonstrate broad community benefit.

This option requires ongoing funding from council. It provides a transparent governance framework and a unified approach for providing financial support to community groups. It allows community organisations to contribute to the achievement of council's strategic priorities and acknowledges the contribution of volunteers by providing financial support.

The Community Grants Program also provides applicants with leverage when seeking external (other than council) funding for larger projects. The grant categories provide grants across a cross section of subjects and a responsive approach via the rolling Emergency Grants.

Operational funding through CPFPP helps community organisations to "keep the doors open" by contributing to operational expenses – the most difficult funding to source. The multi-year funding approach provides certainty for community organisations and supports better financial planning and management.

The CPFPP program can be tailored to the availability of council budget but is reliant on the strength of solid guidelines and administration ie compliance with funding conditions; delivery of agreed outcomes; and evidence of continuing to work towards becoming self-sufficient.

The CPFPP program gets best results via multi-year funding agreements.

This option also provides value for money as community organisations provide services/facilities that Council may otherwise need to provide.

Option Two: Community Grants Program only

This option provides for a Community Grants Program only. The Community Grants Program offers financial assistance towards projects, events and activities that demonstrate broad community benefit through the Community Grants program.

The Community Grants Program would provide applicants with financial support and leverage when seeking external (other than council) funding for larger projects. The grant categories provide grants across a cross section of subjects and a responsive approach via the rolling Emergency Grants.

However, under this model there would be no operational funding available for community groups. Feed-back from these groups has identified that this is the most difficult funding to source. The inherent risk in this model is this absence of funding for day to day operational costs for community groups. This may impact on the ability of these groups to continue with the level of service they currently provide and council may need to take on the responsibility, and the cost, of providing these services and facilities if considered important and valuable to its communities.

Under this model operational funding for sports organisations with primary responsibility for the maintenance of sports fields in the region will continue to be available through the Sports Field Maintenance Funding Program. However, sporting clubs responsible for maintaining other types of facilities, e.g. community halls, tennis clubs, bowls clubs, mallet sports clubs and pony clubs, would not have access to operational funding.

Option Three: No community grants programs. Sponsorship or direct funding/service agreements available

This option describes a community funding model that does not include any programs for grants.

Instead, an annual Sponsorship program would be established, similar to that offered by large Corporate businesses. Groups currently funded by CFPF would be re-directed to relevant departments within council to negotiate service/funding agreements.

Funding through sponsorship agreements would allow council to provide funding to events and projects with identified outcomes that would benefit council in return for council's support. Sponsorship allows additional recognition of council's support through tailored sponsorship agreements.

Service level agreements are a more strategic approach to funding the community in that they allow council to select the groups that it has identified as providing a service that is needed by the community. They are less about equity and more about funding services that are needed but that council cannot provide. Such agreements could be developed for a period of years and while they provide financial certainty to the group they also clarify roles and deliverables in relation to the service.

This option has the potential to generate some financial savings for council in terms of dollar amount allocated to this grants program.

However, council funding will still be required for the service level agreements and to fund an annual sponsorship program.

This option does require administrative management, again a cost to council in terms of staff time and resourcing.

The management would be to ensure a process was followed, a governance framework was established to ensure transparency, liaison with the successful community groups including negotiation, and the management of and reporting on the contractual agreements.

This model also places more emphasis on the ability of the sponsored party or the group signing the service level agreement to operate in a more business-like manner. While this is always desirable for any community group, the very nature of such groups in relation to being, in the main, unpaid volunteers places an unsustainable impost on many valuable groups, events and activities.

This option also does not provide for unforeseen circumstance via an emergency grant program.

Under this model operational funding for sports organisations with primary responsibility for the maintenance of sports fields in the region will continue to be available through the Sports Field Maintenance Funding Program. However, sporting clubs responsible for maintaining other types of facilities, e.g. community halls, tennis clubs, bowls clubs, mallet sports clubs and pony clubs, would not have access to operational funding.

Option Four: No community grants or other funding programs

This option describes the absence of all Community Grants and Community Partnership Funding programs.

The only benefit to council with this option is the financial savings that would be made by not offering or funding either of these programs.

However, the risks are considerable. This option may impact on the ability of community groups and individuals to continue to provide or undertake the services, programs, activities and events that contribute heavily to the diversity and vibrancy of the region's social fabric.

It also has the potential to damage council's reputation as an authority which supports and values its community.

This impact of this damage may place pressure on council to deliver some services currently delivered by the community, a more costly outcome, see increased demand on other programs such as the Councillor discretionary funds, or feel pressured into establishing short-term, ad-hoc funding programs to manage community need and expectation.

Under this model operational funding for sports organisations with primary responsibility for the maintenance of sports fields in the region will continue to be available through the Sports Field Maintenance Funding Program. However, sporting clubs responsible for maintaining other types of facilities, e.g. community halls, tennis clubs, bowls clubs, mallet sports clubs and pony clubs, would not have access to operational funding.

7 Recommendation

Option 1 is the model recommended for the future of Council's grants program.

While this option is the status quo in relation to the model, it also best aligns to the objectives of this review, the feedback received from the consultation programs and the analysis of available data including surveys and benchmarking.

The recommendation for this option includes some refinement of the guidelines, the objectives and the deliverables by the grant recipients.

The recommendation is made for the following reasons:

- The Community Partnership Funding Program and Community Grants Program provide value for money to council and recognise that communities have existing strengths and assets that make them part of the solution.
- The funding programs support the community to identify and address their own needs, which empowers them to contribute to the development of strong, united and vibrant communities now and into the future. This approach promotes community led action and places community organisations and their volunteers as agents of change in urban development.
- A transparent governance framework has already been established. This allows for the distribution of funds in an equitable manner and ensures that council officers with close relationships to particular community groups are not solely responsible for awarding grants.

- The centralised model provides:
 - efficient administrative processes for both council and community, and enables council to store information about funded community groups and their activities in a centralised location.
 - A one-stop shop for the community and facilitates networking opportunities by connecting the community with relevant council officers and external agencies to provide more than financial support to applicants. Council officer work with community groups to build their organisational sustainability by developing their skills in areas such as grant writing, strategic planning and by encouraging partnerships, collaborations and resource sharing between community groups. Under this model council maintains a directory of other funding opportunities and helps community members to identify and apply for external grants, which attracts a greater level of investment in our region.
 - Integrated strategic marketing, promotional and monitoring programs that acknowledge council's role and support successful recipients. As a condition of funding, successful applicants are required to actively and publicly acknowledge council's support. The level of acknowledgement is determined by the amount funded and outlined in council's acknowledgement guidelines. The funding program agreement stipulates that recipients must ensure that council's positive reputation is maintained at all times.
- Through established reporting requirements, this approach ensures recipients report back to council on what is achieved through funding provided and allows this data to be collated and evaluated by council.
- This model provides a framework that easily adapts to available funding, in accordance with annual budgets. This may mean adjusting the number of major and minor grant rounds, setting maximum funding amounts and increasing co-funding requirements. Alternatively, as current assessment criteria is based on need and capacity to deliver, rather than a prescriptive formula, the amount of funding awarded to each recipient can be reduced without requiring guideline updates.
- The current guidelines are flexible and responsive to changes in corporate priorities. By referring applicants to "current strategies, plans or policy positions" for the identification of council priorities, corporate documents can be updated with no impact on endorsed program guidelines.

If council chooses this model it will need to decide whether to provide multi-year or single year of funding in the Community Partnership Funding Program.

Consultation feedback supported the need for multi-year funding and identified that funding certainty is conducive to long term planning and the development of organisational sustainability. It also ensures greater efficiencies for council resources and community volunteers.

