

FINAL REPORT

CITY OF KARRATHA

COMMUNITY GRANTS PROGRAM –
SOCIAL RETURN ON INVESTMENT
REVIEW

OCTOBER 2018

**Creating
Communities**

Project Details

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1. BACKGROUND

1.1 Project Context

The City of Karratha encompasses a total area of 15,235.8 km and services over 21,000 people across the five townships of Karratha, Dampier, Roebourne, Wickham and Point Samson. Each township boasts a number of community groups and not-for-profit organisations which the City has been supporting through its community grants scheme, originally initiated in 1986.

Each of the City's townships have distinct characteristics and population and, in recognition of this, the City has historically provided support to building the capacity of community associations, groups and sporting organisations through the following schemes:

- **Community Quarterly Grant Scheme** – allowing community organisations to apply for funding up to \$5,500
- **Annual Community Grant Scheme** – allowing community organisations to apply for funding up to \$50,000

Funding through these schemes has been used to support projects that focus on service and program delivery in the areas of arts, health, welfare, training, sport and general interest. While their structure has largely remained stable since their inception, these schemes have been amended from time to time to reflect the needs of the communities.

In 2010, the City introduced a third grant, the Annual Community Association Development Scheme (ACADS), to support local community associations. This scheme allowed designated community associations from each township to apply for funding up to \$100,000

The ACADS is a non-competitive scheme which offers one acknowledged Community Association in each township financial assistance to coordinate high quality community infrastructure projects, programs, events and services that provide a direct benefit to their associated community. The scheme was initially established during times of rapid economic and community growth in the City, and allowed for a locally based community association in each township to implement smaller, vitally important programs and events. The scheme is currently able to be accessed by the following groups:

- Dampier Community Association (representing the Dampier community)
- Yirramagardu Community Association (representing the Roebourne community)
- Wickham Community Association (representing the Wickham community)
- Point Samson Community Association (representing the Point Samson community)
- Karratha Community Association (representing the Karratha community)

As the City continues to develop and operate in a 'post-boom' environment, there has been significant consideration given to the structure and value of the grants program. The City is committed to continuing to improve its support to the community and to that end has commissioned this review of the scheme.

In providing the scope for this study, the City of Karratha outlined the following assertions. It should be noted that these assertions were communicated by the City, however provide important context for this study:

- Community associations are largely volunteer organisations and go through cyclic phases of strength and decline, invariably related to the needs the community are seeking to address.
- Local communities have undergone a dramatic transformation in recent years with extensive infrastructure and service delivery improvements.
- There are many high performing community groups throughout the City. Under current arrangements only five (5) recognised associations are eligible for funding under the ACADS program.
- The recognised community associations display vastly different levels of capacity for community engagement and representation, governance, design and delivery of community programs and projects.
- There is an emerging body of evidence that the City's project teams are better placed to deliver infrastructure projects rather than some community associations.
- There is a concern that the current funding guidelines governing the expenditure under these schemes do not explicitly provide for targeted local community development outcomes. There is also a concern that some grant applications propose programs, projects and activities to address issues which are not back-up by an evidence base.

1.2 Purpose of this Report

The City has engaged independent consultants Creating Communities Australia Pty Ltd. to undertake an evaluative review of the City's grant programs, consisting of its Community Quarterly Grant Scheme, Annual Community Grant Scheme and Annual Community Association Development Scheme, between the period of 2012 and 2017.

The scope of this evaluation was to provide a review using a Social Return on Investment (SROI) methodology and provide a response to the following City objectives:

- Does the City currently **provide enough grant funding**, too much, or not enough?
- Do the funding schemes adequately and appropriately target the various **community segments**?
- Do the funding schemes adequately and appropriately respond to **community need**?
- Is the grant expenditure **cost effective**?
- Does the expenditure represent **value for money**?
- Are the grant programs **achieving the nominated outcomes**, and represent value for money?
- How can the grant marketing, application, approval, acquittal and evaluation **process be improved**?

This report provides a review of grant effectiveness and outcome. It also assesses how the grants have addressed community needs and strengths. Additionally, it provides an analysis of each of the three grant schemes, providing case studies of other LGAs for comparative review purposes and offers an overall return on analysis. Recommendations both for the grants program overall and for each individual grant scheme are also provided.

2. SUMMARY OF KEY FINDINGS

2.1 Overall Findings and Observations

2.1.1 Investments in the grants program demonstrate a strong return

Between the years of 2012 and 2017, the City of Karratha has invested a total of \$5,527,314 into the community via its three grant schemes. This represents a significant investment into the grant schemes, particularly in comparison to grant funds allocated by other Local Government Areas of a similar size that have been reviewed as part of this study (see Section 7 – Comparative Review – Case Studies). It is estimated that approximately \$9,996,091¹ has been invested by community groups via volunteer hours dedicated to delivering the projects that have received grant funding. ***It should be noted, however, that this calculation was extrapolated from the feedback of a small sample size of 5 local community groups who had accessed grant funding in the past, and should be considered an estimation only.***

A broad range of community groups and different focus areas have been supported through the grants program. A total of 127 unique groups have received funding via a total of 316 grants between 2012 and 2017. Outcomes achieved have been significant and diverse, including enhancing community connection, engagement and sense of belonging; improving amenity and facilities; and providing support for leadership, capacity building, skill development and individual achievement. The value of the grants scheme in delivering strong social outcomes and responding to local community need and aspiration is widely acknowledged by both community groups and City of Karratha residents.

2.1.2 There is general consensus that the grants scheme is an important initiative for the City and that it can be better structured to provide greater value for money

A large proportion of residents and stakeholders support the grants program as an important initiative for the City to continue. Ninety-six per cent of residents and 85% of community group representatives that were surveyed said that the grants program was either extremely important or very important. Qualitative feedback identified that there was a desire for the structure of the grants be improved to provide greater value for money. This was seen to be particularly the case with the ACADS scheme. It was acknowledged that there were varying levels of capacity from community associations to achieve outcomes that reflect the investment provided. Feedback suggested that providing more structure around the grant guidelines and a standardised approach to reporting and evaluating outcomes would contribute both to achieving better outcomes and delivering a more effective approach to communicating outcomes. A more rigorous approach to monitoring and evaluation of the grant programs was an area that was raised both by residents and stakeholders as required.

2.1.3 Areas where investment has been strong has correlated to high satisfaction levels from community

Previous engagement with the City of Karratha residents via the Annual Community Survey has identified a number of strengths and challenges. A range of these were confirmed through the consultation process for this project, which have been mapped in this study to review how effectively the community grants program has addressed community need. This analysis demonstrated that there has been significant

¹ See footnote 2 for calculation method

community grant investment in areas that residents have recognised as community strengths, for example, sense of community, community infrastructure and sports and recreation. Over the last five years, a total of \$1,621,794 (29% of grant allocations) has been invested into community events through the grants program; \$645,982 (11% of grant allocations) invested into sport and recreation; and \$1,808,529 (32% of grant allocations) invested into community infrastructure. This demonstrates an alignment of grants being awarded to those areas considered important by the community.

While the grants funding has facilitated the strengthening and harnessing community assets, there are also a number of identified community needs that are currently receiving only a small proportion of grant funding. Attracting and retaining volunteer support in a transient population, community safety, youth services and activities and the cost of living/operating in the Pilbara were each identified as City-wide community challenges and to date have received a smaller proportion of grant funding investment

2.1.4 There has been higher investment into one-off events than long-term projects

Grant investment to date shows there has been a high proportion of grant funds invested into one-off events. Over the last five years, a total of \$1,621,794 has been invested in community events across each of the townships, making up a total proportion of 29% of all grant funding between 2012 and 2017. In comparison, there has been a smaller total and proportion of grant funding invested into long-term or ongoing projects. For example, a total of \$238,980 has been invested into capacity building or strategic planning projects, making up 4% of the total grant proportion. Feedback from residents, particularly through the survey, noted that placing a stronger emphasis on longer-term projects may increase the impact and value of the grant funding. It is acknowledged that a number of different grant funding types, including those supporting the delivery of community events, can contribute positively towards building the capacity of local community groups and organisations.

2.1.5 The current ACADS Scheme is not the optimal model for delivering high impact and valuable outcomes for the City

Both through the consultation process and the analysis of the current grants program, it was identified that there were a number of areas where the ACADS Scheme in particular was not consistently fulfilling its intended purpose of effectively representing and delivering strong social outcomes to its allocated township. While it is acknowledged that some community associations have been able to demonstrate very positive community outcomes through the delivery of successful events and initiatives, the following issues and concerns in relation to the ACADS scheme were identified –

- There is no consistent approach expected of nor delivered by community associations to reflect community need or aspiration through demonstrating either consultation with their community members or research into key community needs
- As the grant scheme is non-competitive and grants are relatively easy for community associations to access, it does not foster a culture of innovation in the initiatives being proposed and delivered
- The non-competitive nature of the ACADS scheme and the high value of the grant (up to \$100,000 per year) has cultivated a level of expectation and dependency from the selected community associations
- There is a lack of rigour in both the application and evaluation/acquittal process which has resulted in low accountability expectations from the community associations to deliver initiatives of high impact and value

- Without the inclusion of set metrics (such as volunteer hours used) as part of the acquittal process, it is difficult to generate an accurate social return evaluation
- Guaranteed funding up front can result in the identification of initiatives that ensure funding is spent rather than a focus on identifying the best and most impactful initiatives that meet community needs and aspirations
- In some townships, there are other community groups who may demonstrate the capacity to deliver more significant initiatives but are unable to access the ACADS funding
- There is no identified pathway for initiatives that are successfully delivered over consecutive years to transition to permanent funding or delivery

2.1.6 There is a lack of clarity and consistency on what is able to be funded through the Quarterlies Scheme

While feedback suggests that the Quarterlies Scheme is currently functioning well, it was also found that there was some inconsistency and a lack of clarity on what could or could not be funded. In particular, feedback suggested that it was important that grant funding was contributing to building either the local economy or building the capacity of local Karratha residents. This was raised in response to some Quarterlies Scheme funding, for example specialist sports trainers or coaches, being delivered outside of Karratha (e.g. in Perth) as opposed to being delivered locally.

2.1.7 Grant policies and guidelines require a consistent approach

Review of the grants programs over the last five (5) years has shown there has been a number of changes to funding eligibility in the schemes. This has been part of an ongoing effort to continue to improve the grants program, however has created some inconsistency in how they are applied and a sense that the “goal posts keep shifting” amongst some stakeholders and community groups.

2.1.8 There is mixed perception internally as to whether the grants program represents a cost or investment for the City

Throughout the project process it was identified that there is a perception from some internal City staff that the grants program represents a cost item for the City, given the significant investment the City has contributed to the grants program over the last 5 years. It is recognised by other City staff, however, that if the program is managed well with clear and robust processes, community grants can represent great value for the City, as volunteer costs are significantly lower than City staff costs to deliver initiatives. The findings in this report indicate that the City is currently receiving good value for the investment they’re providing to the grants program, with significant financial return and important changes in the City’s community infrastructure, services and events. This has not only brought benefits to the townships within the City but has also created very tangible and observable impact for the City.

2.1.9 With previous grant structures now defunct, amending the grant processes is timely

Since the inception of the grants program, there have been a number of changes to its structure. More recently, community associations were eligible to apply for Ex-Gratia payments in addition to the ACADS funds, and community organisations who accessed the Annuals funding were previously able to rollover their funds if they did not spend the total amount in 12 months. As of 2018, both of these processes have been removed and any outstanding rollover funds have since been accounted for. As such, making amendments to the current grants process is considered timely.

3. RECOMMENDATIONS

3.1 Overarching Recommendations

3.1.1 **Maintain the quantum of the grants pool and review once social return on investment and evaluation processes are embedded**

Understanding the social return of the grants program and being able to communicate the value of the projects delivered were two messages communicated throughout the consultation process, from community members and community groups respectively. It is therefore recommended that the City embed a long-term social return and evaluation process to capture the appropriate data from community groups. Integrating a measurement framework will allow the City to track outcomes of the grants program over time and provide a means by which to improve the targeting of community investments.

Although the current data on the social and financial return of the grants schemes is limited, it does suggest that the current return of the program is high and that it is achieving strong outcomes in the community. As such, it is recommended that the total pool of grant funding should remain consistent until the new processes are in place and the evaluation measurements are embedded. Once these processes are embedded, it is recommended that City undertake another SROI review to understand how much value the grants programs are generating, after which the quantum of the grant funding may then be revised in response to the review.

Detail on the recommended application, evaluation and acquittal process is included in Section 3.4 and detail on the recommended measurement framework is included in Section 11.5 of this report.

3.1.2 **Use the City's Strategic Community Plan to provide more structure and clarity around grant focus areas**

The City's Strategic Community Plan 2016 – 2026 guides its approach to governance and investment of resources in community, the economy and the environment. This plan provides a good basis on which to guide investment and offer a review of the grants program. To address feedback that suggested more structure was required around what type of projects and activities are funded, it is recommended that the City utilises the priorities of the Strategic Community Plan to provide more rigour and direction around both approving grant funding and evaluating where the funds are being invested. It is intended that this will have the dual effect of addressing the lack of clarity around the desired focus areas and outcomes of the scheme and also provide a more targeted approach to addressing identified community need. The City can consider using the key community segments, including community; economy; natural and built environment; and leadership, to act as the sectors in which groups are able to apply for funding. It is recommended that the City determines a preferred proportion of how much grant funding is delegated to each area (for example, 40% proportion to community, 25% proportion to natural and built environment; 25% to economy and 10% to leadership). Additionally, the progress measures and strategic indicators embedded in the plan may be used to help inform the measurement and evaluation of grant program outcomes.

3.1.3 **Continue to help build community groups' capacity**

The City's proactive support of community groups throughout the grant process, including its recent introduction of grant writing workshops, was consistently seen as one of the biggest positives of the

grants program overall. It was also widely acknowledged that the City provides excellent support to community groups who are considering applying for a grant and are seeking guidance on appropriate initiatives or require assistance with their grant application. It is recommended the City officers continue work with community groups to build their capacity, both through supporting them in the process of identifying initiatives which respond to key needs or aspirations, and continuing formal sessions such as grant writing workshops, with the potential to expand these workshops to each township, should there be demand or interest.

3.1.4 Implement a three (3)-year review program

To capture the benefits of the grants program and embed continual improvement, it is recommended that the City implement a three (3)-year review program. It is also recommended that changes to grant policies and guidelines be limited to these review points every three (3) years. This will allow for stability across the grant schemes, provide consistency for the community groups involved in the grant schemes, and offer a regular opportunity for improvements to the schemes.

3.1.5 Advertise and promote grant achievements further

While significant investment has been made into the grants program over a number of years, feedback from the consultation process outlined that there was opportunity to improve the way in which grant achievements and outcomes are communicated to the broader community. This was also supported by over a quarter (26%) of residents who completed the survey being 'not at all aware' of the ACADS scheme, and 22% and 19% being 'not at all' aware of the Annual and Quarterly grant schemes respectively. It is recommended that there be broad promotion of the grants as well as their outcomes and achievements through City communications. Case studies of nominated groups and their grant-funded activities could also be promoted through the City.

3.1.6 Develop a Communication and Engagement strategy around proposed grant program changes

If the City proceeds with implementing the changes outlined in this study, it will be important for these changes and the updated grant guidelines to be clearly communicated to the community groups and stakeholders who engage with the grants program. It is recommended the communications include clear rationale as to why these changes are being made, the way in which other local governments administer their grants program, and the key successes and challenges of the grants program over the last five years. As some dependency on grant funding has developed over recent years, predominantly in the ACADS scheme, it will be important to provide a comprehensive communications strategy particularly in relation to the community associations.

It is recommended that this communication strategy is also extended to internal City staff and Council to communicate not only the revised grant process but also the rationale and method for the evaluation process. It is recommended that it is clearly communicated to both the City staff and Council that with better data on the efficacy of the grants and processes to evaluate outcomes, the City will be able to determine whether the full grants amount should be retained or whether it's redirected to other cost centres within the City's budget.

3.2 Scheme-Specific Recommendations

In addition to the overarching recommendations, a series of scheme-specific recommendations have been provided that include changes to each grant scheme.

3.2.1 Merge the ACADS and Annuals Scheme to become 'Bi-Annual Community Organisation Grants Scheme'

A number of areas in relation to the ACADS Scheme were identified as not working as effectively as they could be, including a lack of community consultation, a lack of rigour in the application and evaluation process, no incentive for innovative project delivery and fostering a culture of expectation from the select community associations. It is recommended that these issues can be mitigated through merging the ACADS and Annuals grant schemes. Merging the two schemes is intended to create the benefit of:

- Providing a competitive grants pathway wherein funding is granted to the best possible applicant who is able to demonstrate the appropriate level of capacity to deliver the initiative
- Providing the opportunity to existing community associations (who currently receive the grant funding) to still access funding – but only if they demonstrate they have the best initiatives that meet identified community needs and aspirations with the necessary level of capacity to deliver the initiative/s
- Ensuring there is a high level of accountability from community groups as to how the grant funds are spent
- Embedding an approach where grant initiatives are clearly connected to community need and aspiration through consultation and research
- Ensuring that the grant funding submissions are well-considered, with appropriate inclusion of budget and timeline considerations
- Providing the impetus for community groups to build their capacity in both applying for and delivering grant funding and initiatives

It is recommended that the two schemes are merged to become a **Bi-Annual Community Organisation Scheme** with the following structure:

- Any incorporated body based within the City of Karratha is eligible to apply
- Eligible groups are able to apply for between \$5,000 (lower limit) and \$50,000 (upper limit)
- Two funding rounds available per year, with successful applicants offered a 12-month period to deliver the project
- Eligible groups are able to apply for funding in both rounds of funding each year, meaning that if groups are successful twice they are still eligible to access up to \$100,000
- If groups are unable to deliver the project within the allocated 12-month period, all grant funding is to be returned to the City of Karratha
- Community events that are successfully delivered through the grants scheme for at least three (3) consecutive years should be identified and will be eligible to apply to have their event funded separately by the City of Karratha's annual community budget (via the major event sponsorship scheme)
- The total investment figure of the grant funding pool is recommended to remain the same as in previous years, however if initiatives are transferred to major event sponsorship, this figure should be deducted from the total grant pool amount

- Evidence of consultation and/or research on community need will be required as part of the application process
- Estimations of expected volunteer hours and actual volunteer hours required to complete the grant-funded initiative should be included in the grant application form and grant acquittal form respectively

NOTE: It should also be recognised that the way in which the ACADS scheme has supported the capacity of the community associations is a recognised strength that should continue to be facilitated through the grants program. As such, it is recommended the City consider ways in which it can continue to support the community associations, particularly when their capacity to deliver is low.

3.2.2 Amend Eligibility Criteria on Quarterlies Scheme

The quarterlies scheme is largely functioning well, however there are areas where the eligibility criteria can be improved for clarity and consistency. It is recommended that the eligibility criteria are amended to reflect that:

- Funding is required to be spent in community (e.g. specialist trainers to conduct training in Karratha, as opposed to groups accessing training in Perth)
- Funding will not cover perishable equipment that form part of a group's core activity, but will cover specialist equipment

Further detail on the eligibility of groups to apply for grants and what initiatives are and are not supported through the grants program is included in Section 3.3 – Community Grant Eligibility Flow Chart. It is recommended that this flow chart can be utilised by the City to present to community group representatives who are making initial enquiries into seeking grant funds. To support this, a detailed grants policy document is likely to still be required to provide background detail to the flow chart.

3.3 Community Grants Eligibility Flow Chart – For External Use

Community Grants Eligibility Flow Chart

The City of Karratha offers two community grant schemes to local community organisations. The aim of the grants scheme is to support the delivery of events and initiatives and build the capacity of local organisations. The two grant schemes available are: 1) **Quarterlies Grant Scheme** 2) **Bi-Annual Community Organisation Grant Scheme**.



PART 1 Who is Eligible to Apply



PART 2 Which Initiatives are Supported Through the Grant Schemes *My group/organisation is interested in applying for a grant:*

\$5,000 or under



It is recommended your group/organisation applies for the **Quarterlies Grant Scheme**. This scheme accepts submissions for grant funding in **February, May, August** and **October** each year.

\$5,000 - \$50,000



It is recommended your group/organisation applies for the **Bi-Annual Community Organisation Grant Scheme**. This scheme accepts submissions for grant funding in **May** and **October** each year.

The types of initiatives that **are supported** through this grant funding are:

Sports Grants

- Hosting Regional / State heats or championships
- Junior club participation in Regional / State championships
- Sports development
- Purchase of specialist, durable equipment
- Minor facility upgrades or development
- Individual sports scholarships (via auspice) (up to \$1,000 per individual per 12-month period)

Community and Culture Grants

- Shows, exhibitions, events and festivals
- Professional and youth developmental training
- Specialist, durable equipment
- Community development or capacity building activities
- Collaborative projects
- Artists Development Grants (via auspice) (up to \$1,000 per individual per 12-month period)
- Minor facility upgrades or development

The types of initiatives that **are not supported** through this grant funding are:

- Any costs related to the provision of alcohol
- Costs of catering or incidental meals
- Purchase of trophies and medals
- Purchase of non-durable equipment that relate to a group's core activity
- Training or sports development that is undertaken outside of the City of Karratha

The types of initiatives that **are supported** through this grant funding are:

- Annual events
- Minor upgrades and maintenance of buildings under community leases
- Service and program delivery
- Capacity building initiatives (e.g. strategic planning)
- Purchase of specialist, durable equipment
- Operating expenses including, but not limited to Salaries / wages; Advertising; Rent; Insurance (capped at 50% of the total insurance costs)

DID YOU KNOW:

The City supports a capacity building process whereby groups who have delivered successful community events via grants funding for at least 3 consecutive years may be eligible to access funding through the major events sponsorship scheme. If you think your group may be eligible for this, please contact the City of Karratha's Community Team.

The types of initiatives that **are not supported** through this grant funding are:

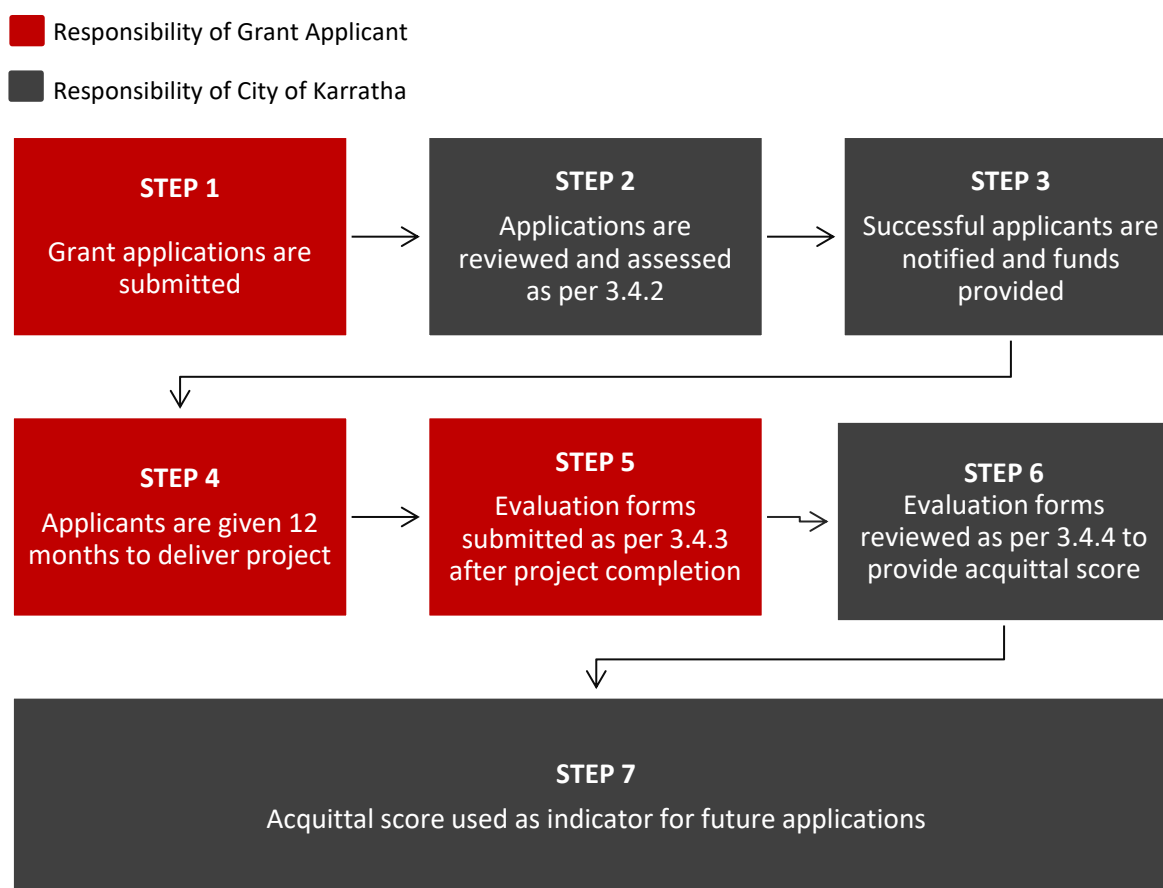
- Any costs related to the provision of alcohol
 - Major capital works and/or construction of new facilities
 - Upgrades or maintenance of buildings under City of Karratha lease
 - Projects or initiatives that benefit only a select group of community members (i.e. school projects, religious activities)
- (NOTE: These initiatives may be accepted if they can demonstrate a benefit to/use by the broader community)

3.4 Recommended Assessment and Acquittal Process – For Internal Use

3.4.1 Overarching Process

Successful implementation of the grants program and generating a strong return on investment is dependent on having robust processes in place. The below diagram outlines the overarching process recommended for the City of Karratha’s internal grant application, evaluation and acquittal process.

Figure 1 – Internal Grants Process



3.4.2 Application Assessment – Completed by City of Karratha

While the City of Karratha currently has its own application assessment criteria, it is recommended that the grants team considers incorporating the below six areas into its criteria. These areas provide a comprehensive and holistic review of the applications and offer specific metrics for applicants to respond against. It is recommended that the City determine the relevant weightings for each criterion.

Table 1 – Recommended Assessment Evaluation Criteria

ASSESSMENT AREA	POTENTIAL METRICS FOR INCLUSION
AREA 1: COMMUNITY IMPACT	<ul style="list-style-type: none">Reach (in terms of number of people) and nature (level of significance) of intended impact of the initiative

	<ul style="list-style-type: none"> • Level of community / volunteer involvement (number of estimated volunteer hours needed) • Level of community consultation/research on community need for the project
AREA 2: SUSTAINABILITY	<ul style="list-style-type: none"> • Collaboration and/or support from other organisations and/or funding sources beyond the City of Karratha
AREA 3: ORGANISATIONAL CAPACITY	<ul style="list-style-type: none"> • Demonstration of appropriate governance and capacity to manage the project
AREA 4: PROJECT DELIVERY	<ul style="list-style-type: none"> • Deliverable solutions and outcomes that demonstrate alignment with the City's Strategic Community Plan • Appropriate key performance indicators to measure achievement of outcomes • A clear and achievable timeframe • A suitably detailed and cost-effective budget • Identification of project risks and how to appropriately manage these risks
AREA 5: CITY RECOGNITION	<ul style="list-style-type: none"> • Recognition of City of Karratha for its contribution
AREA 6: ACQUITTAL	<ul style="list-style-type: none"> • If applicable, acquittal score from previous project

3.4.3 Evaluation Assessment – Completed by Grant Applicants

Groups who have accessed the Bi-Annual Community Grant Scheme funding will be required to submit an evaluation form on completion of their delivered project. It is recommended this evaluation form includes the areas and metrics included in Table 2. It is suggested that the evaluation assessment form is not required for applicants accessing the Quarterly Grant Scheme funding.

Table 2 – Recommended Evaluation Form Criteria

ASSESSMENT AREA	POTENTIAL METRICS FOR INCLUSION
AREA 1: PROJECT OUTCOMES	<ul style="list-style-type: none"> • Description of the objectives/purpose of the project • Description of key performance indicators, metrics to measure these, and the outcome achieved •
AREA 2: COMMUNITY IMPACT	<ul style="list-style-type: none"> • Community benefits achieved from the project (outcomes/outputs) • How many people benefited from the project and how they were impacted • Level of community / volunteer involvement (number of actual volunteer hours used) • A description of how the results of the project will be shared with the broader community
AREA 3: PROCESS CONSIDERATIONS	<ul style="list-style-type: none"> • Lessons learned (i.e. things that might be done differently next time)
AREA 4: CITY RECOGNITION	<ul style="list-style-type: none"> • A description of how City of Karratha's support was recognised
AREA 5: FINANCIAL REPORT	<ul style="list-style-type: none"> • A detailed financial report of the project
AREA 6: APPLICANT FEEDBACK	<ul style="list-style-type: none"> • Opportunity for feedback on the grant process

3.4.4 Acquittal Assessment – Completed by City of Karratha

It is recommended that the City utilise the applicant's completed evaluation form to then complete an acquittal scorecard. The recommended areas for assessment, potential metrics for inclusion and potential score measures are included in Table 3. It is suggested that the City determine the weighting for each assessment area. An example weighting is provided in the table below.

It is recommended that the applicant's total acquittal score is then included for consideration for future grant applications. This will ensure that groups who perform well are rated favourably in the future and groups who perform poorly will be rated not as highly.

Table 3 – Recommended Acquittal Criteria

ASSESSMENT AREA	POTENTIAL METRICS FOR INCLUSION	POTENTIAL SCORE MEASURES
AREA 1: COMMUNITY BENEFIT AND INVOLVEMENT WEIGHTING (40%)	<ul style="list-style-type: none"> Were objectives and key performance indicators met? 	<ul style="list-style-type: none"> Exceeded All met Mostly met Somewhat met Not met
AREA 2: APPROPRIATE USE OF FUNDS WEIGHTING (20%)	<ul style="list-style-type: none"> Were funds spent as agreed? 	<ul style="list-style-type: none"> All of the funds Most of the funds Some of the funds None of the funds
AREA 2: RECOGNITION OF THE CITY WEIGHTING (20%)	<ul style="list-style-type: none"> Were commitments to recognise the City throughout the project delivery met? 	<ul style="list-style-type: none"> Exceeded All met Mostly met Somewhat met Not met
AREA 4: REPORTING ON PROJECT WEIGHTING (20%)	<ul style="list-style-type: none"> Was the acquittal received on time? 	<ul style="list-style-type: none"> On time with sufficient information On time with insufficient information Late (up to 2 months) with sufficient information Late (up to 2 months) with insufficient information Very late (over 2 months) with sufficient information Very late (over 2 months) with insufficient information Not received

4. METHODOLOGY

The review methodology used utilised the following 5-phase approach to address the City's specific requirements.

