

## **Knox City Council**

### **Community Operational Funding Program Review 2017**

October 2017

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Appendix A: Community Operational Funding Review Report - October 2017. \* *As this report is referred to in the related Issues Briefing report as Appendix A, all subsequent appendices are aligned to the Issues Briefing report.*

Appendix B: Community Operational Funding Program Guidelines 2013-2017

Appendix C: Knox City Council Grants Overview

## 1. Introduction

*'Contemporary grant-makers recognise that funding relationships based on mutual commitment and trust are the most efficient way to guarantee social outcomes.'*<sup>1</sup>

Knox City Council has historically made varying financial and in-kind contributions to community organisations to support the delivery of a ranges of services that reflect Council's strategic objectives and benefit the Knox community. This investment in social outcomes is recognised as a key role of Council however in an increasingly constrained fiscal environment every effort must be made to use existing resources effectively and efficiently.

This report outlines two outcomes from the 2017 review of Council's Community Operational Funding Program (COFP) 2013-17. Sections two to four provide an outline of the background of the program, review methodology, program analysis and key findings. The review focused on the purpose and objectives, processes and reporting requirements of the pilot four-year funding program. The specific outcomes for the community of the services delivered were not in the scope of this review. The review identified many strengths in the current program and opportunities for improvement.

The second section of the report, from section five, provides recommendations for a future model that would value-add to Council's significant funding of social outcomes in Knox. Within the constrained fiscal environment for both Council and community organisations, the proposed model will maintain the integrity of the COFP and through focused resource investment create opportunities for more effective partnerships, increased advocacy leverage and a focus on social outcomes.

In summary, the 2013-17 COFP has delivered valuable outcomes for the Knox community. It is recommended that the program continue to be supported as a means of providing financial assistance to key organisations operating in Knox who partner with Council to deliver on community objectives identified in Council's strategic planning documents. However, it is important that future investments by Council to achieve broad social outcomes remain relevant to the changing needs and expectations of the community. The proposed reshaping of the COFP would shift the emphasis from an administrative relationship within a 'grant making' model, to a stronger partnership model, recognising Council's strategic contributions to essential services.

*'An interactive approach allows for exchange and negotiation between the donor and grantseeker, and involves a mutual focus on ideas developed in partnership.'*<sup>2</sup>

## 2. Background

As with many other local governments, Knox City Council has historically supported a broad range of community groups and organisations through financial contributions, donations or grants. The current Council grants context is outlined in *Appendix C: Knox City Council Grants Overview 2017*.

Over time some of these arrangements transitioned into a recurrent funding arrangement without the benefit of regular review of purpose and outcomes. The administrative processes were not

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<sup>1</sup> Genevieve Timmons, Savvy Giving: Philanthropy Australia and ProBono Webinar; accessed July 2017

<sup>2</sup> Ibid

embedded in a strategic framework leading to inconsistent approaches and different stakeholder access to resources and opportunities.

In 2012 Council sought to create a strategic framework to increase transparency and accountability, ensuring that the COFP decision making processes were aligned to Council strategic objectives and provide scope for relevant community organisations to seek access to operational funding.

In 2013 Council established the current framework for the COFP (Appendix B: Community Operational Funding Guidelines 2013-17) and this iteration was delivered from 2013-17, as a 'pilot' four-year funding program. The 11 defined 'funding categories' reflected Council's historical relationships with community organisations and the context of the Council Plan and the Community Health and Wellbeing Strategy (2013-17). The COFP is the most significant financial contribution program in the context of all the funding programs Council administers to support community organisations and individuals. For a full list of Council grant programs and key priorities see Appendix B: Knox City Council Grants Overview 2017.

Over the 2013-17 period, funded organisations provided regular outcome reports and had meetings with key Council staff. In early 2016 the funded organisations reporting against agreed outcomes were reviewed to identify opportunities for improved processes and inform a framework for future funding.