It is for these reasons that this recommendation also supports a multi-year funding of up to three years as part of the CFPF. This would allow community groups the ability to demonstrate three main deliverables:

- good governance practices
- financial viability and effective planning
- annual, agreed (with council) deliverables, measures and reporting requirements.

Subsequent years of funding would be conditional on budget availability, compliance with funding conditions, delivery of agreed outcomes and evidence of continued work towards self-sufficiency.

This model allows for council, if it wishes, to also enter into sponsorship arrangements or service agreements on a case-by-case basis where the Community Partnership Funding and Community

Grants programs are not suitable. These arrangements may be administered by the individual teams sourcing the services.

Changes to Community Partnership Funding Program guideline

In consideration of recommended Option 1, it is proposed that Council implement the updated Community Partnership Funding Program guidelines. A summary of the changes required is listed below and described in detail in Appendix 5.

- offer operational funding for up to three years
- extend identification of council's priorities to strong alignment with council priorities as described in current council strategies, plans or policy positions
- clarify intent of program is limited to facilities or services that demonstrate broad community benefit
- identify relevant Council *Corporate Plan* outcomes for each funding category
- direct community organisations responsible for the maintenance of facilities to the "Community Facilities" category to allow like facilities to be assessed together for consistency in determining funding allocations
- streamline application and assessment process by identifying specific operational expenses eligible for funding under the "Community Facilities" category so that consultation with category specialists is not mandatory for this category
- change name of "Community Services" category to "Community Development" category to provide greater clarity on what will and will not be funded under this category
- include changes to terminology and formatting to improve content readability.

Changes to Community Grants Program guideline

In consideration of recommended Option 1, it is proposed to implement updated Community Grants Program guidelines. A summary of the changes required is listed below and described in detail in Appendix 5.

- support projects, events and activities that demonstrate broad community benefit
- include an additional assessment criteria for organisations to be working towards self sufficiency
- identify relevant Council *Corporate Plan* outcomes for each funding category
- replace the Festive Season category with a generic Community Events category to encompass all events for consistent assessment using Council's Community Event Classification Matrix
- include requirement for events to be scheduled to take place after notification of funding outcomes, to enable Council to better engage with event organisers and allow funding recipients to acknowledge Council's support
- further clarify the new (2014) Community Facilities category to direct all projects that involve the development, maintenance and/or improvement of buildings or land for consistent assessment
- requires organisations with formal Council tenure to complete any works outlined in lease performance inspections prior to being funded for other projects
- link the Community Development category more closely with current strategies and plans
- extend Community Development category priorities to allow support for environmental initiatives that are not eligible for funding through the Environment Levy funding programs

- include changes to terminology and formatting to improve content readability.

Appendix 1

Benchmarking Data – Council support for community organisations²

	Sunshine Coast Council (SCC)	Toowoomba Regional Council (TRC)	Moreton Bay Regional Council (MBRC)	Ipswich City Council (ICC)								
Community Facilities and Leasing Council Responsibility for: <ul style="list-style-type: none"> Structural Maintenance/repairs 	SCC has the following mix of maintenance responsibilities: <ul style="list-style-type: none"> Council all responsibility/ group no responsibility – 2 Council Structural responsibility/ group standard responsibility – 64 Council nil responsibility/ group all responsibility – 111 Council specific responsibility/ group specific responsibility – 12 	<ul style="list-style-type: none"> TRC is responsible for all structural maintenance on all community and sporting facilities. TRC responsible for all maintenance on sporting facilities including club houses. TRC has individual leases with community facilities with varying degrees of responsibility for maintenance. 	<ul style="list-style-type: none"> MBRC is responsible for structural maintenance, fire and electrical safety. Community organisations responsible for all other building maintenance. Approximate budget: \$1,000,000 on building maintenance. Annual tenure fees will be \$1 per annum for all community leases. 	<ul style="list-style-type: none"> ICC pays for all maintenance costs to a minimum standard but all organisations are required to fund their own infrastructure unless identified in Capital Works program. ICC maintains all facilities of community groups. Budget figures not available. 								
Sports Field Maintenance	Sports Field Maintenance Funding Program The aim of this program is to contribute to maintenance costs and provide expert advice to clubs to assist in maintaining turf surfaces to competition level. The program is not applicable to specialised, exclusive and/or restricted access sports. 41 club s were funded, to an amount of \$541,595 for nine sports field types: <table border="1" data-bbox="715 940 1175 1094"> <tbody> <tr> <td>AFL</td> <td>Athletics</td> </tr> <tr> <td>Cricket</td> <td>Softball</td> </tr> <tr> <td>Hockey</td> <td>Soccer</td> </tr> <tr> <td>Rugby League/Union</td> <td>Touch Football</td> </tr> </tbody> </table> Council maintained sporting fields: A total operating budget of \$919,610 is provided for the maintenance of seven sportsgrounds including : Ballinger Cricket oval, Coolum Ridges Sports Complex, Skippy Park, Nambour Showgrounds, Parklakes Sports Complex, Meridan Fields Sporting complex and Maroochydore Multi Sports. A total approximate operating allocation of \$380,000 is provided for field maintenance for Sunshine Coast Stadium including 11 fields plus stadium field. <i>*Please note that Sunshine Coast Stadium fields have varying maintenance requirements as some fields are Regional level playing surfaces and other fields are for community clubs.</i>	AFL	Athletics	Cricket	Softball	Hockey	Soccer	Rugby League/Union	Touch Football	<ul style="list-style-type: none"> TRC maintain all sporting fields. No charge for field or clubhouse usage for junior clubs. Approximate budget: \$2,000,000 for maintenance, operational and sports fields. 	<ul style="list-style-type: none"> Council undertake maintenance of all sports fields at a predetermined level of service. Approximate budget: \$4,000,000 on mowing and ground maintenance. 	<ul style="list-style-type: none"> ICC maintains all sporting groups ground/fields. Council does not pay for specialised surfaces ie dance floors, croquet greens, cricket pitches. Budget figures not available.
AFL	Athletics											
Cricket	Softball											
Hockey	Soccer											
Rugby League/Union	Touch Football											
Other operational expenses	Community Partnership Funding Program The program provides funding towards	<ul style="list-style-type: none"> Council meets cost of rates and water charges. 	<ul style="list-style-type: none"> Council meet the cost of all rates and charges, including Unity Water charges. 	<ul style="list-style-type: none"> Council pays for all electricity and water charges but on charges field lighting to user groups. 								

² Indicative only - these comparisons do not account for the differences in organisation structures and management models evidenced amongst local government authorities.