PHASE 1: BACKGROUND REVIEW

Creating Communities undertook a comprehensive review of the City's grant scheme policies, applications, reports, agreements and acquittals, along with changes over the past 5 years.

The purpose of this review was to understand the grant process to date and provide a review of strengths, weaknesses and challenges of the process and outcomes.

CCA also undertook a high-level comparative review of the grant schemes offered by other local government areas and peak grant bodies, including the City of Melville, City of Vincent, Town of Port Hedland, Shire of Augusta Margaret River and Lottery west Grants. The selection of these Councils was agreed with the City's project team.

PHASE 2: DEVELOP VALUING MECHANISM

Creating Communities held a workshop with the City of Karratha Project Team to co-design the valuing mechanism that would be used on this project. The purpose of the co-design methodology was to embed the knowledge and capacity within the City of Karratha team to deliver the SROI process into the future.

Together with the City's Project Team, Creating Communities developed a Theory of Change model to understand change and impact. This model helps to identify and communicate both the short-term and long-term impacts of community development programs, and was seen as the most efficient and effective way of tracking change and progress resulting from the grants program.

PHASE 3: GRANT ANALYSIS

Creating Communities undertook a qualitative and quantitative analysis of the City's grant outcomes from 2012 and 2017. The quantitative assessment included assessing each of the successful grant applications in each of the three grant schemes, coding the project that was funded by focus area, type and location, and calculating totals for each of these categories. This provided a quantitative overview of where the grants funding had been invested over the past 5 years. Creating Communities coded the grants by focus area and type and allowed grants to be coded for up to two focus areas and two types.

A qualitative assessment of the grants predominantly relied upon the assessment of outcomes as represented in acquittal reports provided by grant awardees. These outcomes were largely supported by feedback provided throughout the consultation and engagement process.

PHASE 4: ENGAGEMENT

Creating Communities engaged both the community groups who are involved in the grants program and the residents who have engaged with the grants program through funded activities. Engagement was delivered in the form of:

- ▶ Focus group sessions delivered in Karratha, Dampier, Roebourne and Wickham (A session was also scheduled for Point Samson however was cancelled due to no community groups being available to attend)
- ▶ An online survey targeted to community groups who have accessed grant funding
- ▶ An online survey targeted to residents who have engaged with grant-funded projects
- ▶ Individual interviews with City of Karratha Councillors

- An internal workshop with the City of Karratha project team

The City of Karratha provided Creating Communities with a community group database which was used to invite community group representatives to the Focus Group sessions and to participate in the online survey. An email invite was sent to a total of 96 community groups on July 5th which provided an option to RSVP to a focus group and participate in the online survey. Follow-up phone calls were also undertaken with all the groups in an effort to boost engagement.

The City's Engagement team managed the promotion of the online survey targeted towards residents, which was promoted via the City of Karratha's Facebook page.

Focus groups were delivered in each township in the City of Karratha from July 16th to July 19th, and both surveys were open between July 5th and July 26th. It was confirmed by City officers that the community organisations who attended the focus groups township generally represented the key community representatives. Each of the community associations in each township were present at the focus group discussions (with the exception of Point Samson community association who were unable to attend, but were given the option of providing their feedback at a later date).

All City of Karratha Councillors were offered the opportunity to be part of the consultation process via the City's Engagement team.

A summary of the groups who participated in the consultation process is included in Appendix 1 – Summary of Engagement Activities.

A total 85 people or group representatives engaged in the study. This provides a 9% margin of error at a 90% confidence interval.

The survey delivered by CCA sought to understand the number of volunteer hours, spend on local businesses and value of other grants attracted to provide sufficient data to undertake the SROI review. While 38% of invited community groups either responded to the survey or engaged in the focus groups, it must be recognised that without there being consistent detail from all grant awardees via survey the findings of this report can only be approximate.

PHASE 5: FINAL REPORT AND PRESENTATION

Creating Communities delivered a draft report to the City's Engagement team for their consideration and feedback. Following finalisation of the report, the findings will be presented to Council with the intent of being approved by the council. Recommendations are expected to be implemented into the 2019 grant funding rounds.

5. OVERVIEW OF RETURN ON INVESTMENT

The table below summarises a return on investment of the grants program between 2012 and 2017.

It shows that for every \$1 invested in volunteer hours there is approximately a corresponding \$1.80 invested by the local community in volunteer hours.

Grants have been awarded to a broad range of groups and grants scheme activities are overwhelmingly supported and participated in by local communities.

The grants scheme has contributed to building capacity in community groups, provided improvements to amenities, greater access to amenities and contributed to broader community benefits such as community, engagement, sense of belonging and liveability.

TABLE 1 – RETURN ON INVESTMENT SUMMARY

SOCIAL RETURN ON INVESTMENT OVERVIEW	
TOTAL GRANT SPEND	\$5,527,314 between the years of 2012 and 2017
TOTAL NUMBER OF GRANTS APPROVED	316 grants approved
TOTAL NUMBER OF GROUPS SUPPORTED	127 unique groups supported
ESTIMATED RETURN IN VOLUNTEER HOURS	\$9,996,091 worth of volunteer support between 2012 and 2017 as a result of grants programs ² <i>(It should be noted that this calculation was extrapolated from the feedback of a small sample size of 5 local community groups who had accessed grant funding in the past, and should be considered an estimation only)</i>
ESTIMATED NUMBER OF RESIDENTS ENGAGED IN GRANT-FUNDED INITIATIVES	199,396 resident engagements in grant-funded initiatives between 2012 and 2017 ³
AWARENESS OF THE GRANT SCHEMES	41% of residents are 'very aware' of the Quarterly grant scheme
	35% of residents are 'very aware' of the Annual grant scheme
	34% of residents are 'very aware' of the ACADS scheme

² Calculated by taking sample size of 5 community group survey responses of estimated volunteer hours (removing upper limit and lower limit), dividing total figure to find an average per group (1,044 hours), multiplied by the number of grants approved (316), then multiplied by average volunteer rate of \$30.30. Given the small sample size, this should be considered an **estimate only**.

³ Calculated by taking sample size of 5 community group survey responses of estimated participants engaged (removing upper limit and lower limit), dividing total figure to find an average per group (631 per group), multiplied by the number of grants approved (316). Given the small sample size, this should be considered an **estimate only**.

PERCEIVED IMPORTANCE OF THE GRANTS SCHEME	96% of residents think the grants program is either extremely important or very important
	85% of community groups think the grants program is either extremely important or very important
PERCEIVED VALUE FOR MONEY OF THE GRANT SCHEME	63% of residents either strongly agreed or agreed that the grants program is value for money
	100% of community groups either strongly agreed or agreed that the grants program is value for money
KEY OUTCOMES ACHIEVED	<ul style="list-style-type: none"> • Community connection, engagement and sense of belonging; • Improved liveability; • Improved amenity, appearance and facilities; • Support for leadership, capacity building, skill development and individual achievement; • Access to services and opportunities that enhances residents' mental health, wellbeing and participation in society.

FEEDBACK AROUND THE IMPORTANCE OF THE GRANT PROGRAMS

Positive (+)

- ▶ *"These initiatives help build community and provide opportunities for locals to participate in and attend events we otherwise wouldn't have access to"*
 - ▶ *"Allows community to input into decision making in regards to funding priorities and support sustainability of community groups."*
 - ▶ *"Not for profits are the lifeblood of this community and they need money to function and thrive."*
-

FEEDBACK AROUND VALUE FOR MONEY OF THE GRANT PROGRAMS

Positive (+)

- ▶ *"Increases social capital, liveability, community decision making and community sense of belonging"*
- ▶ *"Because you are directly supporting the actual ratepayer in the community! Community groups provide the fabric of the community. these small grants cannot be taken away."*
- ▶ *"The grants go to a variety of organisations that may not be able to continue the work they do without the funds provided under this grant system."*

Negative (-)

- ▶ *"If a program can be run by Council at same cost, the community group is not providing value for money. It should cost less if run by volunteers to demonstrate value for money."*
 - ▶ *"Because people and groups apply for just about anything, it doesn't seem very targeted and I think some of the money is wasted."*
 - ▶ *"Some of the funded projects should be interrogated more to understand the groups or persons need and qualification for the funding."*
-

6. SUMMARY OF CONSULTATION

Creating Communities undertook consultation that invited participation by both City of Karratha community groups and the broader City of Karratha community. A total of 5 focus group sessions were facilitated in Karratha (x2), Dampier, Roebourne, and Wickham.

An online survey was developed to gather specific information from community groups about the way they interact with the grants program, and their perceptions about how well the grant program functions and opportunities for improvement. A secondary survey was also developed for broader community members to complete, which comprised predominantly of questions around their perceptions about how well the grant program functions and opportunities for improvement.

This section summarises the results of the consultation which sought to identify the unique strengths, needs and opportunities of each community as well as assessing the effectiveness of and ways to improve the grants scheme.

6.1 Focus Group Sessions

6.1.1 Township strengths

While each community is unique, all have a strong sense of community. There is a high level of volunteering and engagement across the towns. The high level of transience in the towns has the advantage of introducing new ideas and opportunities into the townships.

The main strengths of the townships were identified as:

- **Karratha:** close-knit community, high quality facilities, high level of participation in community activities, multicultural and multigenerational, strong sporting community.
- **Roebourne:** strong sense of community in times of crisis, highly valued events, community safety and respect, culture
- **Dampier:** connected community, volunteering, good location / natural environment, village feel, close access to Karratha for amenities
- **Wickham:** large number of volunteer groups, strong community spirit, younger demographic well catered for, high level of families

6.1.2 Township challenges

The hot, and at times harsh climate poses a problem to all of the townships. The transient populations in the townships can be problematic in maintaining programs, accessing training and building capacity. Across all of the towns the cost of living is high, contributed to significantly by the high cost of travel into and out of the area.

The main challenges of the townships were identified as:

- **Karratha:** long rosters leads to little time to volunteer or be part of community groups, volunteering is limited to small groups, the cost of living is high, the community has high expectations of what is provided, groups are perceived to be over regulated, there are some safety concerns.
- **Roebourne:** town is seen to be stigmatised by the media, little collaboration between services, a dependency on some services, needs of community don't always align with grant types.

- **Dampier:** limited extended family in the area, limited services, reliance on mining industry, high travel costs to attend events outside of Dampier, maintenance of infrastructure
- **Wickham:** Volunteers are time poor, land tenure stalls projects, amenity at local parks and pool, lack of shopping facilities, lack of dedicated community space.

6.1.3 Strengths of the grant programs

Overall the level of information and support from the City staff in the grant process has been acknowledged and supported by stakeholders. Grant workshops have been very well received, the application process is easy and user-friendly, the variety in the types of grants and what they support is seen positively.

The main strengths of each grant types were identified as:

- **Quarterlies:** regularity of applications, flexibility, the turnaround time from application to money being awarded, clear focus on sporting groups/cultural/equipment.
- **Annuals:** frequency is good, allows for more substantial amount of money to support substantial projects, funds granted to a good mixture of groups and projects
- **ACADS:** community associations have input, flexibility and case by case assessment of initiatives, unique approach, benefit community outside of Karratha Town, supports grassroots projects.

6.1.4 What's not working well with the grant programs?

Overall there could be improved communication around the grants. The marketing and awareness of all of the grant programs could be improved, feedback on applications need to occur, and any changes to the grants more clearly communicated. The acquittal process could be made clearer, and the use of GST in the grants simplified. The application forms could be provided in a Word document, with examples of good/bad applications provided to ease the application process further. Greater support in capacity building to ensure groups can implement programs is needed.

The main weaknesses of each grant type were identified as:

- **Quarterlies:** difficulties in capturing impact to the community, greater time to negotiate amendments to applications is needed, collaboration between groups applying for the same thing is needed
- **Annuals:** the timing of the annuals does not suit all groups, having biannual applications could be beneficial, there is a lot of paperwork for each payment, reporting should be more standardised, and projects could be mapped against community need and City focus more closely.
- **ACADS:** need to align with the City's direction more closely, there should be more awareness of what each community association is receiving and doing with the grant money, community associations need to ensure they are representative of the entire community.

6.1.5 What opportunities are there with the grant programs?

Stakeholders suggested that having greater support in the application process via workshops, longer lead in time in applications, and more information on who is eligible would be helpful. After the application greater communication about who was successful, and feedback on applications is needed. Encouraging collaboration between groups would reduce overlap in applications and service provision.

The main opportunities of each grant were identified as:

- **Quarterlies:** Encourage a coordinated approach amongst groups, greater flexibility in how the grant is used, improved communication about what other organisations are applying for the grant
- **Annuals:** explore a bi-annual round, hold a presentation / awards night for successful applicants, City could help community groups identify areas of need.
- **ACADS:** give funding over 3-5 years for longer-term projects, require community associations to demonstrate they are representing/consulting with their community, implement a tiered approach for applications to ensure accountability, open up ACADS to other groups or combine ACADS with Annuals to make more competitive.

6.1.6 Investing in the City of Karratha

The top three (3) focus areas that workshops participants thought the grants should invest in are:

1. Community celebration
2. Community infrastructure
3. Sports and recreation

The top four (4) activity types that workshop participants thought the grants should invest in are:

1. Community events
2. Supply of equipment and resources
3. Facilities maintenance and upgrades
4. Capacity building

6.2 Community Group Survey

6.2.1 About the community groups

- All survey respondents (100%) were representatives of a community group who had received a grant from the City of Karratha (CofK) in the last 5 years.
- The **majority of survey respondent's organisations were located in Karratha (42%)**, and there were no survey respondents (0%) from Port Samson.
- Of the community groups who supplied their names there were: three (3) sports groups, three (3) general community groups, two (2) community associations and one (1) arts/culture group.
- **The median number of group members in a community group is 46.** The smallest group has nine (9) and the largest group has 500.
- The **majority (75%) of community groups have been in operation for more than five (5) years.**

6.2.2 Funding used by the community groups

- The most common type of funding received by the survey respondents was Annual Community Grants scheme funding (ACADS) (67%), followed by Quarterly Community Grant scheme funding (58%).
- The significant majority of **funding received by respondents (91%) was used for Building community connection and well-being.**
- The **most common areas** that grant funding has been spent by community groups is on **Youth (42%) and Sports and recreation (42%)**
- The five (5) **least common areas** that grant funding was spent on are: **Early Childhood (8%); Education and Employment (8%); History and Heritage (8%);** Emergency Services (0%) and Innovation and technology (0%).

6.2.3 Community groups reach and local engagement

- **Community groups have contributed between 50 and 15,000 volunteer hours** to deliver programs or activities with their grant funds.
- The programs, events and activities delivered as a result of the grant funding by the community groups **have engaged with between 10 to 5000+ participants.**
- The most common areas that **participants reside** in who engaged in the programs, events and activities delivered by the community groups are **the Karratha Township (33%),** and the Roebourne Township (29%).
- Only **1% of participants** in the programs, events and activities delivered by the community groups **reside in Port Samson**

6.2.4 Local Spend of Grants

- Between **\$0 and \$200,000** of the grant money received by the community groups was **spent locally.**
- In the last five (5) years **44% of community groups** who responded to the survey **were able to hire a local employee.**
- The community groups who were able to hire local employees hired between 1 and 20 locals.

6.2.5 Other sources of income

- Only **13% of community groups** who responded to the survey indicated that their grant funding allowed them to **attract financial support from other bodies** in the last 5 years.
- Only two (2) community groups indicated that they received funding from bodies other than the City of Karratha. These groups received between \$6,000 and \$80,000 from these funding bodies.

6.2.6 Long-term impacts of grants

- In an open-ended question, the **long-term impacts achieved** by the community groups with the grant money include: **developing community, increase in skills and professionalism, purchase of equipment, increased security.**

6.2.7 Strengths and areas for improvement of the Grant Program

- In an open-ended question the **main strengths** commented on of the Grants program are: **even distribution of funding (4), empowers the local community (4), and supports the local community (3).**
- In an open-ended question, survey respondents expressed the **main areas of improvement** for the grants program are: the **application process** should be easy with clear rules (5), ensure **funding is distributed where it is needed** (not-for-profits, administration costs, even distribution) (4), **improved advertising** of the grants (2).

6.2.8 Importance and effectiveness of the Grants Program

- 86% saw the City of Karratha grants program as either extremely important (57%) or very important (29%).
- When asked to explain their response respondents commented that: **the grants foster community; small groups rely on the grants; the application process is quick and easy.**
- 100% of survey respondents believe that the grants program is either extremely effective (43%) or very effective (57%) at creating safe, healthy liveable communities
- 57% of survey respondents believe that the grants program is either **somewhat effective (43%) or not so effective (14%) at attracting diverse and sustainable business and employment opportunities.**
- 100% of survey respondents either strongly agreed (33%) or agreed (67%) that the grant program provides value for money for the City of Karratha
- When asked to explain their response comments focused on that the **grants build a stronger community that encourage ownership of projects.** However, the **grants still need to be looked at closely to prevent misuse of funds.**

6.2.9 Grants focus

- The **top four (4) areas** survey respondents think should be supported are **Arts and Culture (57%); Community celebration (57%); Sports and recreation (43%); Community Safety (43%).**
- The **top four (4) activity types** respondents believe should be supported are: **facilities maintenance and upgrades (57%); community programs or workshops (57%); community events (57%); community services (57%).**

6.3 Resident Survey

6.3.1 About the residents

- The majority of survey respondents were from Karratha (71%). There were **no survey respondents from Point Samson or Roebourne**.

6.3.2 Participation and awareness of grants

- When asked to rate their level of awareness survey respondents are **most aware of the Quarterly Community Grant Scheme**, and **least aware of the Annual Community Association Development Scheme (ACADS)**.
- When asked in an open-ended question what grant funded activities, programs or events they participated in **the most common type of activity listed were events (35% of the unique activities listed), followed by facilities (25%) and Arts/Culture (12%)**.
- **45% of these activities located in Dampier or put on by the Dampier Community Association; 16% of activities were to be in Karratha. Only 2% of activities were mentioned to be in Point Samson, 1% in Wickham and 0% in Roebourne.**
- **27% of survey respondents have either not participated (19%) or are not aware of participating in any grant funded facilities over the last 5 years.**
- 23% of survey participants have participated in either 21-30 grant activities (14%) or over 30 (19%) over the last 5 year
- The majority of survey respondents **engaged in grant funded community events (76%)** or use a facility funded by a grant (59%).

6.3.3 Strengths and areas for improvement of the Grant Programs

- In an open-ended question the most common **strengths** of the grant program mentioned by survey respondents were: **variety of projects and groups funded** (10), the grants **fill gaps** in the community (6), the **application process is easy** and well judged (5), and that the grants **empower the community** (5).
- In an open-ended question the most common **areas for improvement** in the grant program were the need for **greater communication/advertising** around the grants by the City of Karratha (7) and **that more training / capacity building when applying for grants** needs to be offered (6).

6.3.4 Importance and effectiveness of the Grant Programs

- **96% of survey respondents believe that the City of Karratha Grants program is either extremely important (81%) or very important (15%).**
- When explaining their answer, the most common themes include: **the grants build community** (6), allow community to focus on their priorities (5) and provide opportunities for community participation (5)
- Survey respondents believe that the grants are most effective in creating safe, health and liveable communities (3.7 weighted response), and least effective at attracting diverse and sustainable businesses and employment opportunities (2.6 weighted response).
- The **majority of survey respondents (66%) either strongly agree (33%) or agree (30%)** that they City of Karratha Grants program **is value for money**. However, just over a **quarter (26%)** of survey respondents either **strongly disagree (7%) or disagree (19%)**.

- The main reasons respondents commented they **agree is it value for money** is that: **the money goes to the community, volunteers add value, the grants build community capacity**, and they **fill service gaps** in the community.
- The main reasons respondents commented they **disagree is it value for money** is that: the **initiatives need to be more focused**, they want to know **where the grant money comes** from, **initiatives run costs should be lower** than if they City ran the initiative

6.3.5 Grants focus

- Survey respondents' **top five (5) priorities for funding** over the next 5 years are **arts and culture (44%), support and connection (33%), sports and recreation (30%), youth (26%) and community celebration (26%)**.
- The **lowest rated priorities** for funding over the next five years are: **early childhood, environment, emergency services, and local business support (all 11%), Indigenous capacity development (7%), and innovation and technology (0%)**.
- The **top three (3) priorities** over the next five (5) years of **grant funded activities** are: **community events (56%), community programs or workshops (52%) and facilities maintenance and upgrades (48%)**.

6.3.6 Advertising

- The **top three (3) ways** that survey respondents would like **to be informed about grant-funded activities** happening in their area are via **email (70%), local newspaper (52%), and radio (48%)**.

6.3.7 Further comments

- **Positive open-ended comments** focused on the **benefit the grants bring to the community**, and the desire for them to continue.
- General open-ended community focused on: **the desire for the grants to be expanded**, that the **grants should be awarded on a needs basis**, a suggestion that the **ACADs should be rolled into the Annual grants** and that groups awarded grants should be given **cheap/free access to community facilities**.

7. COMPARATIVE REVIEW – CASE STUDIES

7.1 Summary of Comparative Review

Creating Communities has undertaken a review of the grants programs of four different Local Government Areas (LGAs) and Lotterywest Grants. The purpose of the review is to understand how grants programs of other similar LGAs are functioning and what insights can be gleaned for the City of Karratha and their current grant schemes. The included LGAs were selected in collaboration with the City of Karratha project team due to either a best-practice grants model, similar population or industry demographic, and/or regional location.

The full comparative study including a detailed review of each LGA's grant assessment criteria, grant types, the frequency of grant awards and the grant application and acquittal process, is included in Appendix 2 of this report.

This section offers a summary of the key insights gleaned from the review, relevant to the City of Karratha's considerations.

The City of Karratha invests a high proportion of grant funding in comparison to other LGAs

Across the ACADS, Annual and Quarterlies scheme, the City of Karratha is consistently contributing over \$1million per year to its grant program. This includes funding of up to \$500,000 invested into the ACADS scheme and, on average, in excess of \$400,000 being contributed to the Annuals scheme on a yearly basis. In comparison, other LGAs typically have much smaller pools of funding being contributed to its grants programs. These vary in amounts, however a majority of LGAs have a range of smaller grant schemes that offer funding for projects up to \$5,000. Larger amounts, such as the City of Vincent's Community Support Grant (where up to \$10,000 is available) or the Town of Port Hedland's Community and Partnership Grant (where up to \$15,000 is available) are only provided if group's present an application that responds to an identified community need or challenge.

A review by City of Karratha in May 2018 identified that the City of Karratha's grant scheme currently accounts for a spend of \$38.98 per capita, which is high in comparison to other LGAs such as the Town of Port Hedland whose grants scheme accounts for a spend of \$9.10 per capita. This is also likely to be higher in townships where there is a small population but where there has been significant and continued ACADS funding, for example, Point Samson. However, it is also important to consider the high cost of delivering services and programs to more remote locations and smaller townships without the critical mass of population. While the City is investing significantly in its grant programs, it is important to recognise that this has resulted in a wide range in valuable social outcomes for the community, and that the grants schemes are typically viewed as highly important and good value for money.

The vast majority of grant schemes are competitive

Throughout each of the assessed grant programs, very few offer a non-competitive grants stream. The one exception to this is the City of Vincent's Town Teams grants scheme, wherein the five recognised Town Teams within the City of Vincent (Beaufort Street Network, Leederville Connect, Mt Hawthorn Hub, North Perth Local and OnWilliam) are eligible to access up to \$10,000. The Town Team grants are split into two streams, wherein one stream supports the Town Team to deliver initiatives that help improve

the performance of the town centres, and one stream supports the Town Team itself to become better organisations (e.g. through training, website upgrades etc).

Grants are typically highly structured with specific criteria and guidelines

In each of the assessed grant programs, each of them offered highly structured and specific streams, wherein the criteria for community groups and the guidelines for funding are clearly outlined. A number of the LGAs use their Strategic Community Plan to provide a framework from which grant areas are selected, and applications are required to demonstrate their alignment with these strategic areas. Examples of the specific streams are the City of Melville's Friendly Neighbourhoods Grants, wherein specific small-scale activities are outlined as criteria, the Town of Port Hedland's Equipment Purchase Grant, and the City of Vincent's Festival and Event Sponsorship Grant.

A number of the schemes offer tiered application/submitting processes

A number of the schemes assessed provide flexibility in offering either tiered levels that groups can apply for (i.e. different levels that offer different funding amounts) or provide a phased approach to the application process, wherein groups are able to revise their application after initial reviews from the grants team. For example, the City of Melville offers tiered grant funding, wherein groups can apply for one of three levels of funding through the Community Partnership Program. The City of Melville and Town of Port Hedland both offer a phased application process that allows for revisions to be made on applications following feedback from the grants team.

Some programs require demonstration of addressing need and include measurable outcomes in the application process

Some of the LGAs, including the City of Melville, City of Vincent and Town of Port Hedland, require groups to be able to demonstrate the way in which their nominated projects help to address identified community need or demonstrate collaboration with other organisations. The City of Melville takes this a step further through its Project Robin Hood scheme, wherein successful grantees through an online community voting process using a 'budget allocator'. In this way, community members have a direct say on where the funding is allocated ensuring that local needs and aspirations are met. In addition, the City of Vincent also requires that groups include a series of measurable outcomes in their applications which can then be reported on in their acquittal forms. While models such as the Project Robin Hood scheme can be an effective way of generating community buy-in for the grants program, it is suggested that the same outcomes can be achieved through the City delivering a robust and consistent process for their grant schemes.

Some provide options for partnership approach

Some of the LGA grant schemes offer a partnership approach, wherein groups can receive funding over multiple years. This is the case for the Town of Port Hedland, where their Community and Partnership Grant offers up to \$15,000 annually for a period of three years (maximum amount of funding over three years is \$45,000). Funding is designed to increase community access to essential events, programs and services and applications must align with the Strategic Community Plan 2014-2024.

8. REVIEW OF GRANT PROGRAMS

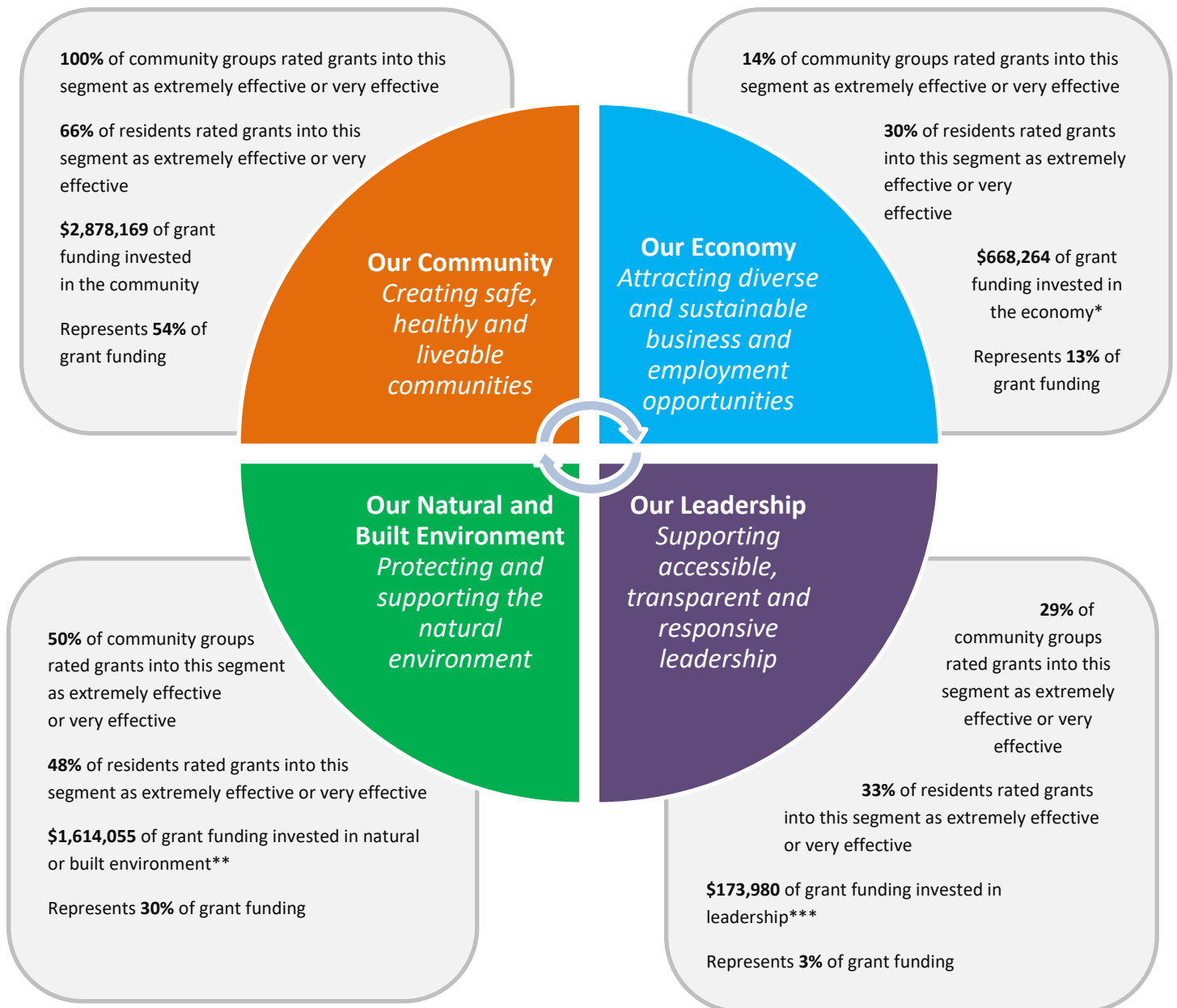
8.1 Alignment with Strategic Community Plan

Assessing the extent to which the grant funding has adequately and appropriately targeted the various community segments was a key requirement of this project. Creating Communities has undertaken an analysis of grant funding in light of the various community segments included in the City's Strategic Community Plan 2016 – 2026. This was delivered both by providing the total and proportional spend dedicated to each area and by asking how the grant funding targeted the various segments throughout the consultation process. Figure 1 outlines how grant funding has supported each of the community segments from 2012 to 2017.