A further desktop analysis to assess the categories and evaluate the existing framework was completed in December 2016. Based on the findings of this exercise, Council determined to temporarily cease funding of two categories and extend the remaining arrangements for 12 months to re-align the COFP funding cycle with the Community and City Plan 2017-21. Council also supported a more comprehensive review of the program during 2017-18. This would include an evaluation of all categories, analysis of funding levels, outcomes of the audit of Council's Discretionary Grants, a grants administration mapping process (led by the Strategy and Innovation team), and alignment to the new Community and Council Plan. The outcomes of this review would be incorporated into recommendations for future program development.

This review and proposed changes to the COFP are scheduled to go to Council in January 2018. This will enable sufficient time to develop the required documents and advertisements to open the submission period from February 2018. The submission assessments are due to take place in April with recommendations to Council in May. This will enable the new funding round to be rolled out in July 2018, within the 2018-19 operational budget.

### **3. Review methodology and stages**

The following elements of research, analysis and consultation informed the key findings of the review.

#### **1. Framework review**

A report was commissioned mid-2016 to support an updated management framework for the future COFP, incorporating elements of the 2013-17 COFP with new recommendations to ensure better value and outcomes for the Knox community. Whilst this report provided some valuable information it was determined that further development and refining of the framework would be required during 2017-18 to ensure the most effective and efficient program recommendations could be made.

## ***2. Internal audit report***

In February 2017 the COFP was one of five Council grant programs included of the 'Review of Discretionary Grants' internal audit, prepared for the Audit Committee. The audit focused on administrative processes and record keeping. The audit identified two minor recommendations for the COFP, however general feedback indicated that the program, together with the Community Development Fund, had the most comprehensive guidelines, policies and processes. The programs, both delivered by the Community Strengthening team, were recognised as well managed and robust.

## ***3. Background research***

Program guidelines and policies from several local government funding programs were examined to assist with identifying trends in Council grant making space and highlight possible alternative models. Some of the programs investigated included Cities of Boroondara, Burnside (South Australia), Greater Dandenong, Manningham, Melton, Mildura, Monash, Randwick, Sunshine Coast Council and Yarra Ranges Council

In addition, relevant research was conducted into contemporary grant making processes and frameworks for partnership analysis. All the collected information assisted in informing the recommendations for future model.

## ***4. Data and content analysis:***

A sample of the current COFP funding agreements and reporting documents were assessed. In addition, the current Policy and Guidelines were examined. These documents were developed to inform the 2013-17 program and the comprehensive nature is a strength of the program. Any future recommendations for change in the overall program would need to be reflected in the correlated documents, prior to the new funding round in 2018.

## ***5. Consultation***

An external facilitator led several discussions with members of Council's Community Strengthening and Strategy and Innovation teams to establish the key considerations required to assess the current COFP model, outcomes and impacts. This in turn highlighted a number of future recommendations for change, identified throughout the report. At this stage the whole of Council Grants Review scheduled for 2017-18 was considered, however due to timing constraints it was determined that the COFP would not be included in the broader review at this stage.

Throughout the period of the review, regular conversations regarding funding agreements and reporting activities were held with currently funded organisations and services. Intense interest was expressed by all parties about the outcomes of the review, as funding security impacts on organisations ability to forward plan and deliver services to the community. The degree of engagement with funded organisations in the last stage of the review is still to be determined.

## ***6. Alignment with Community and Council Plan 2017-2021***

The proposed new funding categories were assessed against the Community and Council Plan 2017-2021.

## 4. Analysis and key findings

### 4.1 Program purpose and principles

The purpose of the COFP 2013-17 is 'to assist Knox based community organisations whose work in the municipality addresses specific community needs and Council's strategic objectives'.

The principles of the program as outlined in the Policy and Guidelines included;