	Sunshine Coast Council (SCC)	Toowoomba Regional Council (TRC)	Moreton Bay Regional Council (MBRC)	Ipswich City Council (ICC)																
	<p>operational expenses to community groups that provide key services or facilities to the Sunshine Coast community. Eligible items include: insurance, electricity, ongoing maintenance Funding is offered under the following categories:</p> <ul style="list-style-type: none"> Community Facilities Community Safety Community Services Cultural Heritage Economic Development <p>Total amount for 2014/15 was \$693,114 including \$120,320 3rd / final year of funding from 2012 round. In 2014/15 one year funding was offered.</p> <p>Other support to the not-for-profit sector: Council provides a range of rebates, concessions and discounts to community organisations. These have not been investigated further as they are out of the scope of the Grants and Funding Review project.</p>	<ul style="list-style-type: none"> Council meets cost of electricity but on charges for use of field lighting. 	<ul style="list-style-type: none"> Approximate budget: \$400,000 on water charges *Unity Water. Community organisations are responsible for all other operational costs including electricity, telephones, internet, public liability insurance, contents insurance, food licencing, trade waste etc. 	<ul style="list-style-type: none"> Council does not on-charge rates. Budget figures not available. 																
Project Funding/Support	<p>The Community Grants Program provides support to community groups for one-off projects, events and activities.</p> <p>Two rounds of <i>Major</i> (up to \$30,000) and <i>Minor</i> (up to \$2,000) Grant Programs per year, categories include:</p> <ul style="list-style-type: none"> Community Development Community Facilities Sport, Recreation and Healthy Living Economic Development Cultural Heritage Cultural Development Festive Season <p><i>Emergency Grants</i> - Up to \$2,000 to fund one-off projects arising as a consequence of failure, damage or loss of essential equipment due to unforeseen circumstances.</p> <p><i>Individual Development Grants</i> - Up to \$500 is available to support Sunshine Coast Local Government Area residents who are performing, competing or presenting at national or international competitions, conferences or events (e.g. sport, arts, cultural, community, heritage, economic and environment).</p> <p>Budget for 2014/15 Grants Program: \$767,078.</p>	<p>1) <i>Community Support Grant Program</i> – twice a year, up to \$2,500.</p> <p>2) <i>The Event Support Grant Program</i> for Major/Regional/Community events – no amounts mentioned. Appointment/consultation to be made prior to application.</p> <p>3) <i>Sport and Recreation Community Grants Program</i> (up to \$150K) – twice yearly.</p> <p>4) <i>Environmental Grant Program</i>, twice yearly – up to \$5,000.</p> <p>5) <i>Sports Tourism Event Grant</i> – contact the grants team for guidelines/information etc.</p> <p>Approximate Total Grants 2012/2013 budget: \$762,700.</p> <p>Budget includes the following:</p> <ul style="list-style-type: none"> Sport and Recreation \$235,000 Community Support \$57,000 Community Support – Operational + Programs \$281,000 Community Events - \$140,000 	<p>1) <i>Community Capacity Building & Development</i> grants up to \$5,000 - Increases capacity of the local community and responds to identified community need. Supports the delivery of individual projects, programs and/or activities.</p> <p>2) <i>Community Facility Development</i> grants up to \$10,000 - Supports design and planning for capital improvements that develop and improve community facilities.</p> <p>3) <i>Community Events</i> grants Local events up to \$3,000 and Regional up to \$10,000.</p> <p>4) <i>Interest Free Loans for Community Facilities</i> – between \$15,000 and \$50,000 for Provides interest free loans for development and improvements of community facilities Supports capital upgrades and improvements.</p> <p>5) <i>Individual Achievement</i> – similar to SCC program – open all year, up to \$1000 (for Olympic attendees).</p> <p>Two rounds per year of each grant. No Part-funding (only when an item is ineligible).</p> <p>Approximate Total Grants 2012/2013 \$430,000 program across all categories.</p>	<p>1) <i>Cultural Grants Program</i> - small non-recurrent grants up to \$2,000 will be made available to Ipswich community/cultural organisations, depending upon the availability of funds and the merit of project proposals.</p> <p>2) <i>Viva Cribb Bursary</i> - provides funding to an individual in Ipswich to assist in costs of a project to document, record or publish a significant aspect of the local history of Ipswich. One funding level is provided within the program up to \$5,000.</p> <p>3) <i>Community Development Grants</i> - Funding up to a maximum \$2,000 is available.</p> <p>4) <i>Sport and Recreation</i> - The Sporting Event Sponsorship program aims to assist eligible organisations to host local, district, regional, state, national and international sporting events within the boundaries of the city. (No budget indicated)</p> <p>5) <i>Sporting excellence bursary</i> - If you are representing Queensland or Australia at a sporting event you may be eligible for a bursary from Ipswich City Council of up to \$300.</p> <p>Approximate total grants, donations, bursary and funding 2012/2013 \$1,257,912:</p> <table border="1"> <tr> <td>Citywide Donations</td> <td>\$444,076</td> </tr> <tr> <td>Community Development Grants</td> <td>\$63,556</td> </tr> <tr> <td>Community Development Christmas Grants</td> <td>\$39,872</td> </tr> <tr> <td>Divisional Donations</td> <td>\$505,493</td> </tr> <tr> <td>Cultural Grants</td> <td>\$18,736</td> </tr> <tr> <td>Marketing Sponsorships (excludes Corporate Sponsorships)</td> <td>\$118,894</td> </tr> <tr> <td>Regional Arts Development Fund (RADF)</td> <td>\$64,285</td> </tr> <tr> <td>Viva Cribb Bursary</td> <td>\$3,000</td> </tr> </table>	Citywide Donations	\$444,076	Community Development Grants	\$63,556	Community Development Christmas Grants	\$39,872	Divisional Donations	\$505,493	Cultural Grants	\$18,736	Marketing Sponsorships (excludes Corporate Sponsorships)	\$118,894	Regional Arts Development Fund (RADF)	\$64,285	Viva Cribb Bursary	\$3,000
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Appendix 2

Councillor and internal stakeholder consultation

CPFP SWOT

Table 8: (CPFP SWOT)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Supports established, viable incorporated organisations • Good governance model for council • Operational funding is the hardest funding to source – fills a gap in councils suite of programs • Can respond to councils changing priorities • Value for money for council • Cost for council to deliver like services/facilities would be much greater • Volunteers support the delivery of council's priorities • Supports volunteerism • Delivers on councils priorities • Multiyear funding allows certainty for community groups • Connects council with community • Builds capacity • Highlights common goods with council & community • Allows collection of significant information about community activities • Links council departments & branches – builds internal relationships with category experts • Process streamlined 	<ul style="list-style-type: none"> • Potential for dependency/reliance on council funding • Only open to incorporated not-for-profit groups • Limited to organisations that deliver council's priorities • Limited to organisations that provide key services/facilities • Dependant on annual council budget • Reliant/dependant on councils strategic priorities – lack of directions at times (who's decision = inconsistent) • Have to wait until budget is approved before announcing outcomes • Significant commitment of staff time • Budgeting for multiyear funding • Lack of buy-in from some internal stakeholders • Time consuming for council staff and applicants • Complicated application process and hard to clearly decipher objectives • 1 year funding • Does not allow new groups apply • Grey areas within criteria • Too broad with too many groups • Political influences/pressure vs. real needs/benefits • Open to interpretation by individuals • Lack of expertise/guiding documentation i.e. homelessness, domestic violence
Opportunities	Threats
<ul style="list-style-type: none"> • Strengthen partnerships with community • Opportunity to better promote program outcomes • Increase delivery of councils priorities • Potential to actively seek partnerships that provide best value for money • Further develop internal relationships • As priorities change new groups can apply • Include buy-in by internal stakeholders • Community Facilities – increase funding to fewer organisations that provide essential community infrastructure and further supplement those organisations to provide better facilities • Benchmarking further with councils • Opportunity to take more flexible approach and eliminate grey areas 	<ul style="list-style-type: none"> • Committee changes can upset program delivery • Potential community perception of gap of funding (i.e. Men's Sheds) • Budget taken away from program • Resentment from excluded groups • Poor perception from community group that are unsuccessful – bad press • Dissatisfaction from community groups as councils priorities change • Clubs may become dependant • Level of support may not align to community expectation or reality of operational expenditure • Council not supporting experience/contribution of its staff • Volunteer burnout in community groups • Process for community groups too onerous – unwilling to apply