This figure includes an assessment of:

- ▶ The extent to which the grant program has been effective in achieving the outcomes of each community segment, including:
 - Creating safe, healthy and liveable communities
 - Attracting diverse and sustainable business and employment opportunities
 - Protecting and supporting the natural and built environment
 - Supporting accessible, transparent and responsive leadership
- ▶ The total figure of grant investment in each community segment
- ▶ The proportion of grant investment in each community segment

Figure 1 – Grant Funding Alignment with Strategic Community Plan



*includes Supporting Program or Employment Costs

** includes Community Infrastructure

*** includes Capacity Building and Indigenous Capacity Development

8.2 Optimising Community Strengths and Addressing Needs

8.2.1 Summary

Assessing the extent to which community grants are appropriately addressing community need and working to optimise community strengths is a key objective of this study.

The following section provides an analysis of each of the identified community strengths and challenges currently within the City of Karratha, and how the community grants has addressed, supported or interacted with this. Whether the particular strength or need has been highlighted as a priority for future grant funding by stakeholders and residents, as per survey feedback, has been included, and an assessment as to whether the grant funding is appropriately responding to this and what future actions may be taken is offered.

Engagement feedback has been taken both from consultation from this project, including the resident survey, community group survey and focus groups, along with feedback from the City of Karratha's Annual Community Survey results from 2015, 2016 and 2017 where applicable. Strengths and challenges were identified as those that were common across both the consultation for this project and the City's Annual Community Survey feedback.

The City's community strengths identified were:


- ▶ **Sense of community** is a significant community asset that is currently well supported and facilitated by the grants program
- ▶ **Sports, leisure and recreation opportunities** is a significant community asset that is currently well supported and facilitated by the grants program
- ▶ **Natural environment / climate** is seen as a community asset, however there is minimal grant funding that has been contributed to supporting the natural environment
- ▶ **Community infrastructure** is generally viewed as a community strength, and there has been significant grant funding that has gone into supporting this

The City's community challenges and needs identified were:


- ▶ Having a **transient population** and **attracting and retaining volunteer support** was seen as a key challenge by stakeholders in consultation for this project, however capacity building and strategic planning currently only represent a small proportion of grant funding
- ▶ **Community safety** is generally viewed as a community need, however dedicated community safety initiatives currently only represent a small proportion of grant funding
- ▶ **Youth services and activities** are seen as an area requiring more investment and only represents a small proportion of grant funding
- ▶ **Cost of living / operating in the Pilbara** is an on-going challenge and has received some grant funding investment to support employment and program costs

8.2.2 Community Strengths - Analysis


Strength 1: SENSE OF COMMUNITY

Engagement Feedback	City of Karratha Annual Community Survey:
	<ul style="list-style-type: none">▶ High rating of 65.3 satisfaction from 100▶ Performance for 'cultural and community events' achieving at or above expectations over last three years, with steady improvement over three-year period
	Project Consultation:
	<ul style="list-style-type: none">▶ Identified as a key 'strength' by stakeholders across all townships in consultation process
Grant Investment	<ul style="list-style-type: none">▶ \$1,621,794 invested in Community Events, covering all townships.▶ Represents approximately 29% of all grant funding.
Future Priority	<ul style="list-style-type: none">▶ Community celebration rated highly as a future priority grant focus area▶ Community events rated highly as a future priority grant activity
Insight	<ul style="list-style-type: none">▶ Significant proportion of investment into community events▶ High investment into and frequency of events is positively recognised by community and has likely contributed to a strong sense of community▶ There has been a steady incline in positive perceptions of community over the last three years, despite grant funding towards community events remaining largely stable
Assessment	 Investment in this area is currently strong and is facilitating good outcomes


Strength 2: SPORTS, LEISURE AND RECREATION OPPORTUNITIES

Engagement Feedback	<p>City of Karratha Annual Community Survey:</p> <ul style="list-style-type: none">▶ High rating of 67.7 satisfaction from 100▶ Performance for 'sporting fields' achieving at or above expectations over last 3 years <p>Project Consultation:</p> <ul style="list-style-type: none">▶ Identified as a key 'strength' by stakeholders across all townships in consultation process
Grant Investment	<ul style="list-style-type: none">▶ \$645,982 invested in Sports and Recreation initiatives, covering all townships.▶ Represents approximately 11% of all grant funding.
Future Priority	<ul style="list-style-type: none">▶ Sports and Recreation was rated highly as a future priority grant focus area
Insight	<ul style="list-style-type: none">▶ Despite only making up 11% of all grant funding, Sport and Recreation represents the highest number of total grants approved.▶ Sport and Recreation viewed by stakeholders as an integral part of the City of Karratha community and identity
Assessment	<div data-bbox="459 1205 520 1267"></div> <p>Investment in this area is currently strong and is facilitating good outcomes</p>

Strength 3: NATURAL ENVIRONMENT / CLIMATE


Engagement Feedback	<p>City of Karratha Annual Community Survey:</p> <ul style="list-style-type: none">▶ High rating of 74.6 satisfaction from 100▶ Performance for ‘parks, gardens and open spaces’ achieving below expectations over last 3 years <p>Project Consultation:</p> <ul style="list-style-type: none">▶ Identified as a key ‘strength’ by stakeholders across all townships in consultation process
Grant Investment	<ul style="list-style-type: none">▶ \$109,275 invested in Environment initiatives, particularly in Wickham, Dampier and Roebourne.▶ Represents approximately 2% of all grant funding.
Future Priority	<ul style="list-style-type: none">▶ Environment rated moderately as a future priority grant focus area
Insight	<ul style="list-style-type: none">▶ Currently there is minimal grant investment in the Environment area, however there is high community satisfaction▶ As the majority of stakeholder feedback surrounding the topic of environment centred around the City’s climate, the most effective way of harnessing this will be through considering how community events and initiatives are timed throughout the year so that they take full advantage of the region’s climate and the area’s natural assets
Assessment	<div data-bbox="446 1400 526 1489"></div> <p>Additional focus for grant investment in this area may not be required, however consideration should be given as to how the natural environment and climate could help to support success of grant initiatives.</p>

Strength 4: COMMUNITY INFRASTRUCTURE


Engagement Feedback	City of Karratha Annual Community Survey:	
	<ul style="list-style-type: none">▶ Performance for 'footpaths and cycleways' achieving at or above expectations over last 2 years, with significant improvement between 2015 and 2016▶ Performance for 'Karratha Leisureplex' achieving significantly above expectations over last 3 years	
Grant Investment	<ul style="list-style-type: none">▶ \$1,808,529 invested in either Community Infrastructure or Facilities Upgrades and Maintenance, across all townships.▶ Represents approximately 32% of all grant funding.	
Future Priority	<ul style="list-style-type: none">▶ Community Infrastructure rated highly as a future priority grant focus area▶ Facilities maintenance and upgrades rated highly as a future priority grant activity	
Insight	<ul style="list-style-type: none">▶ The City has provided a significant investment into community infrastructure via the grants program and facilities in the City are generally rated highly▶ There is a perception, particularly from stakeholders in outlying townships, that additional community infrastructure is still required▶ There is currently some diversity in views as to whether community infrastructure should be supported through the grants program or directly through the City▶ The support of infrastructure via the grants program, through facility upgrades and maintenance, as opposed to constructing new facilities, was generally supported and seen as necessary across all townships	
Assessment		Investment and outcomes in this area are currently strong, however the City may want to consider some redirection to create a more even distribution.

8.2.3 Community Challenges and Needs – Analysis


Challenge 1: TRANSIENT POPULATION / ATTRACTING AND RETAINING VOLUNTEER SUPPORT

Engagement Feedback	Project Consultation: <ul style="list-style-type: none">▶ Identified as a key ‘challenge’ by most stakeholders across almost all townships
Grant Investment	<ul style="list-style-type: none">▶ \$238,980 invested into Capacity Building or Strategic Planning, across most townships.▶ Represents approximately 4% of all grant funding.
Future Priority	<ul style="list-style-type: none">▶ Capacity building was rated highly as a future priority grant activity
Insight	<ul style="list-style-type: none">▶ Throughout consultation, capacity building and long-term planning for community groups was seen as a key requirement for building strong and successful community groups and organisations▶ Having a highly transient population wherein volunteers only reside in townships for short periods of time provides significant challenge to the long-term sustainability of community groups▶ Relying on a small group of volunteers who are active across a number of different community groups was also highlighted as a key challenge for community groups▶ There is a currently a relatively low level of grant investment dedicated to capacity building and strategic planning within the City▶ Given it was highlighted as a future priority focus area during consultation, it is recommended a specific focus is placed on this in future grant considerations
Assessment	<div> This need is not currently being sufficiently addressed through the grants scheme and would benefit from additional grant funding investment</div>


Challenge 2: COMMUNITY SAFETY

Engagement Feedback	City of Karratha Annual Community Survey:	
	<ul style="list-style-type: none">▶ Low rating of 45.3 satisfaction from 100▶ Performance for 'community safety' achieving significantly below expectations over last 3 years	
Grant Investment	Project Consultation:	
	<ul style="list-style-type: none">▶ Identified as a key 'challenge' by some stakeholders in the consultation process, particularly in Karratha	
Future Priority	<ul style="list-style-type: none">▶ \$62,000 invested into Community Safety initiatives, primarily in Roebourne.▶ Represents approximately 1% of all grant funding.▶ It is also recognised that a number of other grant initiatives would contribute to positive community safety outcomes	
	<ul style="list-style-type: none">▶ Community Safety rated moderately as a future priority grant focus area	
Insight	<ul style="list-style-type: none">▶ Throughout consultation, there was some diversity across the townships as to whether community safety was a key community need that required addressing▶ It did, however, receive significantly lower scores across the City's Annual Community Survey responses (particularly in 2015 and 2016)▶ The City may want to consider providing a specific focus on community safety initiatives or, alternatively, promote the community safety benefits and outcomes of other grant initiatives	
	<ul style="list-style-type: none">▶	
Assessment		This need is not currently being sufficiently addressed through the grants scheme and would benefit from additional grant funding investment

Challenge 3: YOUTH SERVICES AND ACTIVITIES

City of Karratha Annual Community Survey:	
Engagement Feedback	<ul style="list-style-type: none">▶ Performance for 'youth services and activities' achieving significantly below expectations over the last three years and has seen a steady decline
Grant Investment	<ul style="list-style-type: none">▶ \$313,017 invested into Youth initiatives, predominantly across Wickham and Karratha.▶ Represents approximately 6% of all grant funding.
Future Priority	<ul style="list-style-type: none">▶ Youth services was rated moderately as a future priority grant focus area
Insight	<ul style="list-style-type: none">▶ Youth services and activities is seen to be a growing area of need for the City, as it's seen a steady decline in satisfaction over the last 3 years▶ Only a small proportion of funding has been dedicated specifically to youth initiatives▶ The provision of youth services was rated lowest in Wickham, Roebourne and Point Samson, suggesting a particular emphasis should be placed on this in the outlying townships
Assessment	<div> This need is not currently being sufficiently addressed through the grants scheme and would benefit from additional grant funding investment</div>

Challenge 4: COST OF LIVING / OPERATING IN THE PILBARA

Engagement Feedback	City of Karratha Annual Community Survey:	
	▶ Low rating of 43.9 satisfaction from 100	
Grant Investment	Project Consultation:	
	▶ Identified as a key 'challenge' by a number of stakeholders in the consultation process, particularly in Karratha	
Future Priority	▶ No grant investment has been made specifically to target Cost of Living, however a total of \$606,264 Supporting Program or Employment Costs.	
	▶ This represents approximately 11% of all grant funding	
Insight	▶ Supporting Program or Employment Costs was not identified as a key priority for future grant types	
	▶ Supporting Program or Employment Costs is a means of providing financial support to groups and organisations who may be struggling with the high costs of operating in the Pilbara	
	▶ There is currently a relatively high level of grant funding given to Supporting Program or Employment costs, predominantly through the Annual and Quarterly schemes	
	▶ Cost of living is currently seen as a key community challenge, however, as Supporting Program or Employment Costs was not recognised as a key priority throughout consultation, this may be a challenge that is most effectively addressed outside of the grants program	
Assessment		Investment in this area is currently strong, however the City may want to explore other ways it can address the cost of living challenge (outside of the grants program)

8.3 Identifying Community Priorities

8.3.1 Summary

Throughout the consultation process residents and stakeholders were asked to identify community priorities, both in terms of grant focus areas and grant activity types.

Analysis of the nominated priority areas shows that the current funding direction is largely aligned with the Strategic Community Plan priority areas. New priorities were also identified as outlined below.

Areas that are recommended to remain a priority are:

- ▶ **Community celebration and community events:** currently well-funded through the grants program and is recommended to remain a priority.
- ▶ **Sports and recreation:** currently well-funded through the grants program and are recommended to remain a priority.
- ▶ **Community infrastructure:** currently-well funded and is recommended to remain a priority, however it is recommended the focus be placed on facilities and maintenance as opposed to constructing new facilities

Areas that are recommended to be considered as new priorities are:

- ▶ **Community programs or workshops and capacity building:** both areas highlighted as priorities, demonstrating an aspiration for the support of long-term initiatives with high impact.
- ▶ **Arts and culture:** currently receive some funding, particularly through the quarterlies scheme, which could benefit from a greater focus.
- ▶ **Support and connection:** suggests an aspiration for particular demographic groups within the group to be targeted and supported through the grants program, such as older people, families and youth.

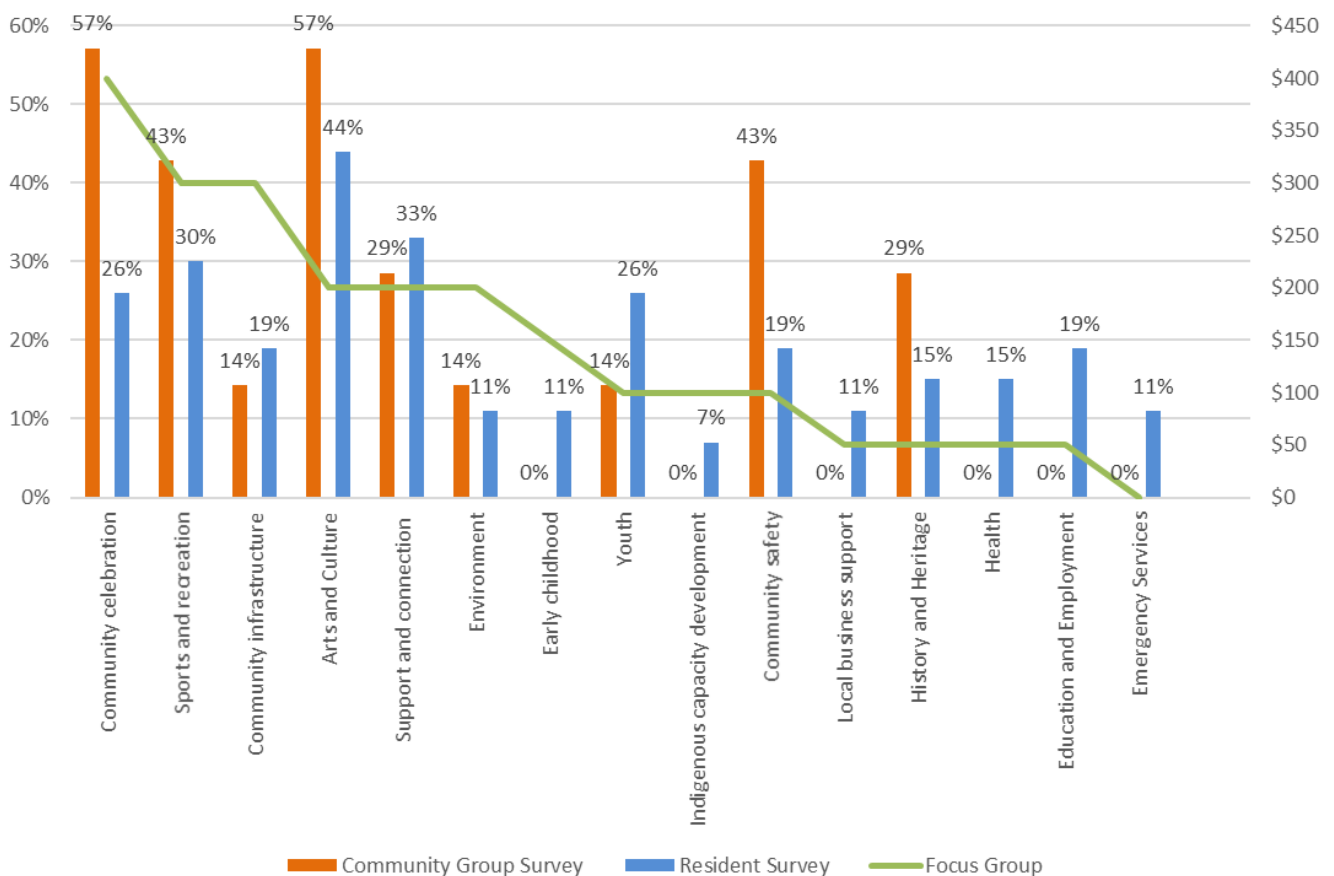
While these priorities should be taken into account for the City's future funding considerations, it should be noted that each township has important local needs that community groups are able to remain agile to. Ensuring that the grants program continues to allow for each township to identify community priorities will be key to the ongoing success of the schemes.

8.3.2 Grant Focus Areas

Community priorities for future funding focus areas were asked for throughout each phase of the consultation, including the Resident Survey, Community Group Survey and Focus Group. There were some consistencies across all three groups, with the same five priorities identified at each stage of the consultation. These were:

1. Community Celebration
2. Sports and Recreation
3. Community Infrastructure
4. Arts and Culture
5. Support and Connection (e.g. for families, older residents)

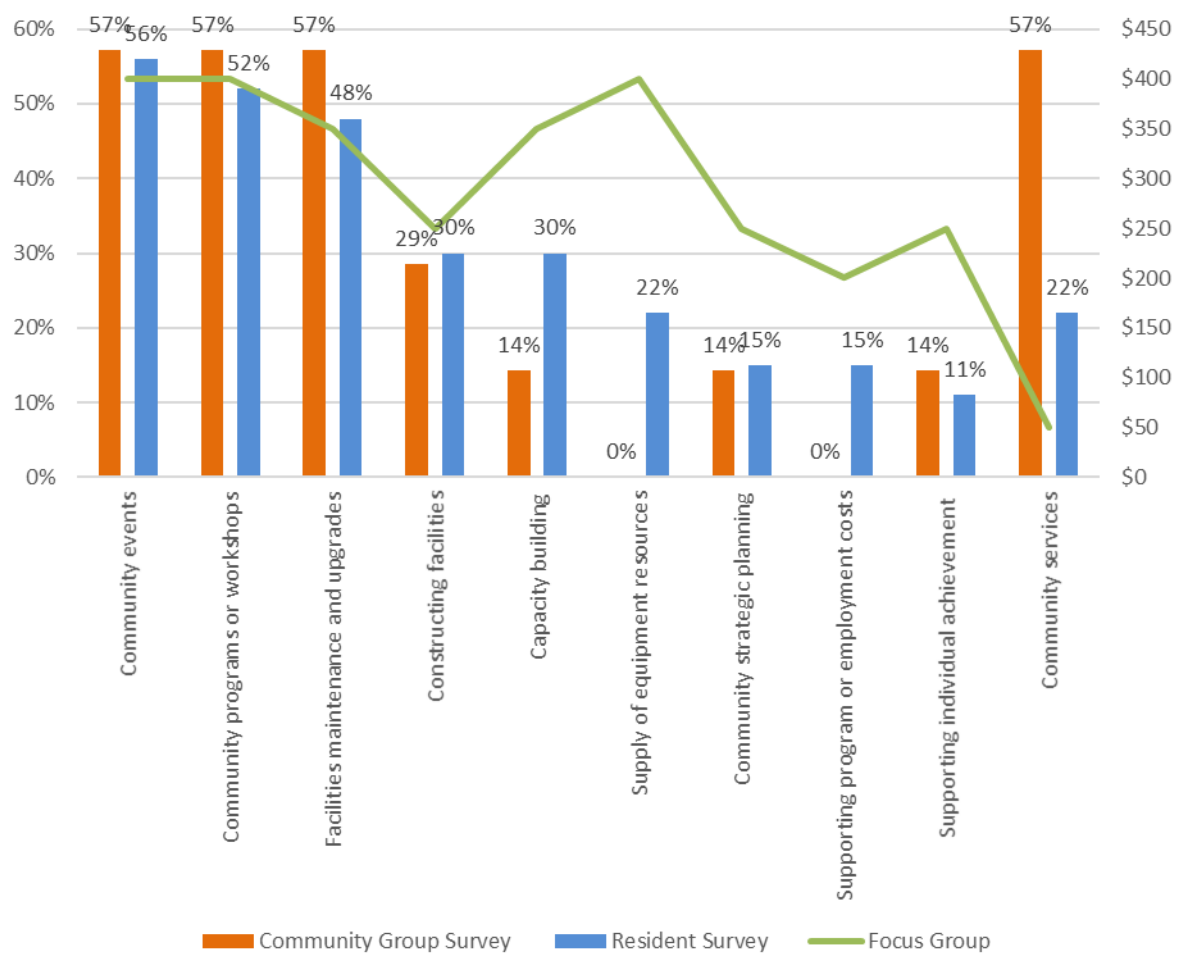
Community Safety also rated highly in each of the surveys, but was seen as less of a priority throughout the focus groups. Youth was rated relatively highly as a priority for residents.



8.3.3 Grant Types

Community priorities for future funding activity types were asked throughout each phase of the consultation, including the Resident Survey, Community Group Survey and Focus Group. There were consistencies across all three groups, with four key priorities identified at each stage of the consultation. These were:

1. Community events
2. Community programs or workshops
3. Facilities maintenance and upgrades
4. Capacity building



9. ANNUAL COMMUNITY ASSOCIATION DEVELOPMENT SCHEME (ACADS) - SUMMARY

9.1 Overview of the Scheme

The Annual Community Association Development Scheme (ACADS) was introduced in 2010 to offer direct benefit to local communities. The scheme funds one designated community association in each of the City's five townships to coordinate high quality community infrastructure projects, programs, events and services. The community associations which are eligible for the funds are as follows:

- Dampier Community Association (representing the Dampier community)
- Yirramagardu Community Association (representing the Roebourne community)
- Wickham Community Association (representing the Wickham community)
- Point Samson Community Association (representing the Point Samson community)
- Karratha Community Association (representing the Karratha community)

Originally, the scheme assisted the City to deliver smaller and vitally important projects, programs and events in each of the local townships.

Currently, the scheme allows for each association to access up to \$100,000 ex GST per year. Previously associations were also able to hold over unspent funds from previous years, though this ability was removed in a review of the ACADS program in 2018.

The funds can be used for a variety of purposes; however, community associations must demonstrate to the City of Karratha the direct community benefit of their nominated project. Applications for the ACADS scheme are assessed on how well community associations meet the following criteria:

- Creating aesthetically attractive and vibrant towns
- Facilitating inclusive and engaged communities
- Building capacity, capability and partnerships across the relevant community
- Encouraging the building of stable and diverse communities
- Providing a range of appropriate facilities that reflect the demography of the relevant community
- All projects must be completed within the stipulated timeline (i.e. 12 months)
- Associations must demonstrate they have capacity to deliver projects

The Council also considers and provides support to:

- Programs, services, projects, activities, events and infrastructure development that are consistent with the values and strategies contained within the Council's Strategic Plan and level of service documentation
- Applications that endeavour to access supporting funding sources
- Proposals that optimise community involvement in both organisation and participation

The City has outlined in its 2018/19 ACADS Guidelines that, where possible, projects should endeavour to be self-sustaining with no ongoing cost to the Council. Projects may also be approved across multiple years in consultation with City officers, however this must be indicated and approved at the outset of the project.

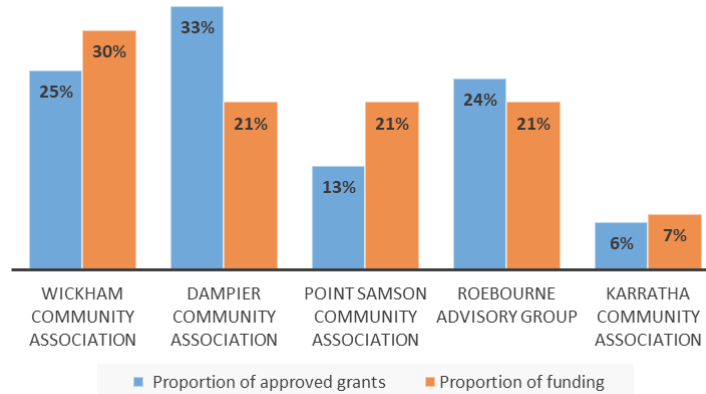
Applications are evaluated by an in-house panel and officer recommendations are then put before Council for determination. Groups are then paid in 50%, 30%, and 20% instalments, the last of which is only

released upon the receipt of completed evaluation and acquittal documentation. Funding for the scheme is provided by the Council, and variations of up to \$100,000 may be considered and are subject to CEO approval, while variations exceeding \$100,000 are required to be reviewed and accepted by Council.

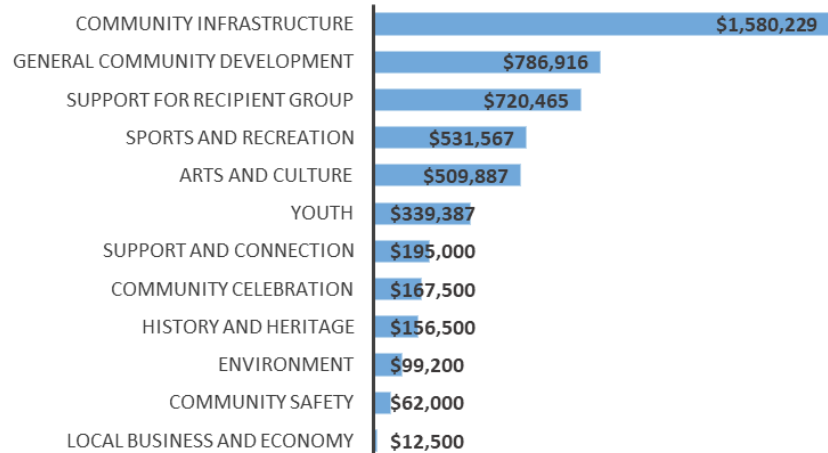
9.2 Scheme Analysis

TOTAL \$ INVESTED (2012 – 2017) \$4,034,665 % OF GRANTS APPROVED 97%

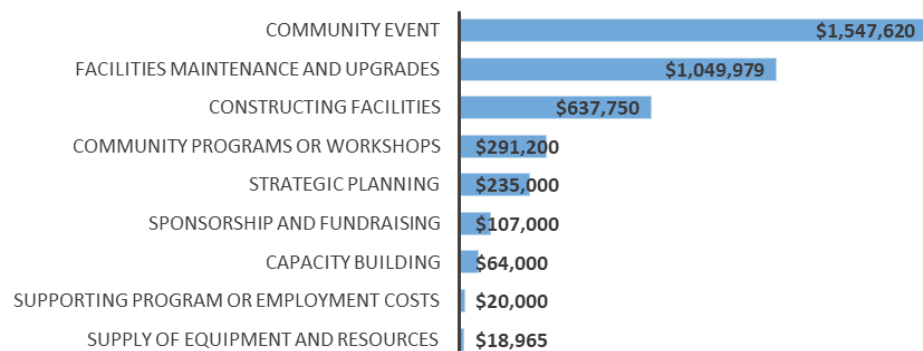
GRANT ALLOCATION BY TOWN



GRANT ALLOCATION BY FOCUS AREA



GRANT ALLOCATION BY TYPE



KEY SCHEME OUTCOMES

- DEVELOPMENT OF ICONIC ANNUAL EVENTS
- PROVISION AND MAINTENANCE OF A NUMBER OF COMMUNITY FACILITIES
- LOCAL EVENTS HARNESS UNIQUE HISTORY AND CONTEXT AND ACCESSIBLE TO THE BROADER COMMUNITY

9.3 Strengths of the Scheme

Enables community ownership and tailoring of local initiatives

One of the key strengths of the ACADS scheme that was identified by stakeholders, residents and councillors was its ability to conceptualise, plan and deliver events that are specific to and reflective of the local township's needs and opportunities. In this way, the Community Association is able to act as a peak body for the township and deliver programs and initiatives that respond directly to the needs and aspirations of the local area. Many stakeholders noted that a number of programs, initiatives and infrastructure projects that had been funded through the ACADS scheme would not have been delivered if it weren't for the ability of the Community Association to be provided an opportunity to fund these initiatives through the ACADS scheme.

Funding continuity has contributed to building capacity of community associations

While there are varying levels of capacity throughout the designated community associations, the continuity of the funding over several years and the non-competitive nature of the ACADS scheme has enabled community groups to be sustained by the funding, thereby allowing them to contribute positive outcomes to their local townships. It was noted both by stakeholders and throughout the survey consultation that without this funding a number of groups would not be viable. In addition, the continuity has allowed annual events and initiatives to be developed that Associations have delivered over a number of years to become 'iconic' community events, such as the Dampier Beachside Markets and the Point Samson Chilli Cook Off.

Provides specific focus on high investment in outlying towns

An important function of the ACADS scheme is that it provides deliberate and significant funding to its outlying towns. This is particularly significant when assessing the grant allocation by town for both the Annual and Quarterly schemes in comparison, where grant investment in the outlying townships is significantly lower.