*Community Grants Program SWOT***Table 9: (Community Grants Program SWOT)**

Strengths	Weaknesses
<ul style="list-style-type: none"> Capacity to support new emerging groups Funding is clear and limited to set deliverables High profile program, well known Leverage funding for larger projects Flexibility to respond to urgent projects and emergencies (emergency grants) Opportunity for profiling community projects Frequency and availability of funding rounds Criteria is linked to council's priorities Connects council with community Alleviates pressure on councillors Can start project after submitting application Good governance/unified approach Adds value to council assets, better return on investment Available to SPMFP and CPFPP applicants Quick turn around with emergency grants Open to a broader range of community groups 	<ul style="list-style-type: none"> Lengthy timelines with decision making in major grants Significant investment of staff time and resources Limited budget Serial applicants – groups reliant on funding Don't have established connections with all groups we are funding Part-funding – groups cannot deliver full project Individual Development Grant funding favours sporting activities Individual Development Grants excludes some sports that are not recognised by the Australian Sports Commission
Opportunities	Threats
<ul style="list-style-type: none"> Good press for council, good PR or news stories Program criteria can be adjusted to council's changing priorities Building better relationships with new groups Informs council of activities within the community Opportunity to fund more cultural activities in Individual Development Grants 	<ul style="list-style-type: none"> Budget can be taken away or reduced Bad press from unsuccessful applicants Groups going insolvent

Considerations:

During consultations the following factors were discussed and considered with responses outlined in table 10 below:

Table 10: (Summary of considerations raised by Councillors and/or internal stakeholders during the consultation processes, and responses)

Consideration	Response	Comment
<p><i>Alignment with council priorities</i></p> <ul style="list-style-type: none"> Council funding should be limited to organisations that support the delivery of council's priorities. Council should not fund organisations that fall under the responsibility of the state, even if they are affected by funding cuts, as the scale of the demand would outstrip capacity of existing council budgets. Council has a social responsibility to support community groups that demonstrate a community 	<ul style="list-style-type: none"> Update CPFPP and Grants Program guidelines to ensure strong alignment with council's priorities as described in current strategies, plans or policy positions. Update CPFPP and Grants Program Guidelines to identify relevant council Corporate Plan outcomes for each funding category. Update CPFPP guidelines to change name of "Community Services" category to "Community Development" to provide greater clarity on what will and will not be funded 	<ul style="list-style-type: none"> Updated program guidelines refer applicants to current council strategies, plans or policy positions which will include any document endorsed in the future. Council Development Officers currently work with community groups to build their capacity by assisting with strategic planning, grant writing and refer them to relevant resources such as Our Communities. The Community Connections Team manages an online directory of external funding

Consideration	Response	Comment
<p>need but do not align with corporate priorities through capacity building as this is seen as a better investment of council funds.</p> <ul style="list-style-type: none"> Corporate Plan is broad and most groups could find alignment to goals and outcomes. Need to clarify the intent of the CFPF. 	<p>under this category.</p> <ul style="list-style-type: none"> Update Grants Program guidelines to link the Community Development category more closely with current strategies and plans. 	<p>opportunities and assists applicants with identifying and applying for other funding.</p>
<p><i>Broad Community Benefit</i></p> <ul style="list-style-type: none"> Council funding should be limited to organisations that demonstrate broad community benefit as this provides the best value for money for council. 	<ul style="list-style-type: none"> Update CFPF and Grants Program guidelines to clarify that funding is for facilities, services and projects that demonstrate broad community benefit. 	
<p><i>Working towards self-sufficiency and the practice of good governance</i></p> <ul style="list-style-type: none"> Successful recipients should demonstrate evidence of working towards self-sufficiency, as this contributes towards the development of resilient communities. Applicants should also focus on goal setting and strategic planning. Need to develop and provide community resources to help groups become sustainable. 	<ul style="list-style-type: none"> Current CFPF guidelines require applicants to provide evidence of organisation working to be self-sufficient – no further action required. Update Grants Program guidelines to include an additional requirement for organisations to be working towards self-sufficiency. The grants and funding webpage will include a link to the Community Toolkit developed by Community Facilities and Planning. Funding recipients are required to report on what has been delivered and how it has been measured. 	<ul style="list-style-type: none"> The consultation identified that it is unrealistic to expect all groups to become sustainable after a period of time - This assessment should be made on a case-by-case basis as there is great disparity in the capacity of groups. The consultation also identified concern regarding “propping up” non-viable groups and creating dependency on council funding. Council Development Officers currently work with community groups to build their capacity by assisting with strategic planning, grant writing and refer them to relevant resources such as Our Communities. The Community Connections Team manages an online directory of external funding opportunities and assists applicants with identifying and applying for other funding.
<p><i>Streamline processes</i></p> <ul style="list-style-type: none"> Need to streamline application process and develop more consistent approach for determining funding allocations. 	<ul style="list-style-type: none"> Update CFPF and Grants Program guidelines to direct community organisations responsible for the maintenance of facilities or seeking funding for infrastructure projects to the Community Facilities categories. This will allow like facilities to be assessed together for consistency in determining funding 	<ul style="list-style-type: none"> An operational review of the CFPF and Grants Program is underway and will identify further opportunities for streamlining processes.

Consideration	Response	Comment
	<p>allocations.</p> <ul style="list-style-type: none"> Streamline CFPF application and assessment process by identifying specific operational expenses eligible for funding under the Community Facilities category so that consultation with category specialists is not mandatory for this category. Update Grants Program guidelines to direct all applications for community events to the new Community Events category to allow like events to be assessed together for consistency in determining funding allocations. The recently endorsed Community Event Matrix is used to ensure consistency in assessment and funding allocations for community event applications. 	
<p><i>CFPF funding term</i></p> <ul style="list-style-type: none"> Preference for multi-year CFPF funding based on merit, ensuring greater efficiencies for council resources and community volunteers. Funding certainty is also important for community groups. 	<ul style="list-style-type: none"> Update CFPF guidelines to offer operational funding for up to three years. 	<ul style="list-style-type: none"> Consultation identified that three year allocations should be made on merit and some funding would need to be retained each year to allow for new groups to enter the program.
<p><i>Funding for Community Events</i></p> <ul style="list-style-type: none"> Need to address the implication on the Grants Programs Festive Season category reflecting council resolution to relinquish the Festive Season Strategy (SM13/9) – 5 June 2013 and instead support an annual program of Festive Season events (OM14/3) – January 2014. 	<ul style="list-style-type: none"> Remove the Festive Season category from the Grants Program and create a generic Community Events category. To be eligible for funding in the new Community Events category, events must be scheduled to take place after notification of funding outcomes. This will enable council to better engage with event organisers in the planning and development of their event, and allow funding recipients to acknowledge council's support. <p><i>(See Attachment 1 – Grants and Funding Review Methodology and Findings Report (Appendix 3 - Community Grants Program Support for Events) for details).</i></p>	