Flexibility in terms of what can be funded

The City's grants and community engagement team has, over a number of years, refined the ACADS process so that there is generally a high level of communication between the grants team and the community association to assist them throughout the applications process. Because of this, the City remains flexible and open to working with groups to identify what type of projects may be delivered via the funding. As the townships within the City remain incredibly diverse, each with their own unique needs and aspirations, this flexibility remains an asset of the ACADS program.

High level of accessibility to activities (e.g. events or initiatives typically benefit all community members)

While the other schemes provide support that is often more targeted to specific groups or causes, a key strength of the ACADS scheme is that it is purposefully aimed at engaging a broad cross section of the community. Its initiatives are inclusive and accessible to a large proportion of the community, whether it be through general community events or through facilitating the upgrade of local infrastructure.

9.4 Weaknesses of the Scheme

Success of the scheme is reliant on community associations with varying levels of capacity

In its current form, the scheme is reliant on the capacity of the five designated community associations, however capacity of the associations varies. Because of the scheme's non-competitive nature, this has meant community associations may not have the capacity necessary to deliver certain projects or initiatives successfully and in a manner that provides good value for money for the City of Karratha. This has meant that providing a 'one-size-fits-all' approach to the ACADS scheme in terms of policies changes or updates can be problematic, as what may be an issue or concern for one associated may not be experienced in another association.

There can be a lack of communication between the community associations and the residents they represent

It was noted by stakeholders across a number of townships that the success of the ACADS model is heavily dependent on the extent to which its designated association is representative of the community in which they operate. It was felt that community consultation and progressing initiatives that were truly reflective of community need and aspiration were attempted and achieved inconsistently across the five associations.

Lack of rigour in acquittal and evaluation process and difficulty communicating outcomes and value

Throughout the consultation process, stakeholders noted that the current constraints of the acquittal process and forms make it difficult to communicate the value of the initiatives delivered. The need for methods to better capture the outcomes and value of grant funded initiatives may have contributed to some of the residents surveyed believing that there the level of investment going into the ACADS wasn't delivering corresponding returns to the City.

Lack of funding direction/targeted guidelines

It is perceived that clearer funding directions and guidelines as to what projects can be funded could be provided to community groups. While this currently allows for flexibility and diversity within the grant funding, it can also create uncertainty amongst groups as to what projects the City may support.

ACADS funding has resulted in a level of dependency from the community associations

As a high level of funding has been provided via the non-competitive ACADS scheme over recent years, this has created a level of dependency amongst community associations who have come to rely on this funding. This will mean that the communications around any future grant program changes will be critical, particularly for the community associations.

Low awareness of grant scheme funding from broader community

Of the three community grant schemes, the ACADS scheme had the lowest level of awareness amongst community members. Given significantly more money is invested into ACADS than the Annuals and Quarterlies scheme, this presents an opportunity for the City of Karratha to consider how it could further leverage its impact by growing awareness of the ACADS scheme funding and outcomes.

10. ANNUAL COMMUNITY GRANT SCHEME - SUMMARY

10.1 Overview of the Scheme

The Annual Community Grant Scheme provide a return benefit to the City of Karratha community through its support of community, sporting, cultural and not-for-profit service groups. This financial assistance encourages high standards of community service and program delivery in areas such as: arts, health, welfare, training, sport and general interest.

These grants also promote a positive public image of the City of Karratha.

Grants may be used to cover costs such as:

- Annual events
- Service / program delivery
- Building maintenance
- Operating costs including but not limited to:
 - Salaries / wages
 - Advertising
 - Rent (considered in context of whole community benefit)
 - Insurance (capped at 50% of the total insurance costs)

There is one funding round per year and groups are eligible to apply up to \$50,000 per application. Calls for applications are advertised for a minimum 2-month period (prior to May each year) for Council consideration at the May Ordinary Council Meeting. Applications are then assessed listed in order of priority and placed in Council's annual draft budget process for consideration.

Acquittals of annual grants are due by June 30 of the year the grant is allocated. Successful applicants receive lump sum payments for each approved project as follows:

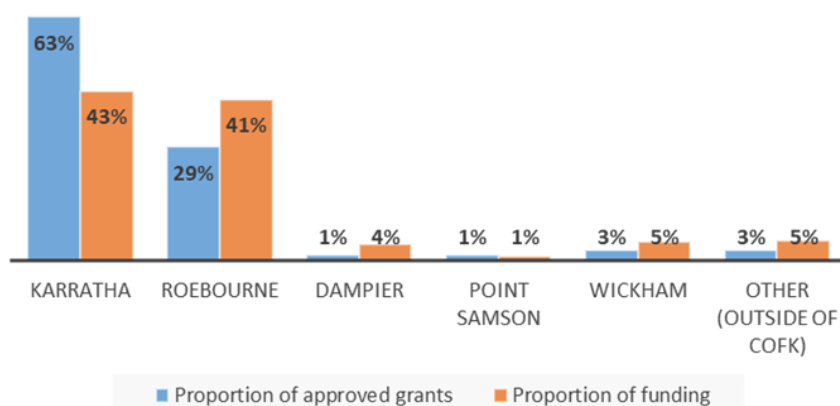
- 50% upfront payment
- 30% progress payment with written evidence/update on status of project
- 20% upon completion of the project, receipt of all financial acquittal document and completed evaluation report

Recipients can access up to half of the final payment without an evaluation report if they are able to acquit previous project payments, however the final 10% will only be released upon receipt of all other documentation.

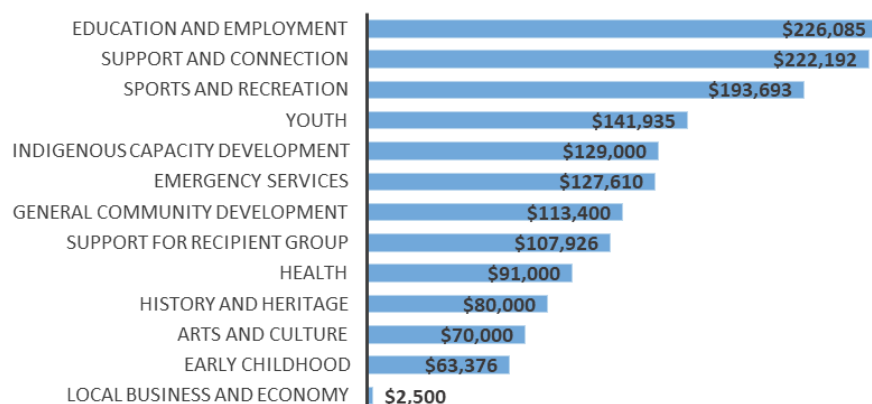
10.2 Scheme Analysis

TOTAL \$ INVESTED (2012 – 2017) **\$1,982,455**

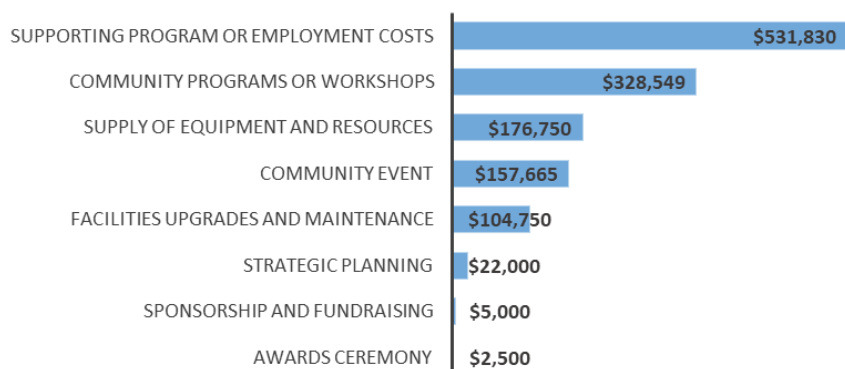
GRANT ALLOCATION BY TOWN



GRANT ALLOCATION BY FOCUS AREA



GRANT ALLOCATION BY TYPE



KEY SCHEME OUTCOMES

- WIDE BREADTH OF FOCUS AREAS HAVE BEEN SUPPORTED
- FOCUS ON ONGOING PROGRAMS OR INITIATIVES, AS OPPOSED TO ONE-OFF EVENTS
- INVESTMENT LARGELY BASED IN KARRATHA AND ROEBOURNE

10.3 Strengths of the Scheme

Provides opportunity for more substantial projects to be supported

The biggest area of feedback for the Annuals scheme is that it enables all community groups and organisations an opportunity to manage bigger and more substantial projects. Because of the once per year timing of the round, it allows groups to consider and prepare applications well in advance in support of more substantial projects.

Wide breadth of investment focus areas

The analysis of the Annuals scheme shows there is diversity in the focus areas and types of grants supported. There is a fairly even of spread of grant support across a broad range of areas with a particular emphasis on: education and employment, support and connection and sports and recreation.

Strong focus on community programs or workshops which have ongoing impact

In looking at the grant types that have been allocated for the Annuals scheme over the last 5 years, there has been a strong emphasis on supporting program or employment costs and community programs and workshops. These are activities which are typically focused on longer-term impacts in comparison to one-off initiatives such as community events and would suggest that the Annuals scheme is positively supporting capacity building in both community groups and the City's community members.

10.4 Weaknesses of the Scheme

Timing of the grant rounds

There were very few negative perceptions of the Annuals scheme throughout the community consultation process, however one element that arose in consultation across a few townships was the timing of the annual grant rounds. Specifically, stakeholders noted that the timing of the round doesn't suit all groups and if a group is to miss the application deadline, waiting for another year to be eligible to apply can sometimes be detrimental to the group. To address this, it is recommended that the City continue to provide very clear communication well in advance of when the Annual application rounds are open.

High Karratha concentration

Through assessing the allocation of the Annuals grants by town, it is clear that there is a high concentration of grant funding in Karratha, with a secondary focus on Roebourne. A much higher proportion of grants applications are being received and awarded to these two towns.

Lack of clarity over grant focus areas and desired outcomes

There is some lack of clarity over what initiatives and projects the Annuals grant scheme is able or intended to support. Some stakeholders felt that without clear guidelines on what the Annuals scheme was aiming to achieve through its funding, it is difficult to tailor projects and applications in a way which meets these guidelines.

11. QUARTERLY COMMUNITY GRANT SCHEME - SUMMARY

11.1 Overview of the Scheme

The City of Karratha offers the Quarterly Grants Scheme in partnership with the Woodside-operated North West Shelf Project. The scheme provides opportunities for community and sporting groups to apply for funding to support the development of the organisation, local events, activities and projects. Sport and recreation groups, community groups, associations and committees based within the City of Karratha are eligible to apply.

The scheme is divided into two categories:

- Community and Cultural Grants
- Sports Grants

Within these two categories, the City has identified a number of initiatives and activities that it is seeking to support. Table 2 outlines these initiatives.

TABLE 2 – BREAKDOWN OF QUARTERLIES GRANTS

CATEGORY	INITIATIVE	DESCRIPTION	AMOUNT AVAILABLE
SPORTS GRANTS	Hosting Regional / State Heats or Championships	Funds are available to assist clubs and associations hosting regional, country, state or national championships in the City of Karratha, for costs associated with venue hire, advertising and event administration.	Up to \$4,500
	Junior Club Participation in Regional / State Championships	Funds are available to assist junior clubs and associations (under 21 years) who are competing outside the City of Karratha with costs of travel, accommodation costs and professional fees.	Up to \$3,000
	Equipment	Funds are available to sporting bodies to purchase equipment required for the effective conduct and administration of their sporting activity.	Up to \$2,000
	Sports Development	Funds are available for aspects of sports development that attract professionals for the purpose of conducting clinics, courses and seminars; improve skills of local club members in coaching and officiating; support program development and enhance the technical knowledge of the club	Up to \$4,500
	Facility Development	Funds are available to assist with minor capital work projects to improve or upgrade facilities and amenities.	Up to \$4,500

COMMUNITY AND CULTURE GRANTS	Individual Sports Scholarships	Funds are available for athletes participating in sporting events outside of the City of Karratha to provide assistance in achieving their potential and excelling in their chosen sport via the following categories.	Up to \$1,000
	Shows, Exhibitions, Events and Festivals	Funds are available to assist organisations in the promotion and operation of community-based events, shows, exhibitions and festivals taking place within the City of Karratha.	Up to \$4,500
	Professional and Youth Developmental Training	Funds are available to groups (four or more) who wish to participate in a recognised developmental opportunity outside the City of Karratha.	Up to \$3,500
	Equipment	Funds are available to assist in the purchase of equipment required for the effective conduct and administration of community groups.	Up to \$3,500
	Community Development	Funds are available for community development and capacity building activities that attract professionals to conduct workshops; enhance the administrative and technical knowledge of the group; extend the program or activity to benefit the wider local community; assist in the preparation and development of local community activities.	Up to \$4,500
	Collaborative Projects	Funds are available for groups to work collaboratively on community-focused projects that identify and address gaps around service provision in the community; celebrate arts and culture; protect the local environment or promote cultural understanding and community education.	Up to \$5,500
	Artists Development Grants	Funds are available to individuals who are competitively selected to participate in mentorship programs, festivals, activities or events that will enhance their artistic development or profile.	Up to \$1,000
	Facility Development	Funds are available to assist with minor capital work projects to improve or upgrade facilities used by arts and community groups.	Up to \$4,500

The Quarterly Grant Scheme is a competitive scheme with four funding rounds per year. City of Karratha staff perform an initial review of the applications against a pre-determined criterion by City of Karratha staff. This is then referred to the Chief Executive Officer or nominated delegate for approval. Funds are processed on receipt of a valid tax invoice to the City from the date of notification, so projects do not have to wait for finalisation to be funded. Acquittals and evaluation reports must be received by the City within 6 months of the grant award date.

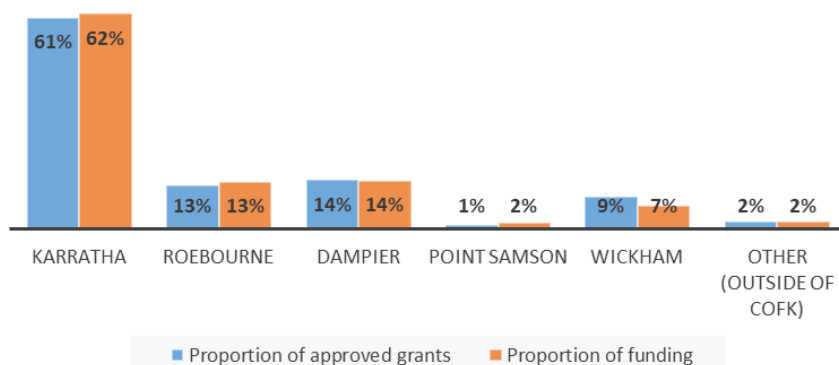
Successful applicants and their approved projects are announced both individually to the applicant and to the broader community by press release.

11.2 Scheme Analysis

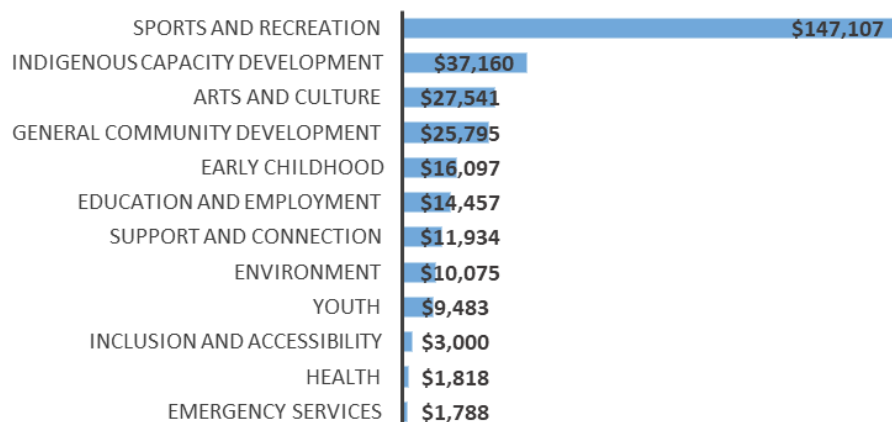
TOTAL \$ INVESTED (2015 – 2017) **\$301,756**

% OF GRANTS APPROVED **72%**

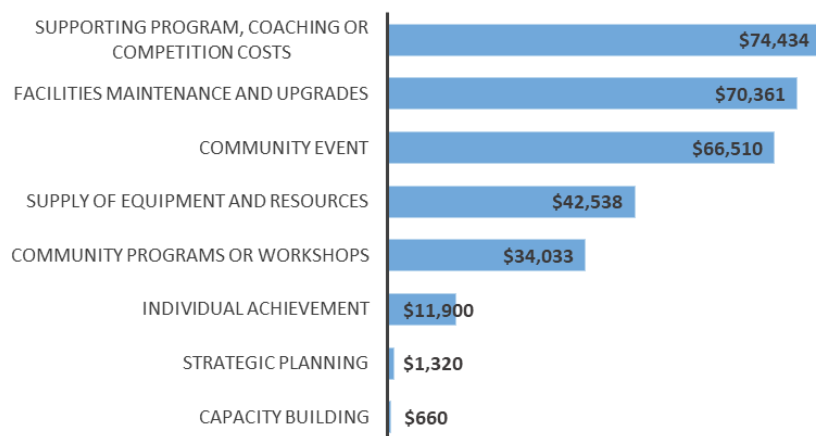
GRANT ALLOCATION BY TOWN



GRANT ALLOCATION BY FOCUS AREA



GRANT ALLOCATION BY TYPE



KEY SCHEME OUTCOMES

- STRONG SUPPORT OF THE SPORT AND RECREATION AREA
- HIGH LEVEL OF SUPPORT OF COMMUNITY GROUPS VIA PURCHASING OF EQUIPMENT AND RESOURCES
- ASSISTS IN FACILITATING COMMUNITY GROUP-LED EVENTS

11.3 Strengths of the Scheme

Regularity of funding rounds

The Quarterly grant schemes was viewed by many stakeholders as the 'traditional' grants scheme, wherein smaller amounts of money are provided to community groups for grass-roots type development. Stakeholders across the townships noted that a strength of the scheme was the regularity of the rounds whereby groups could apply for smaller projects or initiatives multiple times throughout the year. Similarly, if groups missed a funding round they were able to still apply for funding in the next round shortly after.

High awareness of scheme from broader community

The Quarterlies grant scheme had the highest level of awareness in the broader community. This may be due to the high quantity of Quarterly grants that are approved, which is significantly higher than the ACADS and Annuals scheme. The Quarterlies are also typically aimed at 'on-the-ground' initiatives so community members may be more aware of sponsorship from the City via promotion of things such as sport uniforms or event banners.

Case by case assessment of grants and simple application process

Feedback from stakeholders suggested that the application process for the Quarterlies was simple and that there was a flexible case by case assessment approach implemented by the City's grant officers.

11.4 Weaknesses of the Scheme

High concentration of Karratha-based grants

As is the case with the Annuals scheme, a high concentration of Quarterly grants goes toward Karratha-based groups. Given the township of Karratha has a greater population than outlying townships, this may also reflect an appropriate distribution of grants in proportion to the population.

Less diversity in grant focus areas (e.g. high concentration in Sports and Recreation)

In assessing the allocation of grant funding by focus area it is clear there is a very high proportion of grants that are supporting sports and recreation initiatives, making up close to 50% of the total Quarterly grant scheme funding. This, however, is in line with the Quarterlies offering a specific Sport Grants category.

12. RECOMMENDED EVALUATION AND MEASUREMENT PROCESS

The important task of tracking social and community outcomes is very complex as these can often be difficult to measure. Despite this, the City is to be commended for seeking to ensure good tracking of outcomes and progress. Tracking outcomes well requires a tailor-made approach that identifies those key indicators that are most pertinent in any context and able to be gathered with consistency. The measures used should also be those that have been shown to be effective.

As such, it is recommended the City embed a simple model that will help the City to understand and crystallise its return on investment through mapping the City's inputs against its outputs to provide a holistic return measure.

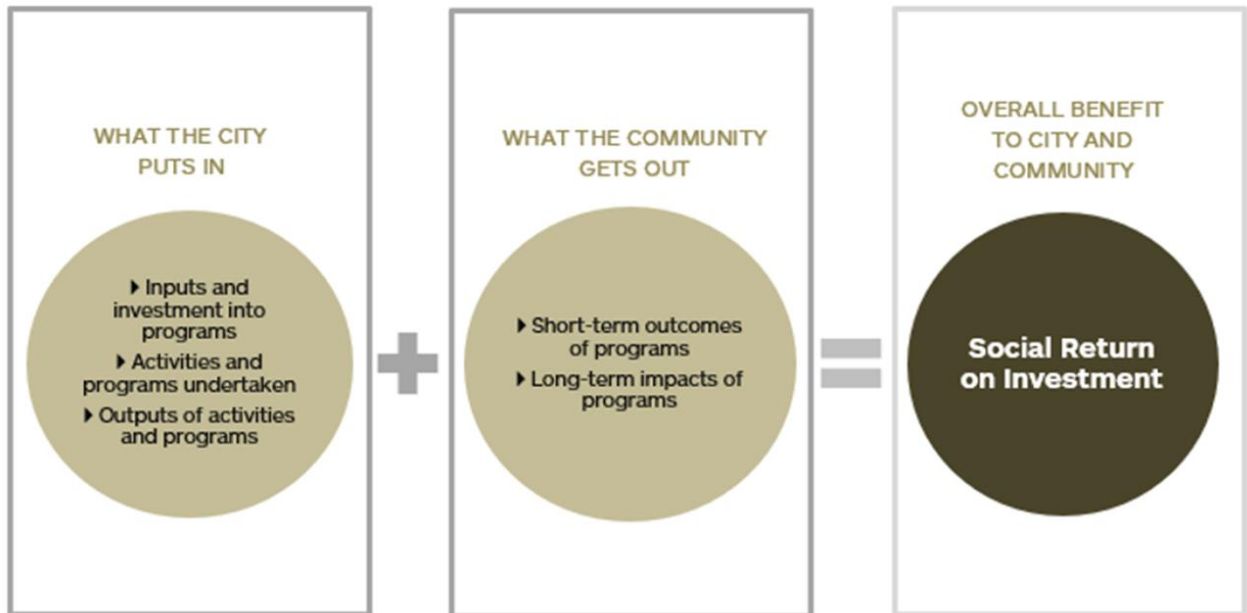
Social Return on Investment (SROI) is a framework that helps organisations measure and account for a broad concept of value – incorporating business, social, environmental and economic outcomes.

Implementing a SROI framework helps to measure value creation in ways that are relevant not just to the City of Karratha, but also to the residents of Karratha and stakeholders within the area. While SROI measurements can be delivered in a number of different ways, best practice SROI generally follows these principles:

1. Involve stakeholders
2. Understand what changes
3. Value the things that matter
4. Only include what is material
5. Do not over-claim
6. Be transparent
7. Verify the result

(Source: Guide of Social Return on Investment, SROI Network, 2015)

The recommended approach used for this SROI is illustrated in the diagram below. As shown it measures both what the City and the community contribute and gain from the grant's investments.



The Theory of Change model illustrated above provides a holistic overview of how change is achieved and has the ability to track both qualitative and quantitative outcomes. Mapping value through a Theory of Change process can be developed through a 3-stage process, as outlined below.

Stage 1 – Identifying the Stakeholders

Identifying who the grants programs have the most material impact on

For the City's purposes, this is recommended to include:

1. Community groups that receive grant funding
2. City of Karratha residents that participate in grant-funded programs

Identifying how these stakeholders will be engaged for and take part in the measurement process

For the City's purposes, this is recommended to include:

1. For community groups – comprehensive application and acquittal forms
2. For residents – integrating feedback on the grant schemes into the Annual Community Survey, or identifying another standard measurement process

Stage 2 – Understand what Changes

Identifying the inputs of the grants program (i.e. the materials, time and resources put into a project)

For the City's purposes, this is recommended to include:

1. The amount of grant funding (including partnership funding)

Identifying the outputs of the grants program (i.e. a summary of the activities achieved as a result of the input)

For the City's purposes, this is recommended to include:

1. Number of volunteer hours invested by community groups to deliver their grant-funded activities
2. The amount of other grants that have been attracted to community groups as a result of grant funding
3. The amount of grant funding invested into local businesses

Identifying the outcomes of the grants program (i.e. the short-term achievements of the grant-funded activities)

For the City's purposes, this is recommended to include:

1. Increased engagement and connection between residents
2. Increased capacity for community groups to self-deliver programs and initiatives
3. Stronger partnerships between residents, community and the City

Identifying the impact of the grants programs (i.e. the long-term benefits/goals of the project)

For the City's purposes and as mentioned previously it is recommended that this track the Strategic Community plan priorities and include:

1. A connected and resilient community
2. Improvements in health and well-being of residents
3. A safe and secure community
4. A community where diversity is recognised and celebrated

Stage 3 – Measuring the Impact

Identify how you will measure any changes as a result of your investment.

For the City's purposes, this is recommended to include:

For community groups – incorporating into the application and acquittal forms the following:

APPLICATION FORMS	ACQUITTAL FORMS
<ul style="list-style-type: none"> • Estimated number of volunteer hours invested by community groups to deliver their grant-funded activities • Estimated \$ figure of other grants that have been attracted to community groups as a result of grant funding • Estimated \$ figure of grant funding invested into local businesses • How the proposed activities will align with the City's short-term outcomes of: <ol style="list-style-type: none"> i) Increased engagement and connection between residents ii) Increased capacity for community groups to self-deliver programs and initiatives iii) Stronger partnerships between residents, community and the City • How the proposed activities will contribute to the City's intended long-term impacts of: <ol style="list-style-type: none"> i) A connected and resilient community ii) Improved health and well-being for residents iii) A safe and secure community 	<ul style="list-style-type: none"> • Actual number of volunteer hours invested by community groups to deliver their grant-funded activities • Actual \$ figure of other grants that have been attracted to community groups as a result of grant funding • Actual \$ figure of grant funding invested into local businesses • Activity achievements in line with the City's short-term outcomes of: <ol style="list-style-type: none"> i) Increased engagement and connection between residents ii) Increased capacity for community groups to self-deliver programs and initiatives iii) Stronger partnerships between residents, community and the City • Following receipt of the acquittal form, the City officers to provide a rating of how effective the project has been in contributing to long-term impacts/goals.

iv) A community where diversity is recognised and celebrated • Which community segment the proposed activity sits in (community; economy; natural and built environment or leadership)	
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For residents – the City may consider integrating questions into the Annual Community Survey to assess perceptions of effectiveness and value for money of the grants program. This may include rating:

- Awareness of each of the City of Karratha Grant Schemes
- Effectiveness of the grant programs in achieving the below outcomes for the community:
 - Creating safe, healthy and liveable communities
 - Attracting diverse and sustainable business and employment opportunities
 - Protecting and supporting the natural and built environment
 - Supporting accessible, transparent and responsive leadership
- Perceived value for money for the City of Karratha's ratepayers

Identify the final return impact

For the City's purposes, this is recommended to include:

1. Calculation of number of volunteer hours invested by community groups
2. Calculation of the amount of other grants that have been attracted to community groups as a result of grant funding
3. Calculation of the amount of grant funding invested into local businesses

Identify the social return impact

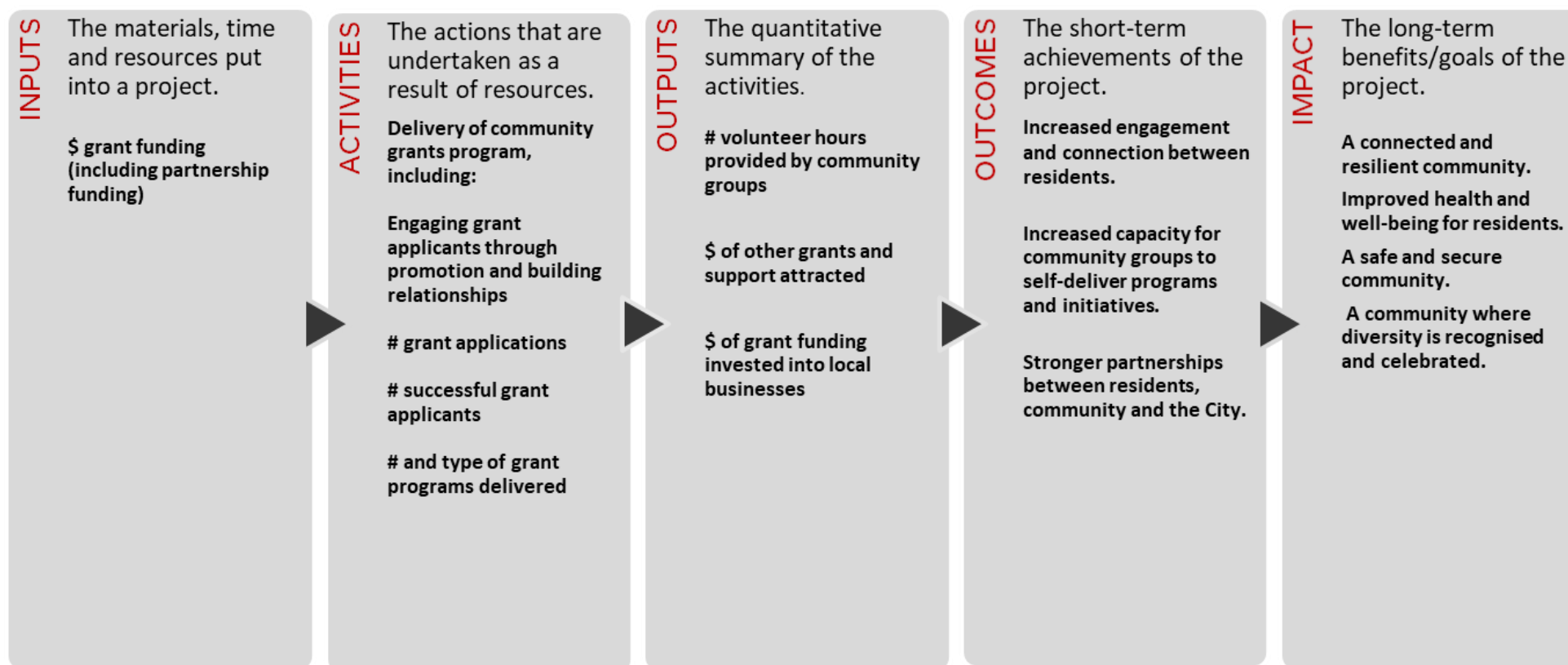
For the City's purposes, this is recommended to include:

1. The extent to which short-term outcomes have been achieved
2. The extent to which programs are contributing to long-term impacts

12.1 Theory of Change Model

A detailed theory of change model takes a wide view of mapping out the process of change and offers a hypothesis for a desired outcome. This model can assist in not only evaluating the outcomes of the City's grants program, but also provides transparency and accountability as to how the City allocates grant funding. It offers a strategic and overarching view of the grants program that can assist in monitoring and tracking the level of success achieved through the program.

Figure 1 – City of Karratha Community Grants Theory of Change Model



13. APPENDIX 1 – SUMMARY OF ENGAGEMENT ACTIVITIES

The below table represents the community groups, organisations and individuals who participated in the project's engagement process.

TYPE	TOWNSHIP	NO. OF PARTICIPANTS	GROUPS REPRESENTED
Focus Group	Roebourne	7	Yirramagardu Community Association
			Yaandina
			RSAS
			Kathy's Krafty Kitchen
			REFAP
			PCYC
Focus Group	Dampier	5	King Bay Fishing Club
			Dampier Billy Cart Derby
			Dampier Community Association
			Dampier Tennis Club
			Dampier Scouts
Focus Group	Karratha	10	Salvation Army
			Soroptimists WA
			Karratha Squash Club
			SAFE (Saving Animals from Euthanasia)
			Welcome Lotteries House
			Karratha Bowls Club
			Karratha Falcons
			Karratha Community Association
Focus Group	Wickham	2	Rugby League Club
			Wickham Community Association
			Wickham Tidy Towns
			Wickham Wolves Junior Football Association
Community Group Survey	Karratha Dampier Wickham Roebourne	13	Wickham Primary School P+C
			Yirramagardu Community Association
			Nickol Bay Hockey Association
			North Pilbara Football League
			Dampier Arts Studio
			Dampier Community Association
			Welcome Lotteries House
			Wickham Tidy Towns

			Karratha Junior Rugby League
			The Salvation Army
Resident Survey	Karratha Dampier Wickham	38	N/A
City of Karratha Councillors		2	
City of Karratha Project Team – Valuing Mechanism Workshop		8	
TOTAL ENGAGED		85	

14. APPENDIX 2 – DETAILED CASE STUDIES

14.1 City of Melville

14.1.1 Overview

The City of Melville offers a range of community grant options for local residents, community groups and businesses which are highly structured, specific and aligned to the City's focus areas and priorities. The community grants are focused on building community capacity, active citizenship, and youth development. The City has a range of small ongoing grants that provide consistent support to key areas such as the Community Partnership Funding or the Friendly Neighbourhood Grants which focus on connection communities and small-scale events. While the youth grants concentrate on participation in sporting and extracurricular activities. Project Robin Hood allows for the funding of unique projects designed by community groups.

14.1.2 Insights for the City of Karratha

Assessment Criteria

All grants require the community group, business or individual to be a resident of the City of Melville for a minimum of 12 months. The youth grants are primarily for young people aged between 12-19 years; however, the development grant extends the age bracket to those between 11 to 25 years.

Grant Types

The grants fall into three categories: community or neighbourhood grants, youth grants and 'Robin Hood' grants. The community grants focus on providing community groups, associations and individuals with funding to build community capacity and connectivity through small-scale events, cultural and arts development, environmental development or community development. The Youth grants are primarily focused on providing assistance for training for or participation in State or National sports. Finally, the 'Robin Hood' grants allow community groups, not-for-profits, businesses and individuals to present any small project that the applicant must then manage and complete in a 24-month time frame.

Frequency

Larger grants such as the Level 1 Community Partnership Funding, Project Robin Hood, and the sponsored Youth Sport Scholarship are open annually. The remaining grant are open all year round, but must be applied for either 6 weeks prior to the activity, or in an appropriate time prior to the event, activity, or project.

Grant Process

Submission for grants is online via the 'Smartygrants' portal. Once a grant is submitted a committee will review their applications. In most processes the successful and unsuccessful grant applicants will then be notified. However, in the Community Partnerships grants after an initial review some applicants will be notified that they were unsuccessful. Successful applicants will then be invited to complete a full application which will again be assessed by the Committee. After this review successful applicants from this round are then provided a funding agreement. Projects must be started within 12 months of a successful grant application, and completed within 24 months (unless otherwise agreed upon). All successful applicants are required to submit a Funding Acquittal Report within 8 weeks of the completion of the project, unless another date is agreed upon.

14.1.3 Summary of Grants Programs

GRANT TYPE	DESCRIPTION	TYPES OF ACTIVITIES/PROGRAMS SUPPORTED	ELIGIBILITY
Community Partnership Funding	<p>Provides community groups and associations with financial and in-kind support to meet identified community needs, through following tiered offering:</p> <ul style="list-style-type: none"> • Level One – up to \$10,000 (annual applications) Level 1 funding can be provided up to \$10,00 annually for up to three years. • Level Two – up to \$5,000 (applications open year-round) • Level Three – up to \$1,000 (applications open year-round) • Non-monetary - up to \$500 in-kind (applications open year-round) • Youth development – up to \$500 (for self-development and leadership opportunities for young people aged 11 – 25) 	<p>The City supports activities that demonstrate an ability to assist in:</p> <ul style="list-style-type: none"> • Building diverse, cohesive and connected communities • Reducing vulnerability and increasing opportunity of disadvantaged groups • Increasing capability and coordination of community services and participation in decision making <p>In addition, Level Two activities can be eligible through one of three streams:</p> <ul style="list-style-type: none"> • Community Development stream • Cultural and Arts Development stream • Environmental Development stream <p>The objectives of the grants should contribute to the City's corporate goals through active participation and partnerships of community groups.</p>	<ul style="list-style-type: none"> • Be a constituted or incorporated not for profit association • Be based in the City of Melville or providing services within this community
Friendly Neighbourhoods Grants	<p>Support of up to \$250 for individuals and community groups to host events that help connect local communities (e.g. welcoming newcomers to an area and/or encouraging community participation).</p>	<p>Supporting small-scale street activation activities. Funding may contribute to:</p> <ul style="list-style-type: none"> • Catering for street parties • Printing costs for Friendly Neighbour cards to promote event • Coffee van for street event 	<ul style="list-style-type: none"> • Must be a resident or/and business within the City of Melville • Events hosted within the City of Melville
Project Robin Hood	<p>Provides \$100,000 distributed via a number of small grants (\$1,000 - \$20,000) for projects presented by community groups, not-for-profit organisations, businesses and individuals.</p> <p>Groups have 12 months to begin their projects and 24 months to complete them.</p>	<p>Larger, collaborative projects that are community-led and run. Examples of projects include:</p> <ul style="list-style-type: none"> • Kidpreneur Market • Attadale Nature Play Space • Palmyra Primary School Nature Tree Deck • Loki the Therapy Dog (Animal Assisted Therapy) 	<p>Any community member, group or business can apply for the grant and winners are chosen through an online community voting process using a 'budget allocator'.</p>

Kidsport	Provides up to \$150 financial assistance for young people aged 5 – 18 to contribute towards club fees		
Youth Development Fund	<p>Offers grants of up to \$500 financial assistance to young people towards self-development and leadership activities and events.</p> <p>Level of funding is based on locality and travel considerations:</p> <ul style="list-style-type: none"> Local (Perth and WA) – up to \$200 Inter-state (within Australia) – up to \$300 International – up to \$500 	<p>Assistance is given for activities that encourage and support personal development and growth including:</p> <ul style="list-style-type: none"> Leadership training Career guidance and development Extra-curricular educational opportunities Emotional wellbeing Other similar activities 	<p>Young people aged 11 – 25 years (inclusive) of age who have lived in the City of Melville for the last 12 months</p> <p>Applicants who have been successful in obtaining a grant will be ineligible for further support until a period of two years has passed</p> <p>Application must be submitted 6 weeks prior to the start date of the activity</p>
Youth Sport Grant	<p>Grant funding provided to residents aged 12 – 19 years to assist with travel, feed and costs associated with State or National Sport Representation.</p> <p>Grant funding of up to:</p> <ul style="list-style-type: none"> \$150 for individuals \$500 for groups 	<p>There must be a demonstrated selection that proves that entitles the person is to represent either the State, National body or State school activity.</p> <p>Grants are for a maximum of 50% of the total travel costs, entry fees or any other events costs.</p>	<p>Applicants must be aged between 12 – 19 years and have lived in the City of Melville for the last 12 months</p> <p>Applications must be supporting by either the relevant governing body or the State/Federal/Voluntary organisation supporting the activity</p> <p>Applicants who have been successful in obtaining a grant will be ineligible for further support until a period of two years has passed</p>
Youth Sport Scholarships	Runs annually and provides free access to LeisureFit centres in Melville and Booragoon for a year.	There must be a demonstrated selection proves that entitles the person is to represent either the State, National body or State school activity.	Applicants must be aged between 12 – 19 years and have lived in the City of Melville for the last 12 months

14.2 City of Vincent

14.2.1 Overview

The City of Vincent (CoV) offers a range of programs that focus on service provision, community support / development, as well as environmental and heritage conservation. These focus areas are in line with the CoV's priorities. Many of the small grants focus on being 'kick-starter' or 'seeding' grant money, and are therefore designed to help innovation occur in the City. While the larger grant amounts are focused on addressing key social issues in the City such as homelessness. The City of Vincent does provide funding specifically for five 'Town Teams' who are community groups that build community engagement within the five towns in the city. The Town Teams are able to apply for two funding types: initiatives that help to improve the town centre, and programs that assist the Town Team in becoming less reliant on the local government, and therefore more sustainable into the future.

14.2.2 Insights for City of Karratha

Assessment Criteria

All of the grants in the City of Vincent are designed to assist community groups or members that reside in the City of Vincent. The organisations or groups mission must be aligned with the City of Vincent's Strategic Community Plan 2013 – 2017. Grant applications should demonstrate strong elements of collaboration where the group partners with at least one other organisation to create an outcome that neither organisation could achieve on its own. Projects should address a demonstrated need within the community, with objectives to improve the City of Vincent cultural experience. Projects need to have measurable outcomes, and applications need to make clear how the outcomes will be measured. The City needs to be satisfied that the applicant organisation has the competency and capacity to implement the project.

Grant Types

The City of Vincent has grants in a variety of areas that all align with the City's Strategic Community Plan. The main areas of focus include: environment, heritage, addressing social inequality / issues, and event sponsorship. The City also provides fee waivers for community groups, organisations and individuals to assist in the delivery of community projects.

Frequency

The smaller grants such as the Active Transport Grants, Seeding Grants, Heritage Assistance Fund and Festival and Event Sponsorship are available all year round. Other grant such as the Town Team grants and the Collaborative Grants are available annually.

Grant Process

Information about the grants and the application process is made available on the City of Vincent's website. The application criteria and / or assessment matrix is provided for each of the grants. Further information is available for the grants via phone or email contact with the City's Community Partnership Team. Applications can be submitted in either hard copy via post, or digitally via email. Once applied for it is a six – eight week process for the grants to be assessed and the successful grant applicants are informed. Acquittals should be provided within 30 days of the completion of the project.

14.2.3 Summary of Grants Programs

GRANT TYPE	DESCRIPTION	TYPES OF ACTIVITIES/PROGRAMS SUPPORTED	ELIGIBILITY
Seeding Grants	<p>Supports projects that increase social participation, promote social inclusion and strengthen community connections. This comprises of:</p> <ul style="list-style-type: none"> Cultural Kickstart grants – Up to \$5,000 per project Community Innovation grants – Up to \$5,000 per project 	<p>Cultural Kickstart grants support:</p> <ul style="list-style-type: none"> New projects related to cultural development, artistic development, community art projects or events <p>Community Innovation grants support:</p> <ul style="list-style-type: none"> New projects related to community development, education or recreation 	<ul style="list-style-type: none"> Not-for-profit community organisation Registered charity Social Enterprise Aligned with CoV's Strategic Community Plan
Community Support Grants	Support of up to \$10,000 per program for projects that address key social issues impacting the local community	Grants support programs and services that demonstrate outcomes that will build a strong and resilient community as well as initiatives that ensure the ongoing sustainability of community organisations.	<ul style="list-style-type: none"> Not-for-profit community organisation Registered charity Social Enterprise Aligned with CoV's Strategic Community Plan
Collaborative Grant (Homelessness Service Provision)	Support of up to \$85,000 to establish partnerships between the City of Vincent and service delivery agencies in order to effectively respond to a recognised community focus area as determined by Council. Focus areas are reviewed on an annual basis to ensure alignment with Council priorities and community demands.	Required to demonstrate a partnership approach to providing tools to empower individuals experiencing homelessness to improve their physical, emotional, spiritual and/or mental wellbeing.	<ul style="list-style-type: none"> Not-for-profit community organisation Registered charity Social Enterprise Aligned with CoV's Strategic Community Plan
Heritage Assistance Fund	Provides financial assistance to those who wish to undertake approved heritage conservation projects on places listed on the City of Vincent Municipal Heritage Inventory. Groups are entitled to 50% of the total cost of works to a maximum of \$5,000.	<p>Funding can be applied for under one of the two below categories:</p> <ul style="list-style-type: none"> Documentation – for those who wish to seek advice, plans and/or specifications that will assist in making decisions about a heritage listed place Conservation – for those who wish to attract financial assistance for part of the costs associated with the conservation works on a heritage listed place 	<ul style="list-style-type: none"> Be the landowners of the heritage listed place or community / no-for-profit groups that have a long-term lease of legal agreement for the maintenance of a building listed on the City's' Municipal Heritage/State Register of Heritage places Work must start within 6 months of funding allocation
Festival and Event Sponsorship	Supports organisations to deliver festivals, events and other similar activities which contribute to community vibrancy.	Sponsorship is provided through direct funding and/or in-kind services determined by the value brought to the	

Vincent community in terms of economic, cultural and social outcomes.		
Town Team Grant	<p>Grants up to \$10,000 provides support to the five recognised Town Teams within the City of Vincent:</p> <ul style="list-style-type: none"> • Beaufort Street Network • Leederville Connect • Mt Hawthorn Hub • North Perth Local • OnWilliam <p>Grants occur annually.</p>	<p>Town Team grants are split into two streams:</p> <ol style="list-style-type: none"> 1) Town Centre initiative Grant- initiatives that help improve the performance of the town centres (physical improvement, businesses development, marketing initiative) 2) Sustainable Town Team Grant- initiatives that help the town teams become better organisations (online membership system, website upgrades, training, insurance advice, initiatives to show how the town team is able to become less reliant on government support). <p>Must be one of the five Town Teams.</p> <p>Grants cannot be applied for retrospectively</p> <p>Town Team will not be eligible if they exceed the \$10,000 maximum of grant funding allocated by the CoV in the 12-month period.</p> <p>The Town Team cannot receive payment of any kind of their participation in the initiative.</p>
Specific Grant Areas	<p>The City have nominated specific areas that have their own grant application and approval processes. These include:</p> <ul style="list-style-type: none"> • Environmental Grants • Active Transport Schools Grants • Transport Assistance Grants • Special Assistance Welfare • Waiving of Fees 	<p>Each of the specific grants supports activities that are aligned with the City of Vincent's priorities, and that link to the needs of the community in the CoV.</p>

14.3 Town of Port Hedland

14.3.1 Overview

The Town of Port Hedland (ToPH) grants are designed to support local community groups, not-for-profit organisation and individuals who reside in the ToPH municipality. The grants aim to provide support to individuals; community project; programs; or events in the areas of sport; art; music; or culture.

The application process, and continual reporting of the progress of the program provides applicants with the space to build skills in relation to the application process and keep quality records of their organisation's expenditure.

The three-year continued funding model of the Community and Partnership grant assists organisations in future planning and management of their activities, events or programs.

14.3.2 Insights for the Town of Port Hedland

Assessment Criteria

All applicants must either be an individual, not-for-profit or community organisation that permanently resides in the ToPH municipality. Sufficient financial information must be provided to clearly identify the full project budget, and the items on which the funding will be spent. The applicant must have the resources and capacity to carry out the activities specified in the application.

Funding will not be provided for capital projects, commercial organisations, retrospective costs, deficit funding, core organisation operating costs, organisations that have outstanding debts to the ToPH, non-incorporated organisations (unless supported by an Auspice Organisation), or State Government Organisations.

Grant Types

There are five main grant types: Community and Partnership; Community Support Grants; Equipment Purchase Grant; Individual Youth Donation and Group Youth Donation. Both the Community Support Grant and the Equipment Purchase Grant are 'matched funding grants' meaning that the applying organisation must match the funding provided to them by the ToPH if their application is successful.

Frequency

All grants with the exception of the Community and Partnership Grant are open all year around. The Community and Partnership Grant opens for applications in November each year. These grants last for a maximum of three years, and organisations are limited to one application every three financial years. Organisations can apply for multiple Community Donations per year, however the maximum amount of support they can receive per financial year is \$500

Grant Process

Grants are submitted to the Grants admin officer who reviews the grants and then provides feedback and suggested changes which are sent back the applicant and made within 24-48 hours. All applications are then assessed by the Chief Executive Officer (CEO) with endorsement of the Mayor. The project team is required to periodically update the Grants Admin Officer on the progress so that the status of the delivery of the project can be monitored by the Town of Port Hedland. Grants require council approval only when expenditure is not identified as part of the budget process and grants require more than \$50,000

unbudgeted co-payment of funds from the Town of Port Hedland, or Grants where the amount needed differs significantly from the amount that had been authorised in the budget process. Successful application must provide acquittal documentation to the ToPH within 30 days of the completion of their project outlining; qualitative aspects (e.g. success of the activity), receipts, examples of promotional materials, recognition of the ToPH and photos from the event or program. Any unspent monies must be return to the ToPH within 60 days.

GRANT TYPE/NAME	DESCRIPTION	TYPES OF ACTIVITIES/PROGRAMS SUPPORTED	ELIGIBILITY
Community and Partnership Grant	<ul style="list-style-type: none"> Provides a maximum of \$15,000 annually for a period of 3 years. Support provided can be comprised of cash funding, in-kind support or waiver of fees Support is limited to a maximum of three-year funding period (maximum amount of funding over three years is \$45,000) Applications are called for in November each calendar year 	<ul style="list-style-type: none"> Funding is designed to increase community access to essential events, programs and services and applications must align with the Strategic Community Plan 2014-2024 Applications should result in a direct benefit to the Community or satisfy the general requirements of the Town of Port Hedland Demonstrate a high level of community support or need for the event, program or service To provide assistance to not-for-profit and Community Organisations located within the Town of Port Hedland municipality to deliver core services. 	<ul style="list-style-type: none"> Community or not-for-profit groups that permanently reside in the ToPH municipality New applicants will be required to provide audited financial statements from the two previous financial years as part of their application Applications are limited to one application per organisation every three financial years Sufficient financial information must be provided to clearly identify the full project budget and the items on which the funding will be spent. The applicant must have the resources and capacity to carry out the activities specified in the application While receiving Community and Partnership Grant funding organisations are not eligible for other grants
Community Support Grant (Matched Funding Grants)	<ul style="list-style-type: none"> Provides a maximum of \$3,000 support per financial year. The support provided can be comprised of cash funding, in-kind support or waiver of fee. Amount donated by the ToPH must be matched by applicant Applications are accepted all year round. 	<ul style="list-style-type: none"> Funding is designed to support community projects, programs or events 	<ul style="list-style-type: none"> Applicants must demonstrate ability to match ToPH grant support

Equipment Purchase Grant (Matched Funding Grants)	<ul style="list-style-type: none"> • Maximum of \$500 cash per financial year. • Amount donated by the ToPH must be matched by applicant • Applications are accepted all year round. 	<ul style="list-style-type: none"> • Used for the purchase of equipment, uniforms etc. • Demonstrate a benefit of the equipment purchase to the wider community 	<ul style="list-style-type: none"> • Equipment purchased must remain the property of the organisation and must not be for the exclusive use of any individuals • Applicants must demonstrate ability to match ToPH grant support
Individual Youth Donation (Community Donations)	<ul style="list-style-type: none"> • Provides Individual Youth Donations to a maximum of \$500 cash per financial year. • Applications are accepted all year round but should be lodged a minimum of 6 weeks prior to the event of program commencement date 	<ul style="list-style-type: none"> • Funding can be used for travel of program attendance fee associated with participating in State, National or International representation in sport, arts, music or cultural programs. • Participation will help to develop further experience and skills in a sport, arts, music or cultural field 	<ul style="list-style-type: none"> • Applicants must be invited to attend the competition or program they are applying for • Applications are open to school aged individuals 18 years or under • Applicants must be a resident within the ToPH municipality on a fulltime basis to receive the maximum \$500. Applicants at boarding school outside the ToPH can receive a maximum of \$250 provided their family resides within the ToPH municipality on a fulltime basis • Maximum number of individuals to be funded from a single organisation attending the same competition or program is 3
Group Youth Donation (Community Donations)	<ul style="list-style-type: none"> • Group Youth Donations to a maximum of \$2,000 cash per financial year for more than 3 participants attending the same events. • Group to apply for a Community Support Grant as an Auspice Organisation • Applications are accepted all year round but should be lodged a minimum of 6 weeks prior to the event of program commencement date 	<ul style="list-style-type: none"> • Funding can be used for travel of program attendance fee associated with participating in State, National or International representation in sport, arts, music or cultural programs. • Participation will help to develop further experience and skills in a sport, arts, music or cultural field 	<ul style="list-style-type: none"> • Same as above.

14.4 Shire of Augusta Margaret River

14.4.1 Overview

The emphasis of grants in the Shire of Augusta Margaret River is on building the key areas of focus that the shire is well known for, such as local, community and state, national or international calibre events. This fits with the Shire focus on being an 'event' or tourism destination. In applying for this funding applicants are asked to think about a range of criteria including social, environmental and economic implications of the events as well as how they can sustainably manage the events. Other grant types are branded as 'financial assistance' and are of values of \$1000 or less, with the exception of the interest free personal loan (\$20,000 max).

The Augusta Margaret River Shire website also has a section that outlines alternative grants and sources of funding that applicants may be interested in not hosted by the shire.

14.4.2 Insights for the Shire of August Margaret River

Assessment Criteria

Each grant type has unique selection criteria. The focus of the community grants is on providing money for incorporated community-based volunteer and not-for-profit organisations and individuals functioning in the Shire of August Margaret River.

Grant Types

The grants fall into two main types; those providing funding for events, and those providing funding for groups and individuals in the community, which are termed financial assistance grants.

Frequency

Applications for the community financial assistance grants can occur year around; while the primary round of the events grants is in May. Individuals, community groups and not-for-profits can only apply for one type of financial assistance per calendar year.

Grant Process

Grants application forms are to be applied for to the Shire's Marketing and Events Officer (event grants) or the Shire's Director Corporate and Community Services (financial aid grants). Applications must document the projected income and expenditure of the project. Event application forms must also consider: social, environmental and economic implications of the events as well as how they can sustainably manage the events. Recipients of financial assistance under the Community Development Grants category must submit an acquittal form and relevant supporting information within one month of the completion of the project, including all relevant invoices and receipts and copies of promotional materials to show how the shire funding was acknowledged.

GRANT TYPE/NAME	DESCRIPTION	TYPES OF ACTIVITIES/PROGRAMS SUPPORTED	ELIGIBILITY
Icon event Sponsorship	<ul style="list-style-type: none"> Council contributes a percentage of ratepayer income towards the sponsorship of Icon Events Applications should address the following: <ul style="list-style-type: none"> social implications (community, access and inclusion, social justice); environmental implications (education and conservation, impact on natural amenity); economic impacts (organisation spent, visitation, media value, brand promotion, infrastructure); sustainable management (project plan, organiser contribution, event partners/stakeholders/funding agencies, self-sustainability) and sponsorship benefits (corporate benefits, community benefits) First round of funding cut off is the 1st Monday in May, and applies to events occurring in the following financial year. If any funding remains after the first round it will be allocated at ad-hoc internals during the financial year until exhausted Applications are submitted to the Shire's Marketing and Events Officer 	<ul style="list-style-type: none"> Large scale events deemed to be of state, national and/or international calibre, which demonstrate potential to generate high level of economic activity or stimulate large scale community interest, involvement and/or development 	<ul style="list-style-type: none"> Large scale event held in the Shire of August Margaret River that is deemed to be of state, national and/or international calibre
Community Event Sponsorship	<ul style="list-style-type: none"> Same as above 	<ul style="list-style-type: none"> Community event sponsorship aims to assist with the funding of locally run events 	<ul style="list-style-type: none"> A community event run in the Shire of Margaret River Augusta
Community Financial Assistance	<ul style="list-style-type: none"> Provides financial assistance to community organisations and individuals within the Augusta Margaret River Shire local community to enhance community values and aspirations Areas of financial assistance include: <ul style="list-style-type: none"> i) Sponsorship (\$200 per student / individual) 	<p>Can be used for:</p> <ul style="list-style-type: none"> An activity, event, competition, project or celebration Provision of services and maintenance of facilities with the shire Ground maintenance 	<ul style="list-style-type: none"> A community organisation within the Shire of August Margaret River that makes available its membership the general community Incorporated community-based volunteer and not-for-profit

	<ul style="list-style-type: none"> ii) Sponsorship- Appointment for international representation (\$500 per student / individual) iii) Donation (maximum of \$200) iv) Waiver of fees and charges (A maximum of 50% of the applicable fees and charges) v) Council contribution (council consideration) vi) Interest free loans (maximum of \$20,000) • Only one type of financial assistance can be applied for per calendar year 	<ul style="list-style-type: none"> • Core staff and administration costs for the management of Shire facilities • Cultural events • Programs and activities that strengthen our community and improve community well-being • Programs with a charitable or community service-oriented purpose • Disaster relief funds for humanitarian reasons • An organisation's development • The establishment of new facilities or improvement to existing facilities of a capital nature. 	<p>organisations functioning in the Shire of Augusta Margaret River</p> <ul style="list-style-type: none"> • Projects that address one or more of the types of activities outlined • Sponsorship is for students enrolled at primary or secondary school within the Shire of August Margaret River of a member of a local school, sporting association or club selected for state or international representation <p>Ineligible groups:</p> <ul style="list-style-type: none"> • Educational institutions • Sporting associations and groups requiring equipment of uniforms • Capital or ongoing maintenance works • Recurrent events, salaries or operational costs • Organisations experiencing a shortfall in cash • Proposals where alternative sources of funding are available • Projects or activities that are already covered by an existing service agreement with the Shire or Augusta Margaret River
Community Development Fund Grants	<ul style="list-style-type: none"> • Community grants (maximum of \$1,000) • Provides financial assistance to community organisations and individuals within the Augusta Margaret River Shire local community to enhance community values and aspirations • Only one type of financial assistance can be applied for per calendar year 	<ul style="list-style-type: none"> • A way for the Shire to support local community groups and organisations through small grants of up to \$1,000 for events, activities and programs. • Contribute to the wellbeing and quality of life of the local community • Encourage increased membership/volunteerism in local community groups or organisations • Upskill volunteers • Increase community involvement in arts and culture 	<ul style="list-style-type: none"> • Same as above

-
- Activate the Shire's community halls and facilities
 - Create accessible opportunities for all community members include being with disability, people from culturally and linguistically diverse backgrounds, Aboriginal Australians, seniors, youth, LGBTIQ+ people and people experiencing financial hardship

14.5 Lottery West Grants

14.5.1 Overview

Lotterywest give out grants to the West Australian community. They receive approximately 1,000 grant applications each year and in the 2016-2017 financial year gave out \$265 million to the local community in grants. Grants are awarded to not-for-profit organisation (from small unincorporated groups to large multi-functional organisations) and local government authorities. The focus of the grants is on charitable or benevolent purposes with the capacity for community support/building. Typically, one –off contributions for a single activity, event, or purchase. The Lotterywest website holds a range of resources designed to get applicants to research their request, seek advice from experts in the area, and gain feedback from Lotterywest before their application is submitted to ensure the applications are well thought out and comprehensive.

14.5.2 Insights for the Town of Port Hedland

Assessment Criteria

Assessment criteria vary across many of the grant types; however, Lotterywest consistently requests: written quotes; comprehensive planning documents (including risk management plans and any relevant approvals); comprehensive budgets of the entire initiative (with a breakdown of where the Lotterywest money will be spent); evidence of the groups' capacity to achieve their goal and evidence of community support.

Grant Types

Lotterywest gives out grants in the following areas:

- i) ANZAC Centenary
- ii) Big Ideas
- iii) Community and Workplace buildings
- iv) Community events
- v) Community spaces outdoor
- vi) Emergency relief
- vii) Furniture and equipment
- viii) Heritage and conservation
- ix) IT and web
- x) Organisational development
- xi) Projects
- xii) Regional performing arts
- xiii) Research
- xiv) Sector development
- xv) Trails (walking, cycling, horse riding and paddling routes)
- xvi) Vehicles

Frequency

Grant applications are taken all year round.

Grant Process

Lotterywest clearly outline their grant process in a step-by-step infographic to applicants.

IMAGE: LOTTERYWEST GRANT APPLICATION PROCESS (LOTTERYWEST HOW TO APPLY, JULY 2018)



The infographic is coupled with a frequently asked questions section and a 'find out more' section that relates to each of the steps outlined in the infographic. The website also has a directory of consultants that can provide relevant, high quality advice. All of this information makes the Lotterywest 'How to apply' webpage a good resource for grant applications generally. Grant applicants are encouraged utilise all of the resources on the Lotterywest website and to call Lotterywest to talk through their application or idea before submitting their proposal. It typically takes 3 months for applications submitted with all of the required information to go through the assessment and approval process.