Consideration	Response	Comment
<p><i>Council's draft Community Leasing Policy</i></p> <ul style="list-style-type: none"> Consider how funding program can support council's leasing policy position which continues to place full asset responsibility on community groups occupying council owned or council controlled facilities. The policy principles are currently in effect; the Policy has been discussed with Councillors and is to be considered at the Ordinary Meeting in December 2014. 	<ul style="list-style-type: none"> Update Grants Program guidelines to require organisations with formal council tenure to complete any works outlined in lease performance inspections prior to being funded for other projects. Update CFPF and Grants Program guidelines to direct all projects that involve the development, maintenance and/or improvement of buildings or land to Community Facilities categories for consistent assessment. 	<ul style="list-style-type: none"> Consideration was given to restructuring the CFPF into a Community Facilities program only. This would enable funding support for these groups. However, further investigation identified that support is currently available through the CFPF, Community Grants Program and Sports Field Maintenance Funding Program and the need for a significant restructure was not supported.
<p><i>Cost of hire of council venues</i></p> <ul style="list-style-type: none"> Need to address community concern regarding the cost of council venue hire. 	<ul style="list-style-type: none"> New Community Events category provides greater clarity in relation to council support. 	<ul style="list-style-type: none"> Currently community groups have the opportunity to apply for funding through community grants program under relevant categories to assist with venue costs.
<p><i>Gaps in council grants and funding programs</i></p> <ul style="list-style-type: none"> Need to identify other support (not financial) council can provide to community groups that demonstrate community need and benefit but do not meet council priorities. 	<ul style="list-style-type: none"> The grants and funding webpage will include a link to the Community Toolkit developed by Community Facilities and Planning. 	<ul style="list-style-type: none"> The grants and funding webpage also currently includes information and links to other external funding opportunities.
<p><i>Service/ funding agreements</i></p> <ul style="list-style-type: none"> Consider negotiating service/funding agreements with some organisations delivering a specific service on behalf of council as an alternative to funding through CFPF. 	<ul style="list-style-type: none"> Council can choose to enter into service/funding agreements on a case by case basis outside of council's grants and funding programs. Council's Legal Services Branch has advised that a service agreement places additional liability on council: "A service carried out by others on behalf of council will still have legal liability and reputational consequences for council even though it may be carried out by someone else". However, a grant does not: "As such Council will not have the liability issues or tendering (quotation) obligations". 	<ul style="list-style-type: none"> Eligible service providers can apply for operational assistance through CFPF, which provides an efficient vehicle for council to provide funding to community organisations.
<p><i>Safety priority</i></p> <ul style="list-style-type: none"> The Community Grants Program should prioritise applications for projects that address safety concerns. 	<ul style="list-style-type: none"> Safety is identified as a priority in the Grants Program guidelines in the following categories: Community Facilities, Community Development and Sport and Recreation. 	

Consideration	Response	Comment
<p><i>Funding gaps</i></p> <ul style="list-style-type: none"> Gap in funding support for some environmental initiatives identified due to the removal of Environment category (2014) to be managed through the Environment Levy Partnerships and Grants Program. Need to consider support for initiatives that are not eligible for funding through the Environment Levy funding programs. 	<ul style="list-style-type: none"> Update to Grants Program guidelines to extend Community Development category priorities to allow support for environmental initiatives that are not eligible for funding through the Environment Levy funding programs. 	<ul style="list-style-type: none"> The grants and funding webpage also currently includes information and links to other external funding opportunities.
<p><i>Acknowledgement of council support</i></p> <ul style="list-style-type: none"> Need to ensure broader community is aware of the level of support provided to community through councils funding programs. 	<ul style="list-style-type: none"> Update CPFP and Grants Program guidelines to include: As a condition of funding, successful applicants are required to actively and publicly acknowledge council's support. The level of acknowledgement is determined by the amount funded and outlined in the funding agreement. To be eligible for funding in the new Community Events category, events must be scheduled to take place after notification of funding outcomes. This will enable council to better engage with event organisers in the planning and development of their event, and allow funding recipients to acknowledge council's support. 	<ul style="list-style-type: none"> Current funding program notification documentation includes council's Acknowledgement Guidelines, which outline requirements for acknowledging council's support. Funding program conditions of agreement include a requirement for funding recipients to acknowledge assistance from council using council's logo and the words, "Proudly supported by Sunshine Coast Council", according to the acknowledgement guidelines. A range of promotional tools has been developed, which includes stickers and signage.

Consideration	Response	Comment
<p><i>Council reputation is upheld</i></p> <ul style="list-style-type: none"> Funded groups to ensure council's positive reputation is maintained at all times. 	<ul style="list-style-type: none"> Funding agreements now include the following clause: <i>Ensure that council's positive reputation is maintained at all times.</i> <i>Council is immediately made aware of, as a result of this funding agreement, any issues arising that may:</i> <ul style="list-style-type: none"> (a) <i>Damage Council's reputation, credibility and integrity in any way</i> (b) <i>Conflict with Council's vision, values, priorities and/or aspirations</i> (c) <i>Hamper Council's ability to fully and impartially carry out its functions</i> (d) <i>Breach local laws or policies or cause any harm to any person involved</i> (e) <i>Directly or indirectly personally benefit Councillors, staff members or volunteers</i> (f) <i>Potentially cause conflicts of interest.</i> 	<ul style="list-style-type: none"> Further consideration for process to include: <i>in the event of failure to deliver on funding contract deliverables or performance there-in council will initiate a performance management process with the funding partner which includes: (a) formal engagement with the partner agency to identify impediments to delivery, improvement processes and agreed short term deliverables, and upon failure to do so (b) council will issue a formal letter of notice to the partner indicating that council will withdraw funding if the agreed outcomes are not met within a timeframe, and finally if the desired performance standards are not met, (c) council issues formal notice of withdrawal of funding.</i>

Appendix 3

Community Grants Program support for community events

Please find following an examination and justification for removing the Festive Season category from the grants program and creating a generic Community Events category.

Why have a 'Community Events' category in grants?

To support corporate documents including:

- Events Policy
- Major and Regional Events Strategy
- Community Events and Celebrations Strategy

To ensure event applications are being assessed by event experts.

To facilitate the removal of the Festive Season category after council's decision to relinquish the Festive Season Strategy (SM13/9) – 5 June 2013 and instead support an annual program of Festive Season events (OM14/3) – January 2014.

How will this impact current applicants?

Allow equitable assessment of event applications under one defined category by a panel of event experts.

SWOT

Strengths

Enables council to capture quality, consistent event data to more strategically manage and plan for the future of events in the region.

- Enables council to map out the landscape of events in the region which will facilitate:
 - The proactive maintenance of a balanced and diverse program of event offerings. I.e. more cultural and cultural heritage events needed.
 - Identification of events to transition up to regional events, to join together or to discontinue.
 - Better plan and facilitate the development of event related infrastructure and services.
- Enables the management of community expectation. I.e. avoid burn-out through too many road closures and disruption in one particular locale / community.
- Enables an avenue for events to offset the cost of community facilities and venues that is presently not met in the grants program in its current format.
- Enables the broader implementation and dissemination of the recently endorsed Community Event Matrix.
- Enables council event officers to increase their industry networks and identify capacity development needs.
- Enables council event officers to identify patterns in issues, concerns, risks and trends in events and to address proactively.
- Ensure events in the region are undertaking sustainable initiatives and are culturally sensitive.

Weaknesses

Less prominence for festive season events.

Lose connections between specific category representatives and event organisers.

Opportunities

Enables council to provide guidance on event timing to stimulate economic impetus for slower periods of the tourism and visitor cycle.

Enables council to support and value-add to major events.

Enable council officers to connect groups in order to pool resources or improve economies of scale.

Threats

Funding cuts.

Category becomes very busy and resources become stretched.

Stakeholders

Proposed guidelines drafted by the Civic and Community Events team in consultation with the internal stakeholders identified below:

- Coordinator, Community Programs and Events, Community Relations, Community Services
- Coordinator, Sunshine Coast Events, Economic Development Branch, Corporate Strategy and Delivery
- Coordinator, Community Land Permits & Parking, Community Response
- Major Venues Coordinator, Community Facilities and Planning Branch, Community Services
- Coordinator, Community Planning and Strategy, Community Facilities & Planning Branch, Community Services Department
- Coordinator, Cultural Heritage Services, Community Relations, Community Services
- Coordinator, Sport and Community Venues, Community Facilities and Planning, Community Services

Guidelines

For the purposes of this program, the following definition applies:

Event: a gathering of people to enjoy or observe specific presentations, rituals, ceremonies, competitions, performances or celebrations.