GRANT TYPE/NAME	DESCRIPTION	TYPES OF ACTIVITIES/PROGRAMS SUPPORTED	ELIGIBILITY
Big Ideas	<ul style="list-style-type: none"> Grants are for assets that will significantly add to WA's social, natural, and built features that add value to WA and benefit many people over a long period of time 	<ul style="list-style-type: none"> Large scale projects that have a major community impact Unique and world-class projects/events Partnership between government, community and the private sector <p>Past examples: broadcast 'Opera in the Park' to regional communities; development of SciTech Discover Centre</p>	<ul style="list-style-type: none"> Ability of your organisation to deliver the project Feasibility of the proposal Project should have major support from a number of sources Sustainability of the asset, project or event should be demonstrated
Community & workplace buildings	<ul style="list-style-type: none"> Community and workplace building grants help develop spaces where people can come together to share interest, seek support, or carry out work for community organisations. 	<ul style="list-style-type: none"> Purchase of a building, construction or fit0out and/or renovations to a building Will consider supporting long term leasing costs where this is more effective to meet accommodation needs for a community service. 	<ul style="list-style-type: none"> Accommodation must most effectively meet the need to deliver your service Must explore opportunities for shared accommodation Must be accessible and useable for the whole community (including those with disabilities) Ability of organisation to manage and maintain the building Long term viability Details of what will happen if the building grant request is not supported Two written quotes A feasibility study and business care Community usage policy Project management plan (including risk management) 3-year management and operational plan including a budget

Community Events	<ul style="list-style-type: none"> Provides grants for big and small events that enhance social connection, reduce isolation and increase the social fabric of our community. 	<ul style="list-style-type: none"> Events may include local activities, awareness days, cultural events and large-scale festivals Support the cost of travel and accommodation for entertainers to small country towns or remote locations 	<ul style="list-style-type: none"> If approached for similar events, consideration will be given in taking a combined approach Accessibility and affordability Clarity about who is the target audience of the event (no member only events) Potential to build a stronger community Suitable facilities and resources Sound event planning, management (including risk, permits and licenses) and evaluation Sound budget and the inclusion of other income sources Two written quotes for items over \$3,000 (one quote for under \$3,000), a written estimate, advertise prices
Community Spaces Outdoor	<ul style="list-style-type: none"> Help create spaces for people to come together and take part in activities that benefit their well-being. 	<ul style="list-style-type: none"> Creation of skate parks Development of playgrounds Memorials marking our culture, heritage and community sentiment Design of community gardens to promote sustainable living Earthworks, play equipment and shade facilities 	<ul style="list-style-type: none"> Do not support the ongoing operation and maintenance of community spaces. Need community and stakeholder support Must have a plan that demonstrated the facility will meet community need Demonstrate the ability of your organisation to manage and maintain the outdoor space Long term viability of the space and your organisation Contributions from relevant sources

			<ul style="list-style-type: none"> • Useable and accessible spaces for the whole community (including people with disabilities) • Planning and building approvals (including risk management plan) • Consideration of heritage and environmental factors • Two written quotes • Community usage policy • 3-year management and operational budget
Furniture and Equipment	<ul style="list-style-type: none"> • Support the purchase of furniture and equipment such as office items, telephone and filing systems, resource materials, whitegoods, toys, musical instruments and workshop tools 	<ul style="list-style-type: none"> • Educational toys to support early learning activities • Office and household furniture for services supporting people with disabilities • Equipment for hobby groups • Diagnostic equipment for community based preventative health services • Emergency equipment • Community Centre furniture 	<ul style="list-style-type: none"> • Two written quotes for items over \$3,000, one written quote for items under \$3,000
Regional Performing Arts	<ul style="list-style-type: none"> • A way to give people living in small regional towns and remote areas the opportunity to participate in performing arts shows and events 	<ul style="list-style-type: none"> • Initiatives that promote greater involvement and increase community attendance at regional performing arts events, particularly by groups that have been under represented. • Initiatives that help people from rural and remote communities to travel to regional centres for performing arts events that they otherwise may not be able to access 	<ul style="list-style-type: none"> • Providing access to under-represented audience groups and those with geographical barriers • Project planning and strategies to develop these target audiences • Evaluation of previous audience development initiatives • Community involvement and links to local government cultural plan

15. APPENDIX 3 – DETAILED COMMUNITY ENGAGEMENT FINDINGS

15.1 Focus Group Sessions

15.1.1 Feedback Summary

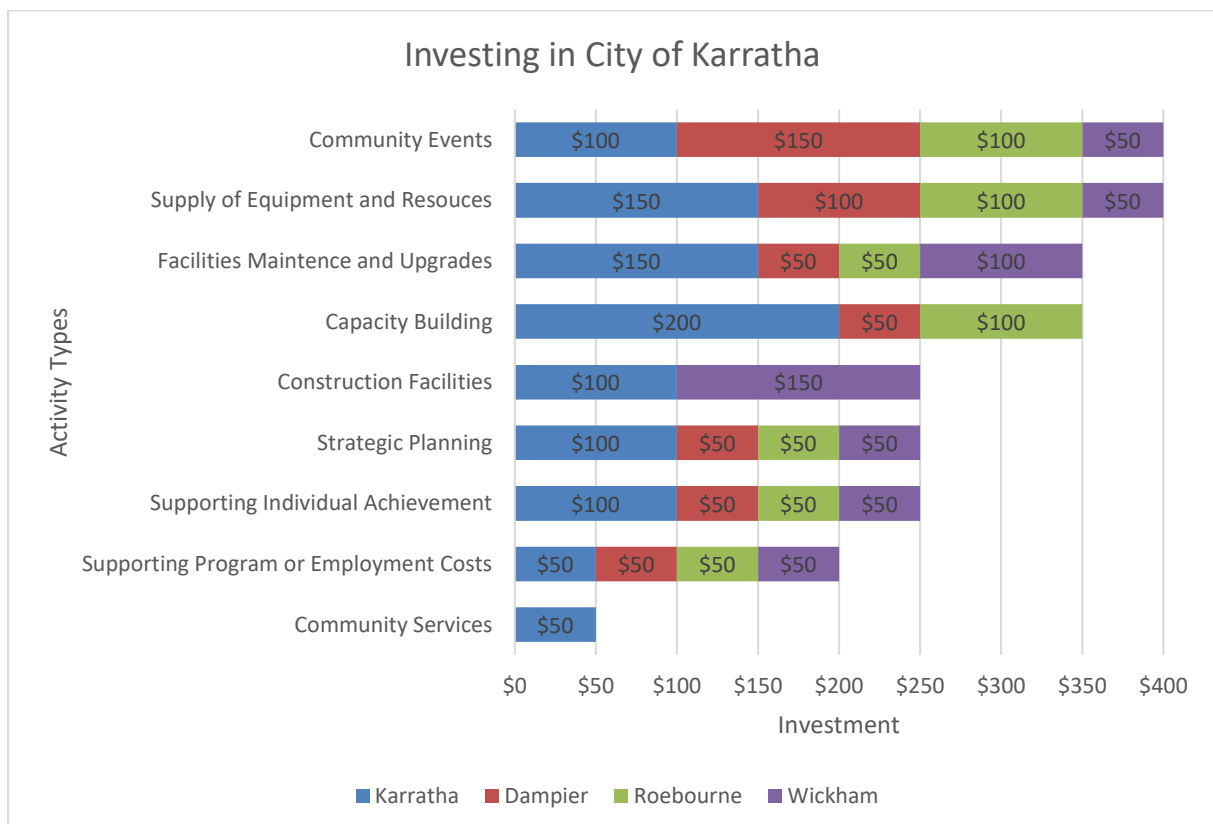
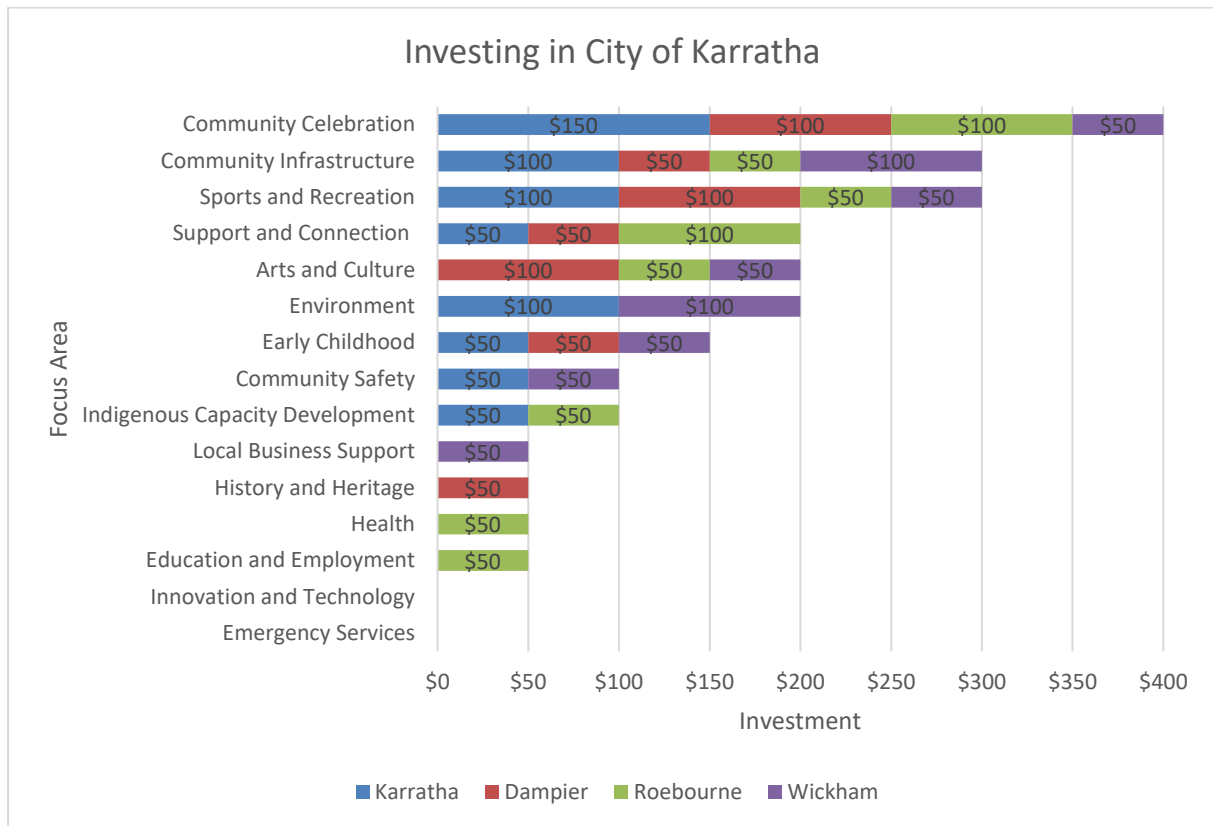
ACTIVITY 1	KARRATHA	ROEBOURNE	DAMPIER	WICKHAM
What are the key strengths of the township?	<ul style="list-style-type: none"> • Good sense of community within sporting groups • Sport is well-supported • Families are starting to opt to stay • High quality facilities • User pays - quite cheap to participate in sports in comparison to Perth • Good spaces • Multicultural community • Multigenerational • Lots going on in the event/infrastructure area • Tight knit / strong networks • Quality facilities • Climate (6 months of the year) • More opportunity for funding - CofK, RTIO, Woodside • Community spirit - bonding due to remoteness • Volunteering community • Good participation in activities • Small business and corporations support 	<ul style="list-style-type: none"> • Culture • community connection • Strong sense of community, but sometimes only comes forth in times of crisis • High level of responsibility for the town, particularly with young People • Strong Families / family connection • Amazing events that People have a passion for can be held when local People do it their own way • community safety/High personal safety • High level of respect for community 	<ul style="list-style-type: none"> • Connected community • People are prepared to volunteer • Good liveability - location, natural environment • Small town/well-spaced out • Village feel - know people are looking out for your kids • Good amenity but can still easily access Karratha 	<ul style="list-style-type: none"> • Big number of volunteer groups- Very active • Community Spirit • Common people volunteering across groups • Younger demographic (early childhood) well catered for • High level of families- better when this happens
What are they key challenges and community needs of the township?	<ul style="list-style-type: none"> • Finding volunteers who have the time to participate • People are time poor • No long-term planning for groups and clubs - no longevity 	<ul style="list-style-type: none"> • Fitting into the boxes for grants • Stigmatisation from the media about Roebourne • Over serviced and pathologised - seen only through lens of 	<ul style="list-style-type: none"> • Maintaining access to community events • Not many people have extended family so events are important 	<ul style="list-style-type: none"> • Volunteer numbers- time poor • Land tenure-stalls projects, local businesses, no strata • Shade/splash pad at pool • Amenity at local parks

<ul style="list-style-type: none"> • People want to participate but have no time to volunteer • Even people who end up staying 5-10 years don't invest in groups and clubs because they had no intention to stay in Karratha long • There is a small group of people who volunteer across multiple groups • Safety of communities/social issues are a concern in some areas in • Weather/climate - too hot 6 months of the year • Transient population • Unsociable rosters - 12 hour working day - means families and volunteers struggle • Cost of flights • Cost of living • Inability for local people to commit to groups and clubs • Lack of opportunities for local talent (e.g. sporting) • Too much governance and regulations for groups / committees • High expectations from community about funding - e.g. paying for admittance for things • Need to be more inclusive - open to all community groups • Turnover of community - losing experience, communication issues when applying for grants 	<ul style="list-style-type: none"> • malfunction/problem instead of assets • Different concept of what's good and not good between locals and service providers • Dependency on services • Double-up of services - working in silos - but collaboration can happen when facilitated correctly • Competitive tendering for services means there is little collaboration 	<ul style="list-style-type: none"> • as people can feel isolated without them • Some services you can't get here - e.g. coaching • Distance from big centre - don't have access to more specialised services • Reliant on mining - things like markets build diversity • Attending events (e.g. sporting championships) outside of Dampier is hugely costly - high travel costs • Having diverse range of things to do - new experiences - is important • Having reprieve from the weather • Maintenance on infrastructure of projects - clubs to fix their own infrastructure • New equipment and resources are important • Less services/local businesses 	<ul style="list-style-type: none"> • Lack of shopping centre/shopping facilities • Dedicated space for community groups
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ACTIVITY 2	KARRATHA	ROEBOURNE	DAMPIER	WICKHAM
What's working well with the community grants program?	<ul style="list-style-type: none"> Support from the City has been Good Simple application process for Quarterlies Application process is easy and user-friendly Grant workshop was excellent - need more - morning sessions and evening sessions Support from City before the grant form is completed is very helpful Council supports junior development - particularly in sporting Good support from Council pre-lodging application 	<ul style="list-style-type: none"> Consultation with the City when submitting applications More local connection/knowledge going into assessment (in comparison to other grants) Simple application process Opportunity to apply for different types/amounts 	<ul style="list-style-type: none"> Access to City of Karratha staff support Grant writing workshops Variety of funding types Provides funds to access outside/professional help instead of relying on volunteer base for everything Provides opportunity for things to happen that wouldn't have happened otherwise Ability to auspice High level of information and support available 	<ul style="list-style-type: none"> Response from the city More flexibility/case by case assessment Applications are straight forward
What's not working well with the community grants program?	<ul style="list-style-type: none"> Acquittal process is unclear Don't think groups should be eligible for more than one grant per year There could be more awareness/communications of eligibility for different types of grants Make forms available in word format GST needs to be simplified Develop a Q&As to further clarify the process Provide a sample application Turnover of Council staff No feedback on unsuccessful grants High level of time required without knowledge of likelihood of receiving grant 	<ul style="list-style-type: none"> Difficult to express the impact to the community back to the City Not enough info to know what's required from the City in terms of acquittals/justification More feedback if applications aren't successful If not successful - what amendments can be made to make it successful There's no negotiation time to be able to make amendments e.g. having a chance to sit down with City officers to justify/amend Repetition - sometimes different groups are applying for the same things 	<ul style="list-style-type: none"> Access to City of Karratha staff support Grant writing workshops Variety of funding types Provides funds to access outside/professional help instead of relying on volunteer base for everything Provides opportunity for things to happen that wouldn't have happened otherwise Ability to auspice High level of information and support available 	

	<ul style="list-style-type: none"> • Are grants approved for low visual / advertisable applications? E.g. not a new building / goods but general community improvements 	<ul style="list-style-type: none"> • Groups who only receive part funding are sometimes unsure of how to use it if it doesn't allow them to undertake full project
What opportunities are there for generating a greater impact through the community grants program?	<ul style="list-style-type: none"> • City to host a presentation beforehand to groups who are interested in applying to discuss what they're looking for • Longer lead in time for application process • More information regarding who is eligible for grants • Provide a list of examples from successful applicants in previous years • Consider using grants for shared resource - e.g. training courses that all field sports could utilise • Lobby more peak bodies to access grants that can then filter down to clubs • Promote grant opportunities through social media • Better advertising / more communications through Facebook and email • More grant workshops • Provide feedback on why applications were unsuccessful • Offer a 2-stage application process - first stage offers a general idea to see if full application will be relevant/likely - second stage full application 	<ul style="list-style-type: none"> • Would be Good to have community Association review/have their say on what other grants should be successful in Roebourne • Community to be made aware of what other organisations are applying for grants • Coordinated approach between groups to applying for grants E.g. each group to apply for a smaller grant as part of one larger project/event • Option to use part grants for different line items than what the City has recommended • More workshops and education around processes

15.1.2 Workshop Activity



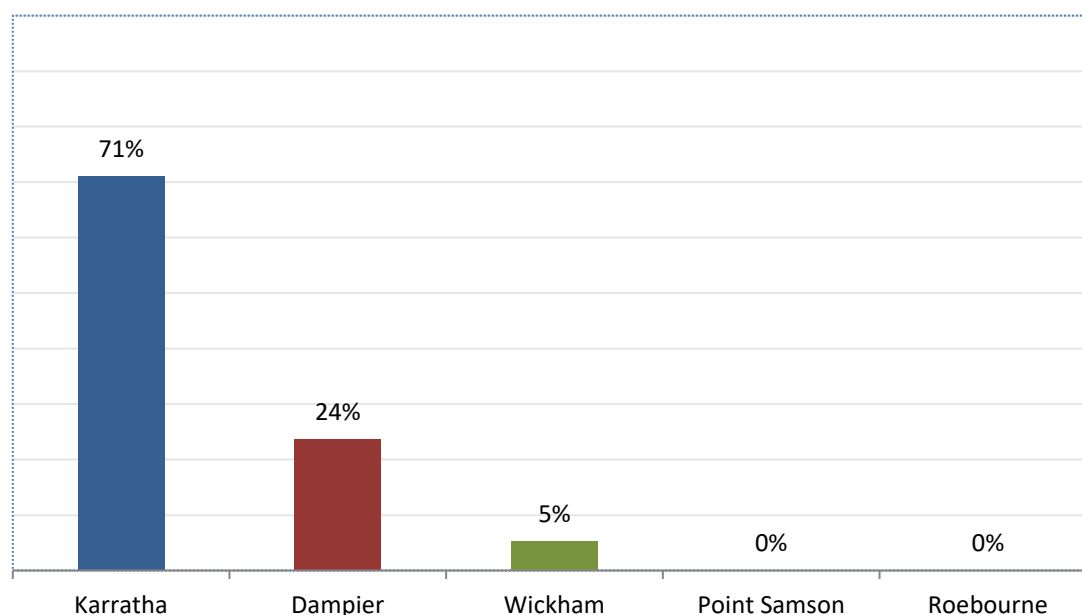
15.2 Online Survey

15.2.1 Resident Survey

Question 1: I reside in the following township

The majority of survey respondents were from Karratha (71%). There were no survey respondents from Point Samson or Roebourne.

FIGURE 1: RESIDENCE OF SURVEY RESPONDENTS



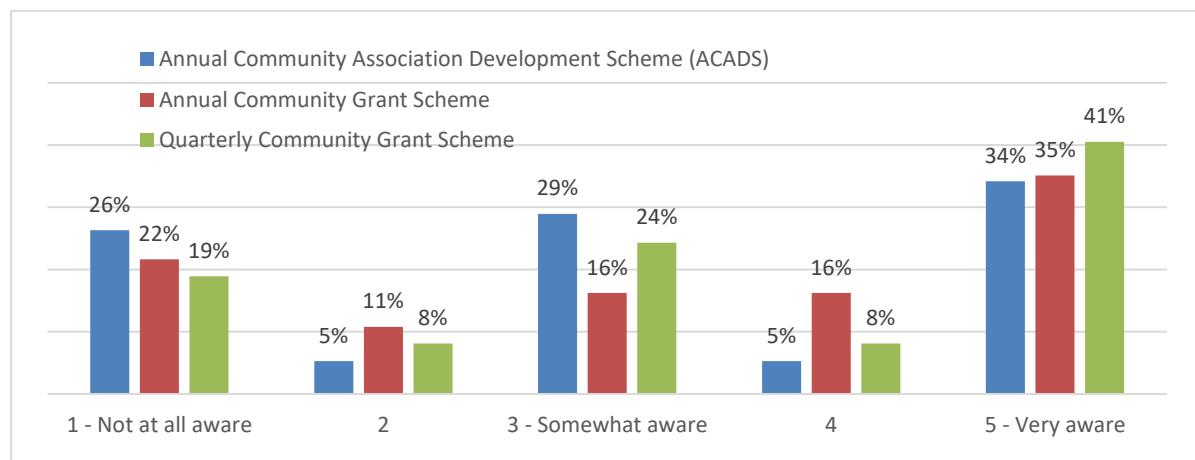
Question 2: Please rate how aware you are of each of the following City of Karratha Community Grant schemes, where 1 is not at all aware and 5 is very aware

Survey respondents are most aware of the Quarterly Community Grant Scheme, and least aware of the Annual Community Association Development Scheme (ACADS).

FIGURE 2: WEIGHTED AVERAGES OF AWARENESS OF EACH GRANT TYPE

Grant / Scheme Type	Weighted Average of Awareness
Annual Community Associated Development Scheme (ACADS)	3.16
Annual Community Grant Scheme	3.32
Quarterly Community Grant Scheme	3.43

FIGURE 3: LEVEL OF AWARENESS OF EACH GRANT TYPE



Question 3: Please list any grant-funded activities you have attended or participated in over the last 5 years (e.g. participating in an event that's received funding, using a facility that's been funded, engaging in a program that's received funding) (Open-ended)

A total of 27 survey respondents answered this question. Some survey respondents listed multiple activities, while some listed one or none. A total of 59 unique activities, events or community associations were listed by the respondents. 1 respondent listed that they have not participated in any activities.

The most common type of activity listed were events (35% of the unique activities listed), followed by facilities (25%) and Arts/Culture (12%).

45% (37) of these activities were mentioned to be located in Dampier or put on by the Dampier Community Association; 16% (13) of the activities were mentioned to be in Karratha. Only 2% of activities were mentioned to be in Point Samson, 1% in Wickham and 0% in Roebourne.

This is most likely reflective of where survey respondents reside, however, the higher proportion of Dampier activities, may reflect the activity of the Dampier Community Association.

The most common activities/organisations listed were Dampier Art Awards (5), Citizen of the Year Awards (5), Dampier Community Association (5), Dampier Beachside Markets (5), Dampier Sunset Movies (3) and FeNaCLng (3).

FIGURE 4: UNIQUE EVENTS MENTIONED MULTIPLE TIMES

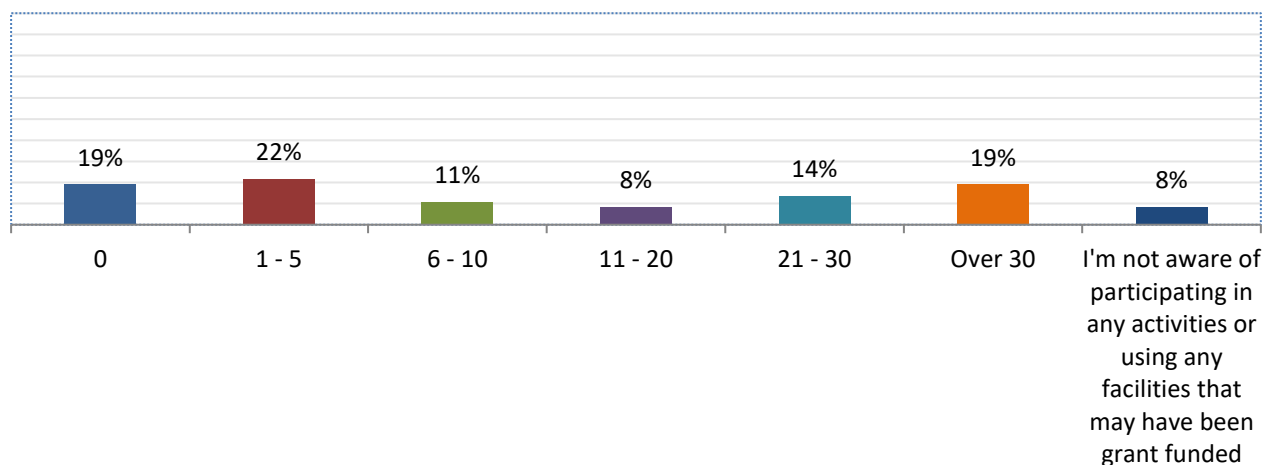
Dampier Art Awards	5
Citizen of the Year Awards	5
Dampier Community Association	5
Dampier Beachside Markets	5
Dampier Sunset movies	3
FeNaCLng	3
Pitter Pat Peter Pan Play	2

Question 4: Please indicate how many grant-funded activities you've participated in over the last 5 years (e.g. participating in an event that's received funding, using a facility that's been funded, engaging in a program that's received funding)

27% of survey respondents have either not participated (19%) or are not aware of participating in any grant funded facilities over the last 5 years. In the last 5 years the most common response from survey participants was that they have engaged in 1-5 grant funded activities (22%). This results in up to 49% of survey respondents on average engaging in 1 grant funded activity per year, or less.

Nevertheless, 23% of survey participants have participated in either 21-30 grant activities (14%) or over 30 (19%) over the last 5 years. This could indicate that the activities funded by the grants have a core set of engaged individuals who participate often in grant funded activities; however, the grant funded activities are not reaching the community more broadly.

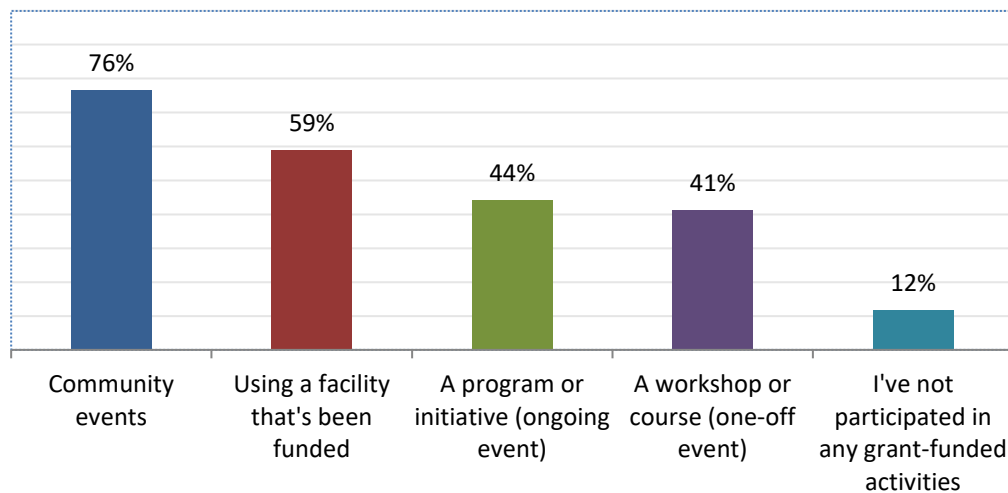
FIGURE 4: FREQUENCY OF PARTICIPATION IN GRANT FUNDED ACTIVITIES OVER THE LAST 5 YEARS



Question 5: Please indicate the type of grant-funded activities you've participated in over the last 5 years (Select as many as apply) (Open-ended)

The majority of survey respondents engaged in grant funded community events (76%) or use a facility funded by a grant (59%). 12% of survey respondents stated they had not participated in any grant funded activities.

FIGURE 5: TYPE OF GRANT FUNDED ACTIVITY PARTICIPATED IN



Question 6: Please list below the top three strengths of the current City of Karratha grant programs (i.e. things it does well) (Open-ended)

A total of 22 survey respondents provided an answer to this question. Some respondents listed 3 strengths while others listed less. The survey respondents' answers were themed in order for the data to be analysed. Each response was assigned to a single theme.

The most common themes among the strengths listed was that the grants support a variety of projects and groups (10), and that it fills gaps in the community (6).

FIGURE 6: CURRENT STRENGTHS OF THE GRANT PROGRAM BY THEME

Theme	Count
Variety of projects / groups funded (i.e. ensures funding across sectors and regions)	10
Fills gaps in community (i.e. allows for funding of projects City is not able to directly)	6
Application process (i.e. easy to apply, wide pool of judges)	5
Empowers community (i.e. community able to make decisions on priorities and needed projects)	5
Builds community (i.e. community benefit and retention)	4
Amount of funding available	3
REAP	3
Frequency of Funding availability (i.e. quarterly and annual grants)	3
Acquittals Process (i.e. easy to navigate)	2
Grant Types (i.e. grants for ACADS, annually and quarterly)	2

Engages community (i.e. community participation and involvement in projects)	1
Supports the arts	1
Supports tourism	1
Supports events	1
Support facilities	1
FeNAcLng	1
Advertising of grants	1

Question 7: Please list below the top three areas for improvement of the current City of Karratha grant programs (Open-ended)

A total of 22 survey respondents provided an answer to this question. Some respondents listed 3 strengths while others listed less. The survey respondents' answers were themed in order for the data to be analysed. Each response was assigned to a single theme.

The most common themes among the strengths listed was that greater communication/advertising around the grants by the City of Karratha needs to take place (7) and that more training / capacity building when applying for grants needs to be offered (6).