Aim

The Community Events category aims to support sustainable community and regional events and celebrations that reflect the cultural values, diversity and lifestyle of our communities.

To be eligible for funding in this category events must be scheduled to take place after notification of funding outcomes.

Priorities

Address one or more:

- demonstrate a commitment to sound environmental practices and the promotion and protection of our natural environment
- demonstrate a commitment to the development of local creative skills and cultural pursuits
- promote, support and encourage local entrepreneurship and innovation
- increase access and engagement with cultural heritage, including Aboriginal culture
- contribute to building strong communities: inclusive, connected, engaged, healthy and active
- celebrate and contribute to our lifestyle, culture and sense of place
- contribute to a positive, vibrant image of the Sunshine Coast
- demonstrate sound business principles and planning

Eligibility

Not-for-profit community organisations which meet all of the following criteria:

- operate within the Sunshine Coast Local Government Area or are able to demonstrate that the project or program will benefit residents of the Sunshine Coast Local Government Area
- have appropriate insurance and adhere to sound Workplace Health and Safety practices
- are able to demonstrate viability
- have no debt to council, or have entered into scheduled payment arrangements with council which are being adhered to
- have met acquittal conditions for previous council grants.

Ineligible Items

- Celebration activities or events where attendance is limited to individual organisations or their members
- Judging fees
- Church and school fetes
- Uniforms
- Purchase of merchandise, catering, hospitality, food and beverages

Assessment

Applications in this category will be assessed in line with the Community Events Classification Matrix.

Appendix 4

Grants and funding model review – options for council support for community organisations

Support available for not for profit community organisations	Option 1. Community Grants Program and CPFPP offered	Option 2. Community Grants Program offered. No CPFPP offered <i>Re-direct groups to Service/Funding Agreements for operational funding</i>	Option 3. No CPFPP & No Community Grants Program offered <i>Re-direct groups to Service/Funding Agreements and sponsorship arrangements</i>	Option 4 No Community Grants Program No CPFPP <i>No other funding options</i>
What does this mean?	CPFPP provides financial assistance towards operational expenses to not-for-profit organisations that provide facilities or services that support the delivery of council's priorities and demonstrate broad community benefit. Community Grants Program provides financial assistance towards projects, events and activities that demonstrate broad community benefit.	No operational funding offered to community groups through the CPFPP. Community Grants Program provides financial assistance towards projects, events and activities that demonstrate.	No operational funding offered to community groups through the CPFPP; No project funding offered through the Community Grants Program for: Major, Minor, Emergency & Individual Development Grants. Re-direct groups to relevant departments to negotiate service/funding agreements or establish sponsorship arrangements.	No operational funding offered to community groups through the CPFPP; No project funding offered through the Community Grants Program for: Major, Minor, Emergency & Individual Development Grants.
Is funding offered for specific projects?	Yes Community Grants Program supports specific projects through Major, Minor, Emergency Grants.	Yes Community Grants Program supports specific projects through Major, Minor, Emergency Grants.	No	No
Can this option respond quickly to unforeseen events?	Yes Emergency Grants offered through Community Grants program provide a response within 2 weeks for damage or loss due to unforeseen circumstances.	Yes Emergency Grants offered through Community Grants program provide a response within 2 weeks for damage or loss due to unforeseen circumstances.	No Generally groups need to approach sponsors at least six months out due to budget allocations.	No
Is funding offered towards operational expenses?	Yes Community Partnership Funding Program provides funding towards operational expenses to organisations that provide facilities or services that support the delivery of Council's priorities and demonstrate broad community benefit. Operational funding available to community groups with primary responsibility for maintaining Sports Fields through the Sports Field Maintenance Funding Program (SFMFP).	Yes (limited) Some operational funding may be available through the direct negotiation of service agreement. Sponsorship is unlikely to cover operational expenses. In addition, operational funding continues to be available to community groups with primary responsibility for maintaining Sports Fields through the Sports Field Maintenance Funding Program (SFMFP).	Yes (limited) Operational funding only available through direct negotiation of service agreement. Sponsorship is unlikely to cover operational expenses. In addition, operational funding continues to be available to community groups with primary responsibility for maintaining Sports Fields through the Sports Field Maintenance Funding Program (SFMFP).	Yes (limited to some sporting clubs) responsibility for the maintenance of sporting fields). Operational funding is only available through the Sports Field Maintenance Funding Program (SFMFP) to sporting organisations with primary responsibility for maintaining sports fields.)
Does this option provide potential for multi-year funding	Yes Period of funding through CPFPP program to be determined by Council - can consider allocation for a period of one year only or annual CPFPP funding for periods of 1, 2 or 3 years. Multi-year allocations can be considered for organisations that: <ul style="list-style-type: none"> clearly demonstrate good governance practices, financial viability and effective planning negotiate agreed deliverables, measures and reporting requirements for first, second and third years of funding 	No (except where multi-year funding is offered through direct negotiation of service agreement).	No (except where multi-year funding is offered through direct negotiation of service agreement).	No

Support available for not for profit community organisations	Option 1. Community Grants Program and CPFPP offered	Option 2. Community Grants Program offered. No CPFPP offered <i>Re-direct groups to Service/Funding Agreements for operational funding</i>	Option 3. No CPFPP & No Community Grants Program offered <i>Re-direct groups to Service/Funding Agreements and sponsorship arrangements</i>	Option 4 No Community Grants Program No CPFPP <i>No other funding options</i>
Does this option allow council to negotiate direct service / funding agreements with individual groups for delivery of specific services?	Yes Council can consider negotiating service/funding agreements with some organisations delivering a specific service on behalf of council. However, this would place additional liability on council. Council's Legal Services Branch has advised that a service agreement places additional liability on council: "A service carried out by others on behalf of council will still have legal liability and reputational consequences for council even though it may be carried out by someone else". However, a grant does not: "As such Council will not have the liability issues or tendering (quotation) obligations."	Yes Council can consider negotiating service/funding agreements with some organisations delivering a specific service on behalf of council as an alternative to funding through CPFPP. However, this would place additional liability on council. Council's Legal Services Branch has advised that a service agreement places additional liability on council: "A service carried out by others on behalf of council will still have legal liability and reputational consequences for council even though it may be carried out by someone else". However, a grant does not: "As such Council will not have the liability issues or tendering (quotation) obligations."	Yes Can consider negotiating service/funding agreements with some organisations delivering a specific service or program on behalf of council as an alternative to Grants and CPFPP. However, this would place additional liability on council. Council's Legal Services Branch has advised that a service agreement places additional liability on council: "A service carried out by others on behalf of council will still have legal liability and reputational consequences for council even though it may be carried out by someone else". However, a grant does not: "As such Council will not have the liability issues or tendering (quotation) obligations."	No
Does this option allow groups to seek council sponsorship for activities?	Yes Potential for groups to negotiate sponsorship options directly with council.	Yes. Potential for groups to negotiate sponsorship options directly with council.	Yes Potential for groups to negotiate sponsorship options directly with council.	No
Does this option support individuals?	Yes The Community Grants Program supports individuals who are performing, competing, performing, presenting and national or international competitions through Individual Development Grants.	Yes The Community Grants Program supports individuals who are performing, competing, performing, presenting and national or international competitions through Individual Development Grants.	Yes Sponsorship is more difficult to obtain for up and coming individuals than those who have already achieved success.	No
Does this option require a specific budget allocation?	No CPFPP & Grants Program Guidelines provide a framework for the allocation of funding according to available annual budgets. Potential to respond to changes to budget – e.g. Adjustments to number of major and minor grant rounds; maximum funding amounts; co-funding requirements. Impact of any budget decrease: <ul style="list-style-type: none"> Increased partially funded and unsuccessful applications Funding amounts may be insufficient to support larger infrastructure projects that provide lasting community benefit. 	No CPFPP & Grants Program Guidelines provide a framework for the allocation of funding according to available annual budgets. Potential to respond to changes to budget – e.g. Adjustments to number of major and minor grant rounds; maximum funding amounts; co-funding requirements. Impact of any budget decrease: <ul style="list-style-type: none"> Increased partially funded and unsuccessful applications Funding may be amounts insufficient to support larger infrastructure projects that provide lasting community benefit 	No	No
Does this option commit funds beyond current financial year?	Yes Subsequent years of funding through CPFPP conditional on: <ul style="list-style-type: none"> budget availability compliance with funding conditions delivery of agreed outcomes evidence of continuing to work towards becoming self-sufficient. 	No (except where multi-year service/funding agreements have been negotiated.)	No (except where multi-year service/funding agreements have been negotiated.)	No