FIGURE 7: AREAS FOR IMPROVEMENT OF THE GRANT PROGRAM BY THEME

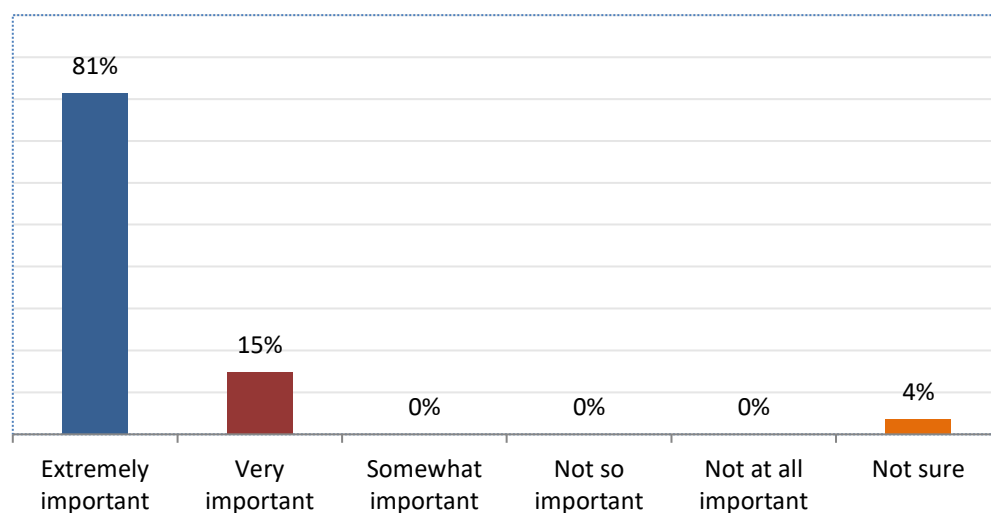
Theme	Count
Communication	7
More training / capacity building when applying for grants	6
Application process	3
Increase funding categories / divide funding up more	3
Greater funding for health	3
Allow funding for administration costs	2
More available funding	2
Greater funding for facilities	2
Greater funding for Arts / Cultural Groups	2
Greater funding for small businesses	2
Additional allowances for funded activities (i.e. discounted access to City facilities)	2

Funding for community bonding	1
Funding for Residential Retention Schemes	1
Greater consistency in judging funding application	1
Longer term funding (i.e. funding of 3-year programs)	1
Greater accountability needed for greater amounts of funding (i.e. different level of accountability for quarterly grants compared to ACADS)	1
Greater funding for community groups	1
Greater funding for environmental initiatives	1
Less paperwork for acquittals / applications	1
Expand to include other towns	1

Question 8 & 9: On a scale of extremely important to not at all important, how important is the grant program for the City of Karratha community?

96% of survey respondents believe that the City of Karratha Grants program is either extremely important (81%) or very important (15%). The remaining 4% are 'not sure'.

FIGURE 8: IMPORTANCE OF CITY OF KARRATHA GRANT PROGRAM



A total of 23 survey respondents provided an explanation for their response. Of these respondents 20 had responded that the grants program is extremely important and 3 responded that it is very important. These open-ended responses have been themed to allow for insights into the data.

The most common reasons outlined for the importance of the City of Karratha Grants program is that the initiatives that the grants fund work to build community (6), and that the grants allow community groups to focus on their priorities (5).

FIGURE 9: WHY COK GRANTS ARE IMPORTANT BY THEME

Theme	Count
Build Community (provide opportunities, initiatives benefit the community etc.)	6
Allows community to focus on their priorities (i.e. allow community input into decision making around funding)	5
Provide opportunities for community participation	5
Funding is essential for not-for-profits to function and grants program provides funding	4
No other avenue for funding	3
Grows Karratha	1
Allows events to happen	1
Engages City of Karratha with the community	1

Question 10: On a scale of extremely effective to not at all effective, how effective has the grant program been in enabling your group to achieve the below outcomes for the community

Community members were asked to rank how effective the City of Karratha Grants program is at enabling groups to achieve:

- Creating safe, healthy and liveable communities
- Protecting and supporting the natural and built environment
- Supporting accessible, transparent and responsive leadership
- Attracting diverse and sustainable business and employment opportunities

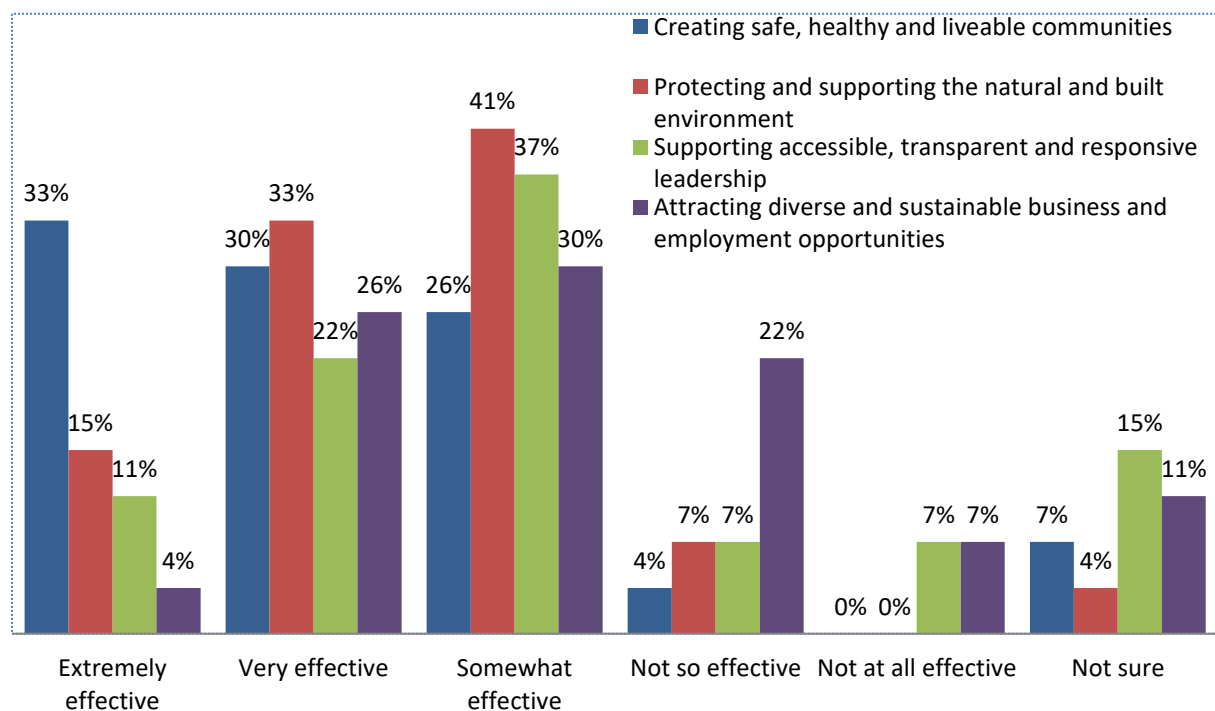
66% of survey respondents believe that the grants program is either extremely effective (33%) or very effective (30%) at creating safe, healthy and liveable communities. 27% of survey respondents believe that the grants scheme is either not so effective (22%) or not at all effective (7%) in attracting diverse and sustainable business and employment opportunities.

Responses were then weighted. The weighted responses show that community members believe that the grants are most effective in creating safe, health and liveable communities (3.7), and least effective at attracting diverse and sustainable businesses and employment opportunities (2.6).

FIGURE 10: EFFECTIVENESS OF GRANTS BY AREA (WEIGHTED AVERAGE)

Outcome	Weighted Average
Creating safe, healthy and liveable communities	3.7
Protecting and supporting the natural and built environment	3.4
Supporting accessible, transparent and responsive leadership	2.8
Attracting diverse and sustainable business and employment opportunities	2.6

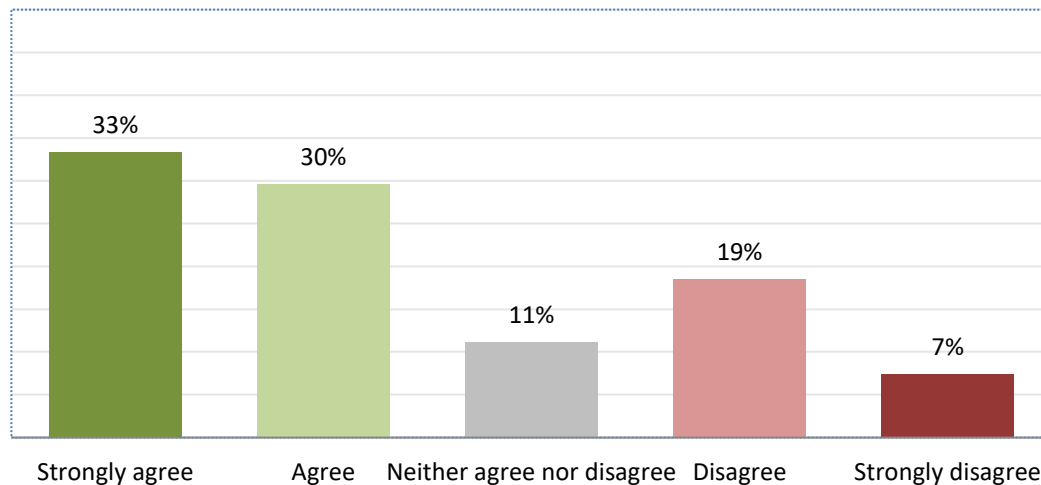
FIGURE 11: EFFECTIVENESS OF GRANTS BY AREA (PROPORTION)



Question 11 & 12: Please rate your level of agreement with the following statement: The current grant schemes represent value for money for the City of Karratha's ratepayers

The majority of survey respondents (66%) either strongly agree (33%) or agree (30%) that the City of Karratha Grants program is value for money. However, just over a quarter (26%) of survey respondents either strongly disagree (7%) or disagree (19%) that the program is value for money.

FIGURE 12: LEVEL OF AGREEMENT COK GRANTS PROGRAM IS VALUE FOR MONEY



Of those that provided an open-ended response explaining why they chose their response 3 disagreed with the statement, 2 neither agreed nor disagreed, 6 agreed, and 8 strongly agreed.

Of those that **strongly agreed** with the statement their comments focus on:

- the money goes to the community,
- the initiatives fill gaps in services and build community, and
- the in-kind and volunteer contributions result in the initiatives getting good value.

Of those that **agreed** with the statement their comments focus on:

- the grants build community engagement and participation;
- there needs to be more funding to be available, and
- there is too much focus on large events/drinking events rather than smaller initiatives that have long term benefits.

Of those that **neither agreed nor disagreed** with the statements the comments focused on:

- wanting to know more about where the grant money is sources from (i.e. private sponsorship / ratepayers), and
- there needs to be more of a focus on reducing teen crime.

Of those that **disagreed** with the statement their comments focus on:

- volunteer groups needing to run initiatives at a lower cost than businesses/the city for the grants to be value,
- the initiatives need to be more targeted and focused; and
- grants should not be a priority due to the current high rates in the City.

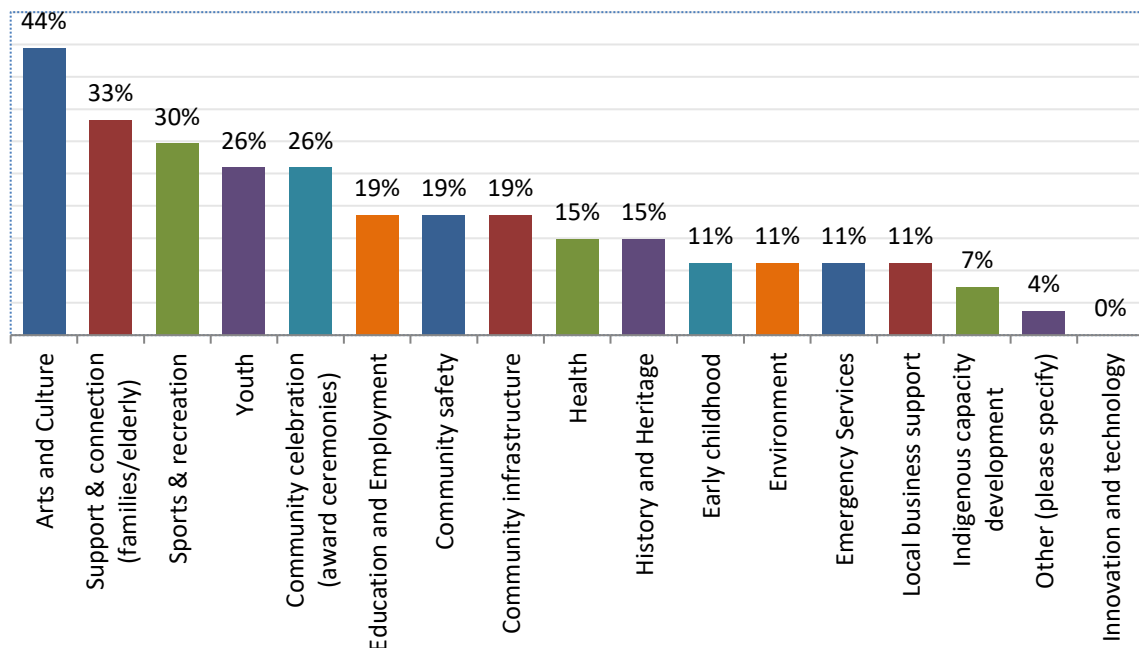
Question 13: Please select the top three areas that you think should be supported via grant funding over the next 5 years

Survey respondents' top five (5) priorities for funding over the next 5 years are arts and culture (44%), support and connection (33%), sports and recreation (30%), Youth (26%) and community celebration (26%).

The lowest rated priorities for funding over the next five years are: early childhood, environment, emergency services, and local business support (all 11%), Indigenous capacity development (7%), 'other' (4%) and innovation and technology (0%).

These priorities somewhat contradict early open-ended responses where an emphasis was placed on further funding needed for local business, the environment and health.

FIGURE 13: PRIORITY FUNDING AREAS OVER THE NEXT 5 YEARS

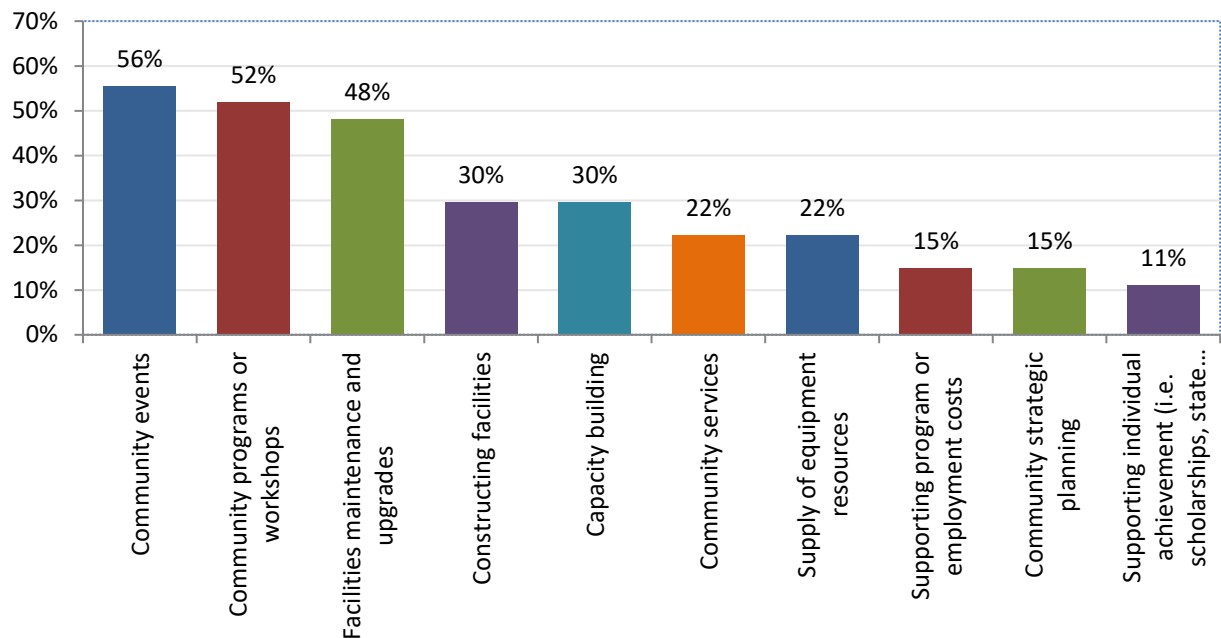


Question 14: Please select the top three activity types that grant funding should be supporting over the next 5 years

The top three (3) priorities over the next five (5) years of grant funded activities are: community events (56%), community programs or workshops (52%) and facilities maintenance and upgrades (48%).

The activities at are least prioritised by survey respondents are: supporting program or employment costs (15%), community strategic planning (15%) and supporting individual achievement (11%).

FIGURE 13: PRIORITY FUNDING ACTIVITIES OVER THE NEXT 5 YEARS

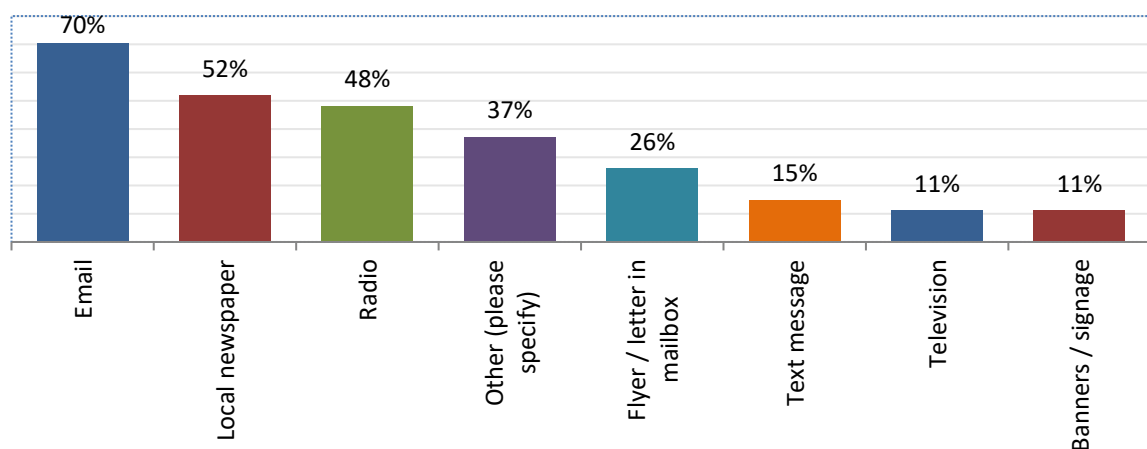


Question 15: Please select the top three ways that you would like to be informed about grant-funded activities happening in your area

The top three (3) ways that survey respondents would like to be informed about grant-funded activities happening in their area are via email (70%), local newspaper (52%), and radio (48%).

37% of survey respondents selected 'other' and when asked to specify they all stated Facebook/social media is their preferred method of communication.

FIGURE 14: PREFERRED METHOD OF COMMUNICATION TO BE INFORMED ABOUT GRANT ACTIVITIES



Question 16: Do you have any further comments about the City of Karratha's Community Grants Programs? (Open-ended)

A total of 10 survey respondents provided a comment to this open-ended question.

One (1) comment responded with 'no'. The remaining comments were sorted into themes to provide insights into the data.

Five (5) out of the nine (9) further comments were positive, three (3) were neutral and one (1) was negative.

The five (5) positive comments focus on how:

- the grants provide community benefits, they
- have improved the City of Karratha, and
- the grants should continue.

The three (3) neutral comments focus on:

- the grants can make great impact on the City of Karratha,
- the grants should be expanded,
- the grants should be awarded on a needs basis, and
- ACADS funding should be rolled into the general Annual Grants.

The one (1) negative comment focused on

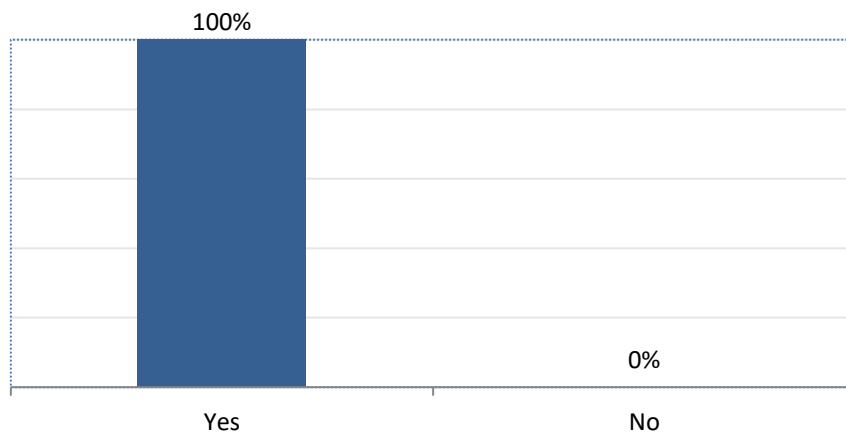
- the City can support community groups beyond grant funding with allowing cheap/free access to community facilities such as REAP or Frank Butler.

15.2.2 Community Group Survey

Question 1: I am participating in this survey as a representative of a community group who has received grant funding from the City of Karratha in the last 5 years.

All of the survey respondents (13) were representatives of a community group who had received a grant from the City of Karratha (CoK) in the last 5 years.

FIGURE 1: REPRESENTATIVE OF A COMMUNITY ORGANISATION

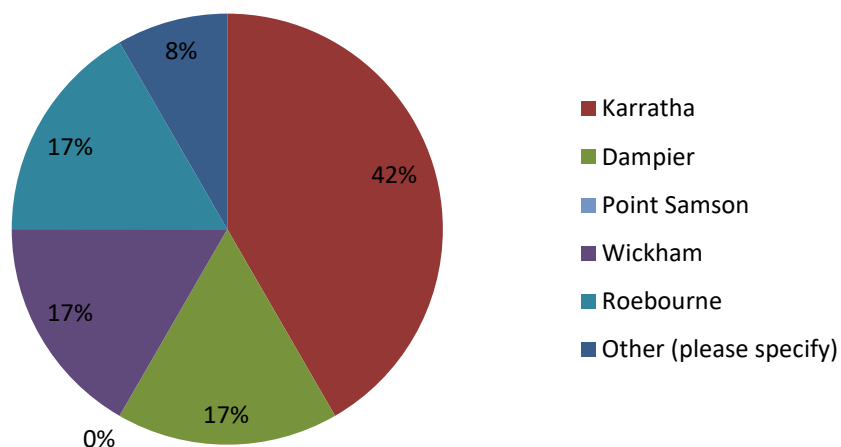


Question 2: My group/organisation is located in the following township:

The majority of survey respondents' organisations (42%) were located in Karratha. There were no (0%) survey respondent's whose group is located in Port Sampson.

1 respondent responded with 'Other'. When clarifying they stated that their organisation draws from all of these towns.

FIGURE 2: LOCATION OF COMMUNITY ORGANISATION



Question 3: What is the name of your group/organisation? (Optional)

A total of nine (9) survey respondents answered this question. The organisations are as follows:

Sports Groups (3):	<ul style="list-style-type: none">• Nickol Bay Hockey Association• North Pilbara Football League• Karratha Junior Rugby League (Formally Karratha Storm Junior Rugby League)
General Community Groups (3)	<ul style="list-style-type: none">• Wickham Tidy Towns• Welcome Lotteries House• The Salvation Army (Corps)
Community associations (2):	<ul style="list-style-type: none">• Yirramagardu Community Association• Dampier Community Association
Arts / Culture Groups:	<ul style="list-style-type: none">• Dampier Arts Studio

Question 4: Approximately how many members do you have in your group/organisation?

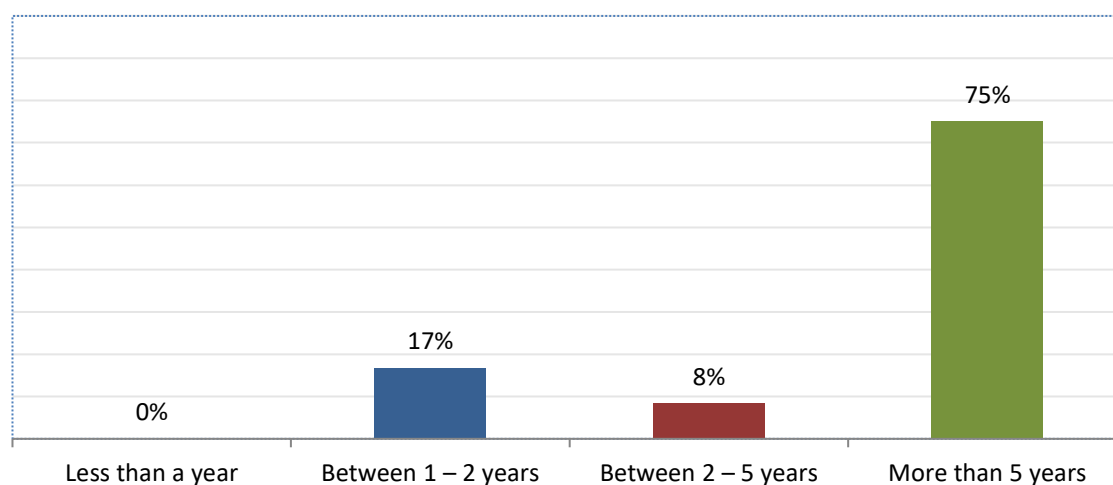
A total of eleven (11) survey respondents answered this question. Of the responses to this question:

Smallest group:	9 members
Largest group:	500 members
Average number of group members:	140 members
Median number of group members:	46 members

Question 5: How long has your group been in operation?

The majority of respondent's groups has been in operation more than 5 years (75%). No groups (0%) had been in operation for less than a year.

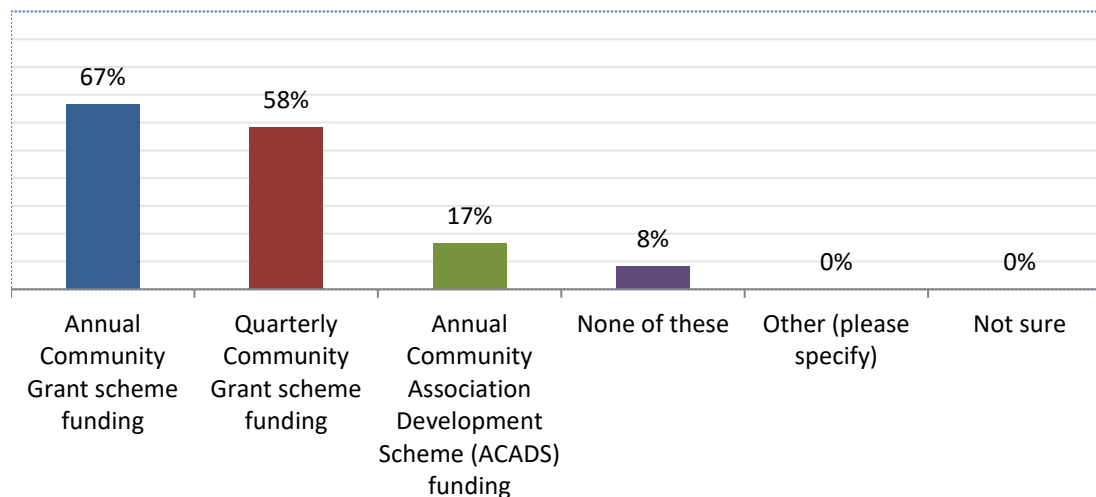
FIGURE 3: LENGTH OF TIME COMMUNITY GROUPS HAVE BEEN IN OPERATION



Question 6: What type of grant funding have you received from the City of Karratha since 2012? (Select as many as apply)

The majority of survey respondents' groups received Annual Community Grant scheme funding (67%).

FIGURE 4: TYPE OF FUNDING RECEIVED

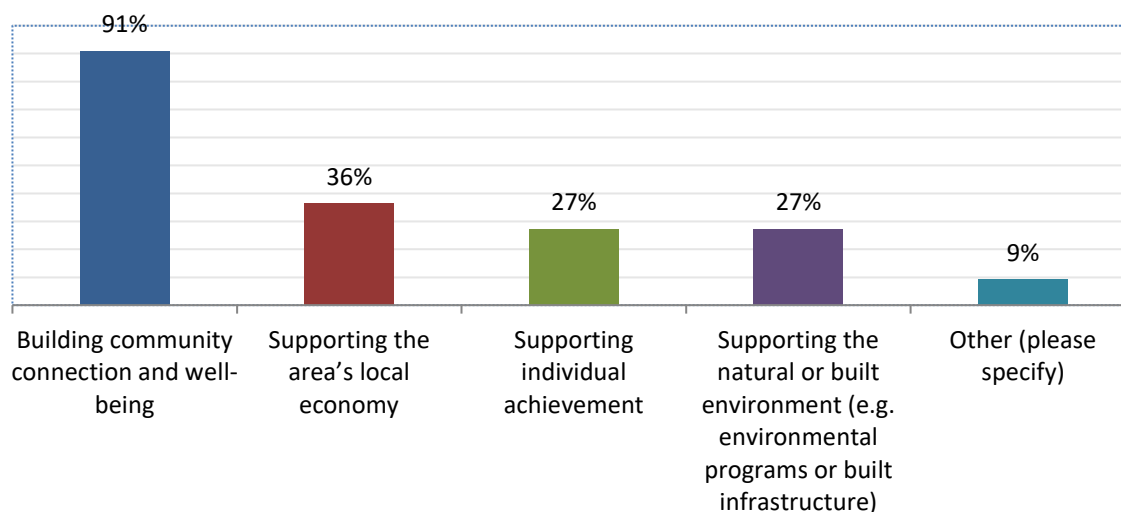


Question 7: Please select which of the outcomes listed below that your grant funding has generally been used for (Select as many as apply)

A clear majority of survey respondents' groups (91%) have use the grants to build community connection and well-being.

Other was selected by 1 respondent. Other includes 'health, create sporting pathways, build capacity'.