Support available for not for profit community organisations	Option 1. Community Grants Program and CPFPP offered	Option 2. Community Grants Program offered. No CPFPP offered <i>Re-direct groups to Service/Funding Agreements for operational funding</i>	Option 3. No CPFPP & No Community Grants Program offered <i>Re-direct groups to Service/Funding Agreements and sponsorship arrangements</i>	Option 4 No Community Grants Program No CPFPP <i>No other funding options</i>
Does this option include support for community to access external funding?	Yes Community organisations can use council's "External Funding Directory" on public website - to search for non-council grants in their area of interest. Council Development Officers can assist groups to identify and apply for alternative sources of funding. Grants program provides leverage to support applications for external funding for larger projects.	Yes Community organisations can use council's "External Funding Directory" on public website - to search for non-council grants in their area of interest. Council Development Officers can assist groups to identify and apply for alternative sources of funding. Grants program provides leverage to support applications for external funding for larger projects.	Yes Community organisations can use council's "External Funding Directory" on public website - to search for non-council grants in their area of interest. Council Development Officers can assist groups to identify and apply for alternative sources of funding.	Yes Community organisations can use council's "External Funding Directory" on public website - to search for non-council grants in their area of interest. Council Development Officers can assist groups to identify and apply for alternative sources of funding.
Key Benefits /Opportunities	Community organisations contribute to the achievement of council's priorities. Provides leverage funding to support applications for external funding for larger projects. Promotes two-way communication between council and community and sharing of information and resources. Acknowledges the contribution of volunteers to community. Provides a transparent governance framework and a unified approach for providing financial support to community groups. Supports community organisations to "keep the doors open" by contributing to crucial operational expenses - most difficult funding to source. Provides value for money - community organisations provide services/facilities that council may otherwise need to provide. Where multi-year funding is provided, provides certainty for community organisations supporting better budget planning and management.	Reduced potential for dependency/reliance on council funding. Potential to re-direct CPFPP budget to Community Grants Program for specific projects or generate "savings" for Council budget. Decreased opportunity for Community organisations contribute to the achievement of council's priorities. Community Grants Program provides leverage funding to support applications for external funding for larger projects. Reduced opportunity for two-way communication between council and community and sharing of information and resources.	Potential to generate "savings" for council budget. Potential for additional recognition of council's support through tailored sponsorship agreements. Potential for council to assist organisations to develop skills to approach external sponsors.	Generate "savings" for Council budget.
Risks	Resentment from unsuccessful applicants. Potential for dependency/ reliance on council funding. CPFPP - Up to three-year budget commitment. CPFPP - Potential for multi-year budget commitments to limit opportunity for new groups to access operational funding.	Funding gap for community organisations for crucial operational expenses – most difficult funding to source – could see the service/program fold. Potential gap in crucial facilities / services – Council may need to provide some services at increased cost to council. community reliant on these services are impacted Reduced capacity for community to support the achievement of council's priorities. Decreased opportunities for two-way communication and sharing of information and resources between council and community. Community organisation founders and community members reliant on the service/program become disenfranchised Dissatisfaction with inequity of funding access from community groups with primary responsibility for maintaining facilities other than sports fields which will continue to be available through the Sports Field Maintenance Funding Program.	More difficult for community groups to access council support increased competition for sponsorship through council. More work for community groups to establish relationships and secure sponsorship. Increased time commitment for council to negotiate individual agreements and sponsorship arrangements. Additional liability on council through service/funding agreements rather than grants. No transparent governance framework or unified approach for providing financial support to community groups. Potential for "double dipping" as groups negotiate directly with different areas of council. No central collection of information on support provided by council to community. Uncertainty of funding for community organisations. Less vibrant communities as a result of organisations unable to secure funding to deliver projects. Reduced capacity for community to support the achievement of council's priorities. Decreased opportunities for two-way communication and sharing of information and resources between council and community.	Uncertainty of funding for community organisations, and limited capacity to plan and be future focused. Potential gap in crucial facilities/ services – council may need to provide some services at increased cost to council. Decreased opportunities for two-way communication and sharing of information and resources between council and community. Resentment from previously funded organisations Less vibrant communities as a result of organisations unable to secure funding to deliver projects. Reduced capacity for community to support the achievement of council's priorities.

Appendix 5

Proposed Community Partnership Funding Program - Detail

The Community Partnership Funding Program is a vehicle for council to work in partnership with the community to ensure that people of the Sunshine Coast have access to a range of facilities and services, which provide the opportunity for them to fully participate socially, culturally, economically and physically in the life of their community. The program supports infrastructure that council may otherwise need to provide.

The program will provide up to three year funding towards operational expenses to community organisations that provide key services or facilities to the Sunshine Coast community. Activities must strongly align with council's priorities as identified in current council strategies, plans or policy positions and demonstrate broad community benefit. The program supports community organisations to "keep the doors open" by contributing to crucial operational expenses, which is the most difficult funding to source.

Internal consultation identified the need for greater clarity on what community organisations will achieve with operational funding provided. Application forms were altered to ask questions that include requirements for agreed deliverables, specific measures and reporting.

All outcomes are reported and reviewed through the acquittal process to determine funding success and if the organisation delivered on the program's intent.

Who is eligible?

Established and viable community organisations with a legal not-for-profit status, which can demonstrate evidence of working towards self-sufficiency.

The requirement for groups to be established and viable is to ensure that applicants have a proven history, with demonstrated capacity to deliver and clear governance frameworks in place. New groups looking for seed funding will be directed to the Community Grants Program.

Whilst groups must be able to demonstrate that they are working towards self-sufficiency, to reduce the risk of dependency on council funding, council will not expect all funding recipients to be sustainable after the funding term; this decision will be made on a case by case basis.

The eligibility criteria has been broadened to ensure that groups providing essential infrastructure, such as local community halls that may have a different type of legal status, are not excluded from this program. Rather than being incorporated, groups will need to be a legal not-for-profit entity.

Community organisations that support the delivery of council's priorities as identified in current council strategies, plans or policy positions and can demonstrate broad community benefit.

The program is a strategic investment tool for council to deliver on its priorities in a cost effective and sustainable way through the engagement of community groups and their volunteers.

Relevant Corporate Plan outcomes have been added to each category. However, as the current Corporate Plan is broad, identification of council's priorities has been extended to strong alignment with council priorities as described in current council strategies, plans or policy positions.

To ensure value for money and a greater return on investment, the program will only support services and facilities that demonstrate clear and identified community need and demonstrate broad community benefit.

What is eligible?

Funding will be a contribution to operational expenses, which are the most difficult for groups to source. This will ensure that groups can focus on service delivery rather than fundraising.

Multi-year funding

Consultation feedback supported the need for multi-year funding and identified that funding certainty is conducive to long term planning and the development of organisational sustainability. In addition, it also ensures greater efficiencies for council resources and community volunteers.

Multi-year funding will be considered for groups that demonstrate good governance practices, financial viability and effective planning. In addition, applicants will need to negotiate agreed deliverables, measures and reporting requirements for first, second and third years' of funding.

Subsequent years of funding will be conditional on budget availability, compliance with funding conditions, delivery of agreed outcomes and evidence of continuing to work towards self-sufficiency.

General program assessment criteria

Assessment for each category is based on both funding program and category specific assessment criteria. The only change to the program criteria is with regard to corporate priorities.

Applications will be assessed against the following program priorities:

- 1 Council Corporate Priorities: Strong alignment with council's Corporate Plan, strategy or policy positions.
- 2 Community Need and Benefit: Demonstrate clear and identified community need and support for services/ facilities; provide lasting impact and benefits that are far reaching; and provide equitable access and/ or participation opportunities.
- 3 Planning and Delivery: Demonstrated collaborative approach to delivering the service or operating the facility; a well-planned and achievable strategic/ operational/ business plan for delivery; and a clear evaluation framework, which identifies what will be delivered, and how it will be measured and reported to council.
- 4 Organisational Capacity: Demonstrated capacity to deliver for the duration of the partnership; and evidence of sound financial management, sustainable budgeting, effective business planning processes, risk management processes, principles of good governance, and organisation working to be self-sufficient.
- 5 Budget: Realistic budget reflecting proposal scope and scale.

Category specific assessment criteria

Community Development

Strengthen the capability and capacity of local community organisations to respond to community need through the provision of information sharing, training, collaboration, integrated planning, and service development.

The intent of this category is to partner with peak bodies and umbrella groups that provide benefit to a number of groups and support a range of individuals, thereby producing a ripple effect of benefit from the top-down and providing value for money.

All applicants must discuss their proposal with a council category representative before submitting an application.

Community Facilities

For groups that have primary responsibility for facilities that engage the broader community and provide opportunities to participate in sport, recreation or social activities. Organisations must have formal tenure on council or Crown Land or own the facility freehold.

The intent of this category remains unchanged - to support groups that provide essential infrastructure for the benefit of the broader community.

All community organisations responsible for the maintenance of facilities will be directed to this category to allow like facilities to be assessed together for consistency in determining funding allocations. It is anticipated that this will be the most popular category as 78% of funding recipients would have been eligible in this category in the 2014 round.

Funding is available to support costs associated with operating a community facility:

1. Utility expenses
2. Insurance
3. Ongoing maintenance
4. Administration costs

To streamline the application and assessment process, applicants requesting funding for items listed above are not required to consult with a council officer prior to submitting their proposal.

Types of groups funded in this category – Community Centres, Community Libraries, Community Halls, facilities for cultural activities, and sport and recreation facilities.

Please note that Community Centres and Community Libraries were previously directed to the “Community Services” category, which has now been replaced by the “Community Development” category.

Community Safety

Ensuring a significant level of community safety, including disaster management. Significant role in re-homing and caring for abandoned domestic animals.

The intent of this category remains unchanged - to partner with groups that provide a very specific community safety service with regional benefit.

Types of groups funded in this category - Outreach public safety services, coast guards, helicopter rescue, and animal welfare and rehoming.

Cultural Heritage

For groups whose prime purpose is to ensure the conservation, access and promotion of regionally significant cultural heritage items, collections, places and events.

The intent of this category remains unchanged – to partner with groups that maintain museums, heritage buildings and culturally significant collections and ensure that these are accessible to all.

Economic Development

No significant changes were made to this category.

Contributing to the development of the New Economy as outlined in the Regional Economic Development Strategy: Strong economic leadership, collaboration and identity; new capital investment in the region; investment growth in high-value industries; strong local to global connections; and investment growth in talent and skills.

Types of organisations funded in this category - Industry development groups, Trade groups, Chambers of Commerce, Community Visitor Information Centres, and other relevant formal business groupings.

Proposed Community Grants Program - Detail

The Community Grants Program is a program that supports community organisations for one-off projects, events and activities. The program supports organisations that demonstrate the project or program will benefit the residents of the Sunshine Coast and value an engaged, resilient and inclusive community in line with council’s priorities. Activities must strongly align with council’s priorities as identified in current council strategies, plans or policy positions and demonstrate broad community benefit.

The program supports these community groups to ensure that people of the Sunshine Coast have access to a range of facilities and services, which provide the opportunity for them to fully participate socially, culturally, economically and physically in the life of their community.

The program also supports individuals through Individual Development Grants who represent the Sunshine Coast region by performing, competing or presenting at national or international events or competitions, conferences or events.

All outcomes are reported and reviewed through the acquittal process to determine project success and if the project delivered on the program’s intent.

Who is eligible?

Not-for profit community organisations within the Sunshine Coast local government area or can demonstrate the project or program will benefit residents of the Sunshine Coast local government area.

What is eligible?

Projects and programs that demonstrate a purpose that is in the public interest, with significant community need and benefit and that demonstrates strong alignment with council’s priorities as described in current council strategies, plans or policy positions.

General program assessment criteria

Assessment for each category is based on both funding program and category specific assessment criteria. The only change to the program criteria is with regard to corporate priorities and evidence the organisation is working towards self-sufficiency.

Applications will be assessed against the following program priorities:

- need for the project/activity
- alignment to the specific aims and priorities of the chosen category
- strength of alignment with council's corporate priorities as described in current council strategies, plans or policies
- evidence the organisation is working towards self-sufficiency
- benefit to the people of the Sunshine Coast local government area
- evidence of consultation and community partnerships
- capacity of the applicant to successfully complete the project
- balanced, realistic and complete project budget
- evidence that the organisation has inclusive participation policies and practices
- level of funding contributed by the applicant and/or others towards the project.

Category specific assessment criteria

Community Development

For projects and activities that respond to an identified local need and build more inclusive, engaged, and safer communities.

The intent of this category remains unchanged; however, the following additional priorities have been added for better alignment to council's priorities:

- foster partnerships and collaboration between community groups
- engage with the community to encourage a sustainable Sunshine Coast

Community Facilities

Projects that involve the developing, maintaining or improving of buildings or land that contribute to providing a safe, accessible and inclusive community facility.

This category supports facilities that contribute to the development of one or more of the following:

- a positive sense of community
- a creative and artistic region
- healthy communities and active lifestyles
- safe communities.

The intent of this category remains unchanged, however, a note has been added to this category advising organisations are required to complete any works outlined in their lease performance inspections prior to being funded for other projects.

Cultural Development

For projects that enable the practical foundations for a range of creative programs, events and activities.

The intent of this category remains unchanged and funding is for projects which:

- engage with the local community and involve significant community interaction, rather than being focused on the creating on of a product
- support a number of emerging artists in a high quality project e.g. performance, theatrical activity

Cultural Heritage

For projects that document, conserve, promote and make accessible the region's heritage and social history.

The intent of this category remains unchanged. No significant changes were made to this category.

Economic Development

For projects that encourage and support local community organisations to contribute positively to improve the economic performance and prosperity of their local community.

The intent of this category remains unchanged. No significant changes were made to this category.

Community Events

This is a newly proposed category for projects that support sustainable community and regional events and celebrations that reflect cultural values, diversity and the lifestyle of our communities.

This category has been devised to replace the Festive Season category and support community events making sure people and places are connected. (*See appendix 3 for further details.*)

Sport, Recreation and Healthy Living

For projects and that encourage the development of cost-effective programs and events that promote community participation in sport and recreational pursuits across the Sunshine Coast local government area.

The intent of this category remains unchanged. No significant changes were made to this category.



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