FIGURE 5: GRANT OUTCOME AREAS

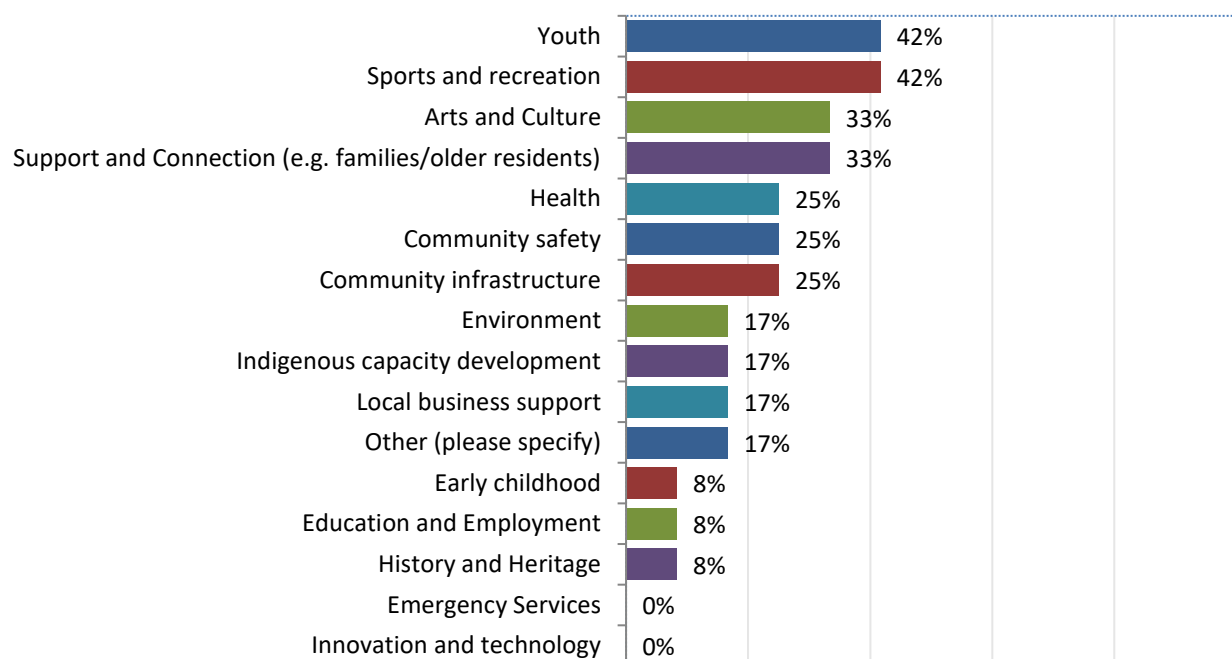


Question 8: Please select which focus areas your grant funding has generally been used for (Select as many as apply)

The top two (2) most common areas that grant funding was spent on is Youth (42%); Sports and recreation (42%).

The five (5) least common areas that grant funding was spent on are: Early Childhood (8%); Education and Employment (8%); History and Heritage (8%); Emergency Services (0%) and Innovation and technology (0%).

FIGURE 6: GRANT USE AREAS



Question 9: For the following year brackets, please provide an estimate for how many volunteer hours your group has contributed in total to delivering programs or activities with your grant funds. (This should incorporate for example hours for planning events, arranging quotes, liaising with partnership bodies, and facilitating activities for all members of your group involved in the process.)

A total of 7 survey respondents provided answers for this question.

Volunteer hours ranged from a minimum of 50 hours to a maximum of 15 000 hours.

FIGURE 7: NUMBER OF VOLUNTEER HOURS BY YEAR AND ORGANISATION

Organisation	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
1	-	-	-	-	100
2	-	-	60	60	-
3	300	350	400	450	500+
4	-	-	-	-	200+

5	500	500	500	500	500
6	5 000	8 000	8 000	10 000	15 000
7	-	50	150	100	100

Question 10: For the following year brackets, please provide an estimate of how many participants were engaged in the events, programs or activities that you delivered as a result of your grant funding. (This should include number of people attending your grant-funded events; enrolments into courses or programs; use of facilities funded by grants etc.)

A total of 8 survey respondents provided answers for this question.

The number of participants engaged in an event, program or activities range from a minimum of 10 to a maximum of 5000+.

FIGURE 8: NUMBER OF PARTICIPANTS BY YEAR AND ORGANISATION

Organisation	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
1	-	-	-	-	100
2	-	-	20	25	-
3	5000+	5000+	5000+	5000+	5000+
4	-	-	-	-	130
5	20	20	20	15	10
6	65	75	80	200	220
7	-	-	-	2000	2000
8	250	300	400	400	450

Question 11: Please provide a percentage estimate of where most of your participants (e.g. those attending your events or enrolling in your programs) reside? (Please ensure the total adds up to 100%).

A total of eight (8) survey respondents provided an answer to this question. The majority of participants residents in Karratha Township (33% of the total responses), followed by Roebourne Township (29%). Very few participants reside in the Port Samson Township (1%).

Although this could be reflective of a larger proportion of grant money and therefore events, programs and activities being run in Karratha Township, it could be due to the location and focus of those organisations who responded to the survey, or the larger populations of these Townships compared to other areas.

FIGURE 9: TOTAL PROPORTION OF PARTICIPANTS BY AREA

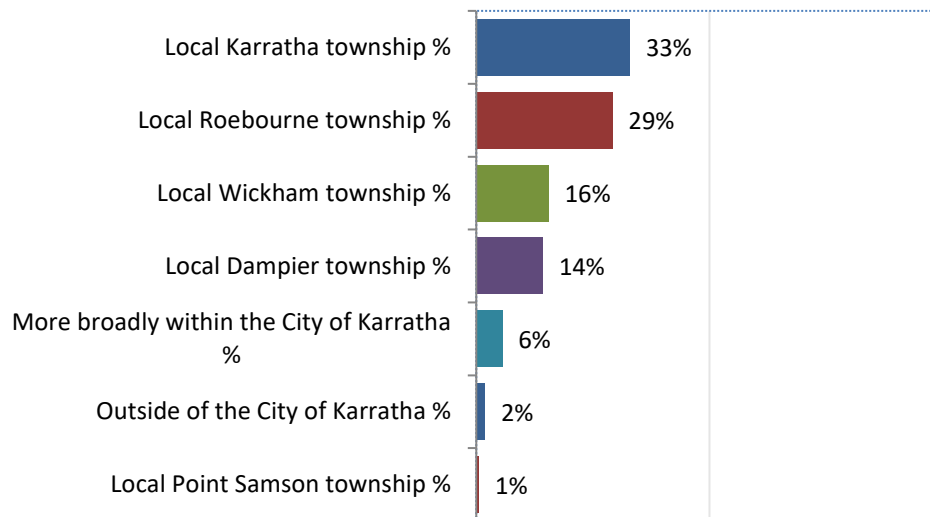


FIGURE 10: PROPORTION OF PARTICIPANTS BY AREA AND ORGANISATION

Organisation	Local Karratha township %	Local Dampier township %	Local Point Samson township %	Local Wickham township %	Local Roebourne township %	More broadly within the City of Karratha %	Outside of the City of Karratha %
1						100	
2	85			10	5		
3		50				45	5
4	60	40					
5	50	5		15	25		10
6	70	20		5	5		Comp based varies
7						100	
8			5	95			

Question 12: For the following year brackets, please provide a dollar estimate for how much of your grant funding was spent locally (e.g. within the City of Karratha). (This should incorporate the use of local businesses, suppliers and contractors for the delivery of your events, programs and activities.)

A total of 7 survey respondents provided an answer to this question.

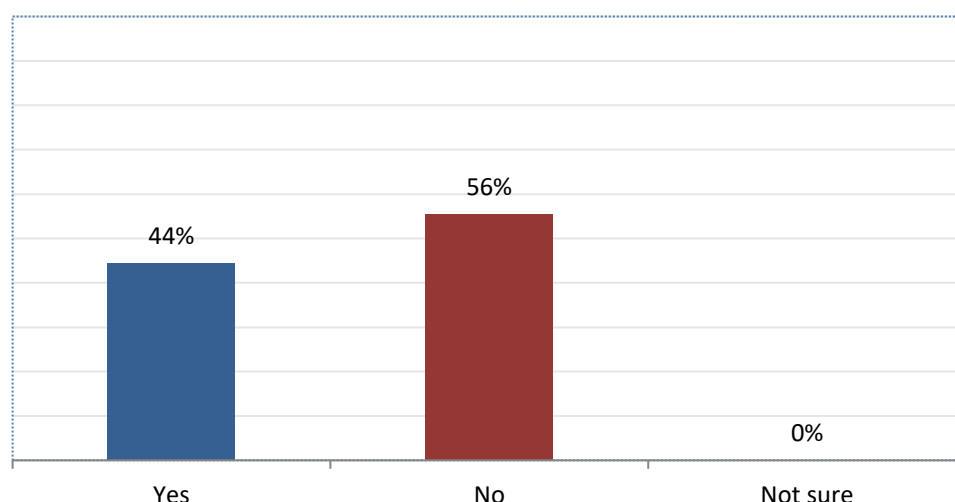
Of the respondents who answered this question they indicated that between \$0 and \$200 000 of their grant money was spend locally.

Other survey respondents answered with a proportion of their total spend. These respondents indicated that 100% of their grant funding was spent locally.

Question 13: Did your grant funding enable your group to hire any local employees in the last 5 years?

44% of survey respondents indicated that their grant funding enabled their group to hire any local employees in the last 5 years.

FIGURE 11: PROPORTION OF ORGANISATIONS WHO EMPLOYED LOCAL EMPLOYEES WITH GRANT MONEY



Question 14: If applicable for the following year brackets, please provide an estimate of how many local employees you were able to engage as a result of grant funding. (Please include their FTE proportion (e.g. 1 FTE for a full-time employee, 0.5 FTE for part-time employee))

A total of five (5) survey respondents provided an answer to this question.

Survey respondents indicated that they employed between 0 and 20 FTE staff as a result of grant funding.

FIGURE 12: EMPLOYMENT ENABLED BY GRANTS

Organisation	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
1			20	20	
2	2 PTE	2 PTE	2 PTE	2 PTE	1 PTE
3	Nil	Nil	Nil	Nil	Nil
4				3	3

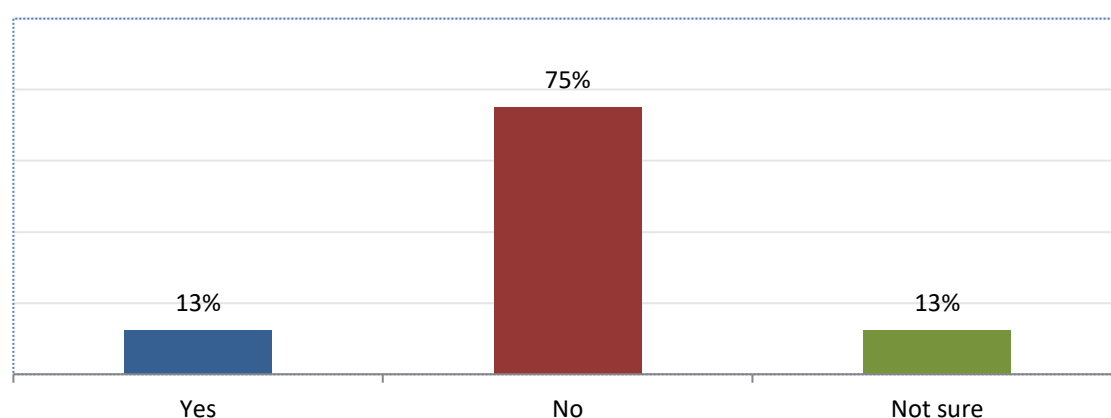
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Question 15: Did your grant funding allow you to attract financial support from other bodies in the last 5 years? (For example, did it enable you to secure other grants or resources from a third party other than the City of Karratha.)

Only 13% of survey respondents indicated that their grant funding allowed them to attract financial support from other bodies in the last 5 years. 75% of survey respondents indicated that their grant did not allow them to attract financial support from other bodies.

This could be indicative of several factors including: groups' unawareness of further funding opportunities (beyond the City of Karratha), having not built the sufficient ability to negotiate other grant application processes, or not being eligible for other grant opportunities.

FIGURE 13: ATTRACTION OF FINANICAL SUPPORT FROM BODIES OTHER THAN CITY OF KARRATHA



Question 16: If applicable for the following year brackets, please provide a dollar estimate of how much financial support you received from other bodies (excluding City of Karratha) to supplement your grant funding

A total of 4 survey participants answered this question. Only two indicated that they received financial support from other bodies (excluding City of Karratha). The amounts received in financial support ranged from \$6 000 to \$80 000.

FIGURE 14: FINANCIAL SUPPORT RECEIVED FROM BODIES OTHER THAN CITY OF KARRATHA

Organisation	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
1	-	-	-	-	\$0
2	-	-	\$6 000	\$36 000	\$7 000
3	-	-	-	-	\$80 000
4	\$0	\$0	\$0	\$0	\$0

Question 17: Please describe some of the long-term impacts of the programs or activities that you've delivered as a result of grant funding (Open-ended)

A total of eight (8) survey respondents provided an answer to this question. The responses focused on long terms impacts of providing facilities and equipment (4); building community skills (3); increased security; and improving community health and wellbeing.

The open-ended responses are as follows:

- Developing community
- Increased skills to umpiring group
- Community connection, engagement and sense of belonging; liveability; improved amenity, appearance and facilities; access to services and opportunities that enhances resident's mental health, wellbeing and participation in society.
- art equipment- ongoing art workshops, leading to art exhibitions, and vibrant art group with cross section of local community attending
- The grant was for free tip fees for our Thrift Shop which was not applied for in 2016/2017 FY. The Thrift Shop provides low cost clothing to anyone. Provides a recycle place for unwanted goods. Funds the works of the local Salvation Army.
- Development of professionalism of running our club, coach and referee development.
- The grant was used to install CCTV around our building. I started work here after the installation. Since I started here the Police have requested footage from our camera's at least 6 times to help with their investigations.
- Availability of community trailer and storage for our organisation. Initiated implementation of insurance

Question 18: Please list below the top three strengths of the current City of Karratha grant programs (i.e. things it does well) (Open-ended)

A seven (7) survey respondents answered this question, with a total of 20 strengths of the existing grants program listed. The responses were sorted into themes to allow for insights into the data.

FIGURE 15: STRENGTHS OF THE CITY OF KARRATHA GRANTS PROGRAM

Theme	Number
Even distribution of funding	4
Empowers the local community (knowledge / skills / decision making)	4
Support the local community	3
Speed / ease of the application process	2
Compliance / reporting	2
Acknowledgement	1
Lack of competition for ACADS with other community groups	1
Professional	1
Aligns with City's strategic plans	1

The strengths listed by survey respondents are as follows:

- distributes funds on a needs basis
- ACADS - puts grass roots decision making in hands of local communities
- help to access information
- connection with community
- Acknowledgement
- Easy to apply
- Availability
- ensures compliance of recipients
- ACADS - opportunity for funding without competing with other community associations
- available across the year
- community development
- fairly spread across a variety of groups
- Don't have to wait to long for outcome of application
- Reasonably wide range of application options
- aligns funding to city's strategic plans
- Allows City to provide for opportunities they would not otherwise conceive of, manage or deliver
- professionally delivered
- good process? training for grant writing
- Funds released soon after grant approved
- supports across the city boundaries

Question 19: Please list below the top three areas for improvement for the current City of Karratha grant programs (Open-ended)

A total of 5 survey respondents answered this question with a total of 13 comments on the top three areas of improvement for the City of Karratha grants program. These comments were themed to allow for insights into the data.

5 of the comments focused on the applications process. These comments focus on the need of a simple, easy to follow application process here the rules are clear prior to submission and are consistently applied across the board. There is also the suggestion that if applicants are successful that they should be able to only receive one grant per year.

The comments focused on the application process are as follows:

- The scheme has a good simple application process
- PDF application form - hard to customise
- Make clear the rules/guidelines/regulations prior to applications - no changing the rules after submissions
- Consistency across the board
- Restricting applicants to one successful application per year

4 of the comments focused on where of what the funding is being spent on. There is a desire for more money to be available for not-for-profits and for 10% of ACADS funding to be used for administration. Suggestions also focus on the city looking more closely on what grants are being used for and to ensure that the money is distributed on a priority needs basis.

The comments focused on the where funding is being spend are as follows:

- ACADS - allow full 10% funding for administration costs to CA of managing funds/events/projects
- More Money to be available as NFP are always needing funds
- ensuring funding is distributed on a priority basis
- City to look into what the grant is being used for more closely

2 comments focused on advertising of the grants. There is a greater desire for the grants to be advertised more broadly and for the successful candidates to be advertised.

The comments focused on advertising are as follows:

- publishing of availability
- advertising of successful candidates

1 comment focused on the desire for more flexibility in the grants after they have been awarded:

- Allow opportunity to vary approved projects/events if circumstances require

Question 20 & 21: On a scale of extremely important to not at all important, how important is the grant program for the City of Karratha community?

The majority of survey respondents (86%) saw the City of Karratha grants program as either extremely important (57%) or very important (29%).

When asked to explain their response seven (7) survey respondents provided commentary. Commentary focuses on fostering community, the reliance of small groups on the grants, the quick and easy grant application process.

The comments are as follows:

- Rate payers need the community to function well and providing a source of funding with a maximum \$ amount helps distribute the moneys across the community.
- The DCA would not be able to function in the same way without it - our community would not reap the rewards of the outcomes of this funding.
- it has given our art group the funds to help foster community and art driven incentives
- A lot of small groups rely on this type of assistance
- The Grants provide a great chance for organisations to grow and develop so we can provide a better experience for the people of the City of Karratha.
- A lot of community groups / NFP require money for equipment or resources quickly.

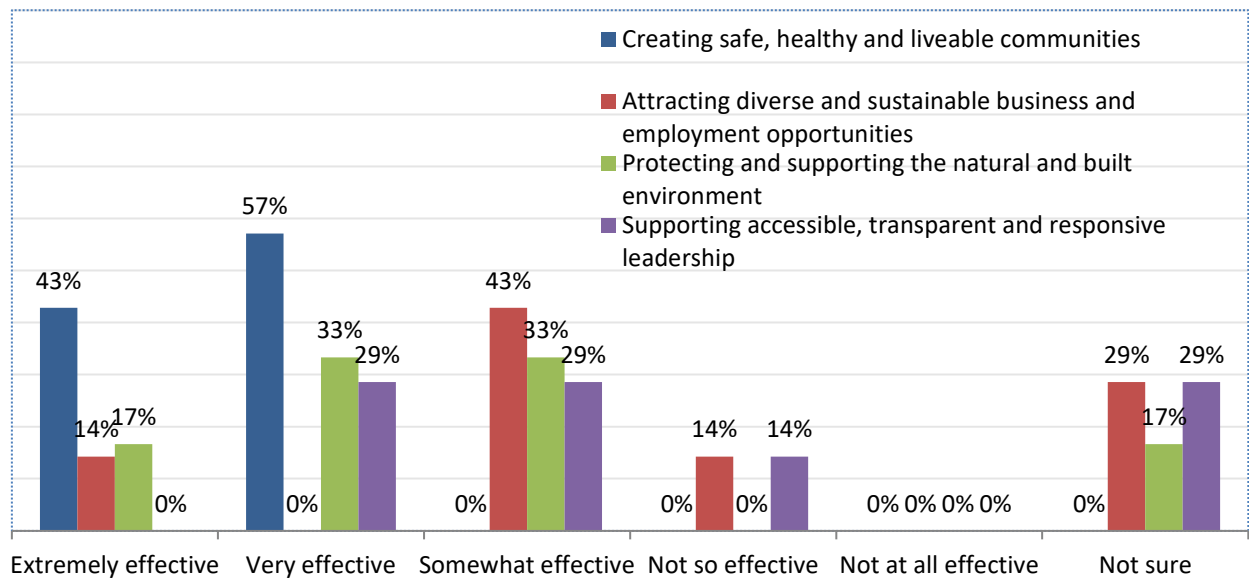
Volunteers don't always have the skills or time to submit long and often hard grant applications but these applications are simple to apply for and the acquittal process is also not difficult

- Creating opportunities for community to lead in areas where they recognise a need

Question 22: On a scale of extremely effective to not at all effective, how effective has the grant program been in enabling your group to achieve the below outcomes for the community

- 100% of survey respondents believe that the grants program is either extremely effective (43%) or very effective (57%) at creating safe, healthy liveable communities.
- 66% of survey respondents believe that the grants program is either very effective (33%) or somewhat effective (33%) in protecting and supporting the natural and built environment
- 58% of survey respondents believe that the grants program is either very effective (29%) or somewhat effective (29%) is supporting accessible, transparent and responsive leadership.
- 57% of survey respondents believe that the grants program is either somewhat effective (43%) or not so effective (14%) at attracting diverse and sustainable business and employment opportunities.

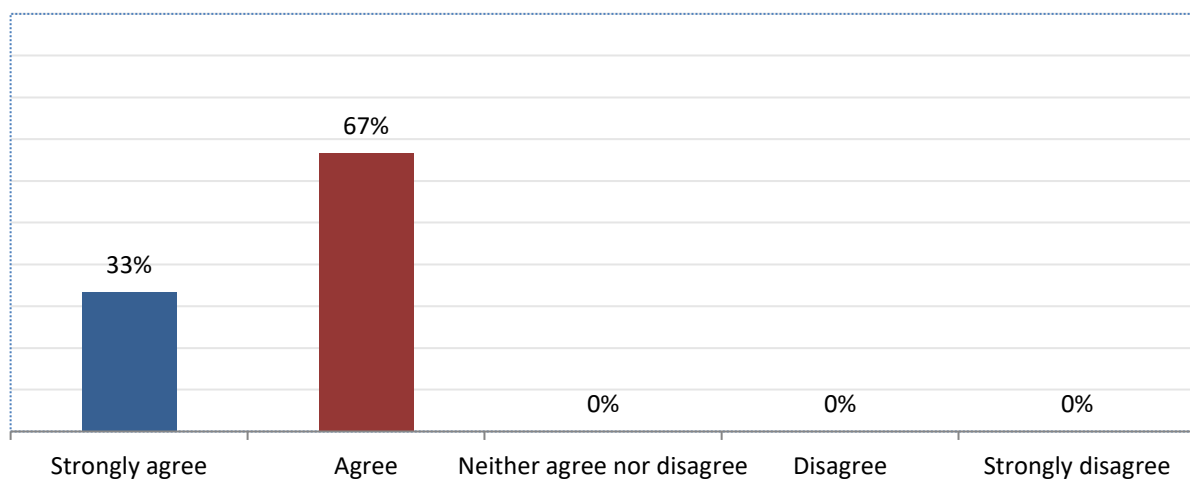
FIGURE 16: EFFECTIVENESS OF THE CITY OF KARRATHA GRANTS PROGRAM



Question 23 & 24: Please rate your level of agreement with the following statement: The current grant schemes represent value for money for the City of Karratha's ratepayers.

100% of survey respondents either strongly agreed (33%) or agreed (67%) with this statement.

FIGURE 17: THE CITY OF KARRATHA GRANTS PROGRAM IS VALUE FOR MONEY



When asked to explain their response seven (7) survey respondents provided a comment. The comments focused on the fact that the grants built a stronger community that encourage ownership of the projects. However, grants still need to be look at closely to prevent misuse of funds.

The comments are as follows:

- Some of the funded projects should be interrogated more to understand the groups or persons need and qualification for the funding
- Ratepayers benefit from funding outcomes
- extends the opportunity for stronger community through the arts
- Grants are a good thing however are open to miss use
- This is a program which reinvests back into the community which assists with providing a better local experience for all involved
- The grants go to a variety of organisations that may not be able to continue the work they do without the funds provided under this grant system. I have read the list of organisations that receive the grants and many of them are sporting groups. A lot of them are children or teenage sporting groups and we need to support those groups to get our kids off the couch away from the computer and outside. Sport teaches many lessons especially and often they don't use drugs, drink or smoke if they have played sport.
- Community led projects encourage ownership of the project and subsequently the region

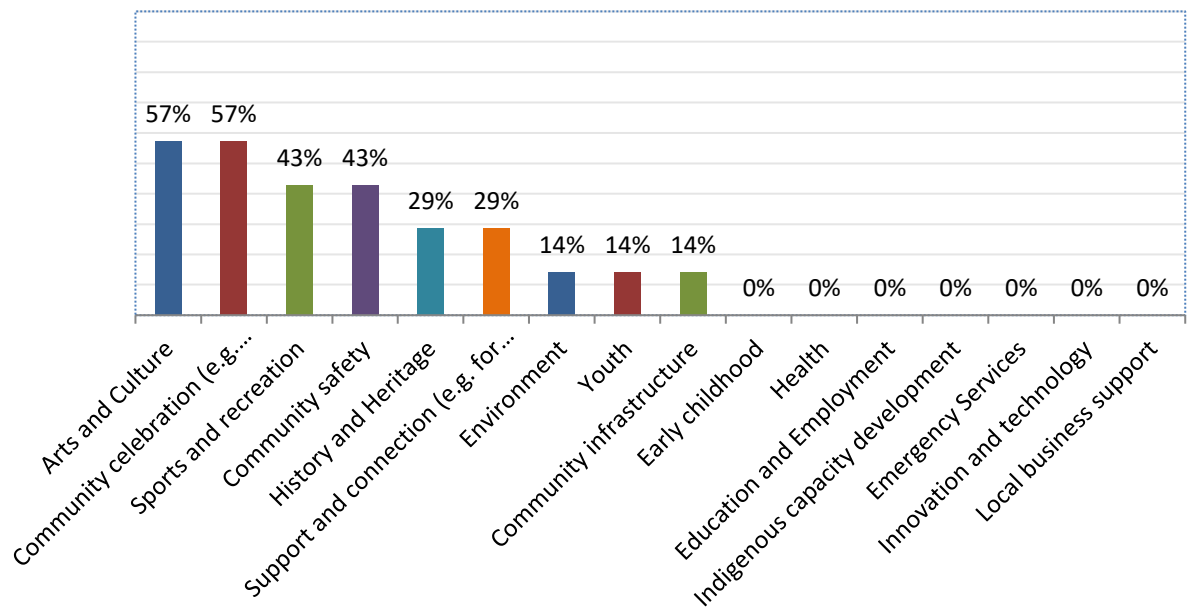
Question 25: Please select the top three areas that you think should be supported via grant funding over the next 5 years

The four (4) top areas survey respondents think should be supported are Arts and Culture (57%); Community celebration (57%); Sports and recreation (43%); Community Safety (43%).

There were several areas that were not selected as being a top area of focus by any survey respondents; these include:

- Early childhood
- Health
- Education and Employment
- Indigenous capacity development
- Emergency Services
- Innovation and technology
- Local business support

FIGURE 18: TOP AREAS COMMUNITY GROUPS THINK SHOULD BE AN AREA OF FOCUS

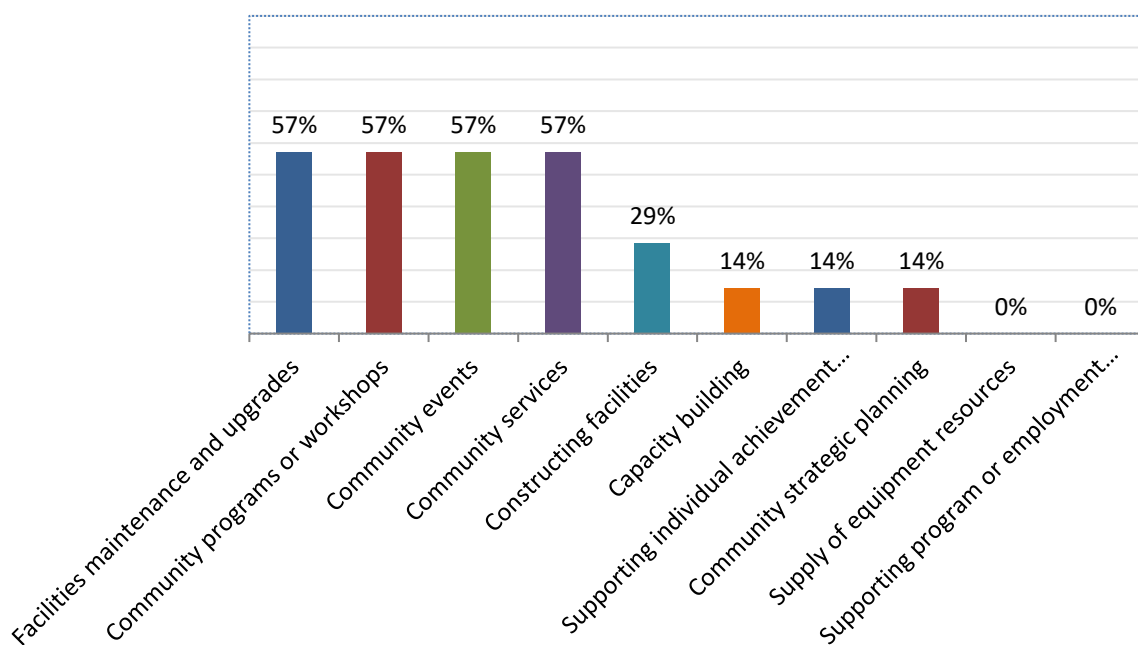


Question 26: Please select the top three activity types that grant funding should be supporting over the next 5 years

The top four (4) activity types community groups believe should be supported are: facilities maintenance and upgrades (57%); community programs or workshops (57%); community events (57%); community services (57%).

No respondents believed that supply of equipment resources (0%) or supporting program or employment costs (0%) are a top priority for grand funding.

FIGURE 19: TOP ACTIVITY TYPES COMMUNITY GROUPS THINK SHOULD BE FOCUS ON



Question 27: Do you have any further comments about the City of Karratha's Community Grants Programs? (Open-ended)

Two (2) survey respondents provided further comments about the grants program. Both comments are positive. The comments are as follows:

- We sincerely hope that the City of Karratha continues to provide the ACADS funding initiative as it is a unique funding program that is both appreciated by, and vitally important to, the DCA and our community.
- I am from NSW and have not seen a Council /shire do community grants on the scale that the City of Karratha does. I am in a number of different organisations with in the City and many need help with funds sometimes as it is not always possible to fundraise for the things needed. Please keep these grants going.

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