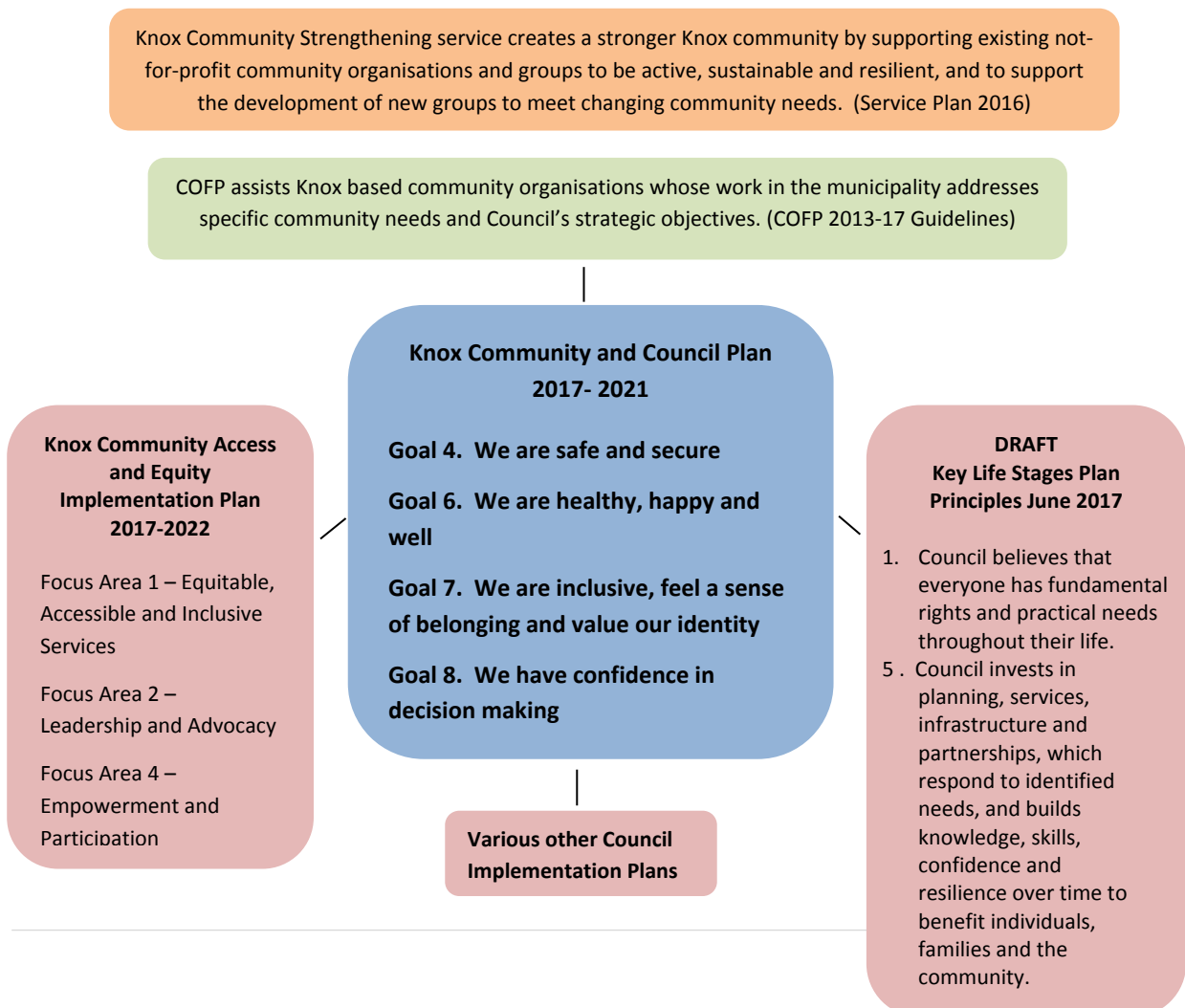
- A focus on outcomes for Council and the Knox community
- The ability to respond to current and changing needs
- Facilitation of cost effective services that deliver Knox City Plan and Council Plan objectives
- Consistent, transparent and equitable processes
- Accountability for funding
- Commitment to continuous improvement and regular review
- Providing certainty for community organisations.

#### Key findings:

- **The program purpose and principles were appropriate and relevant for the 'pilot' program.**

### 4.2 Program goal map

The following diagram draws links between the COFP and Council's broader strategic goals, recognising that the COFP is intrinsically linked to Council's strategic directions, across many key strategic documents. Two key implementation plans are highlighted below.



**Key findings: The COFP is strongly aligned with Council’s key strategic documents.**

#### 4.3 Council’s current role in COFP and alignment with the Council Plan

The table below illustrates the alignment of the COFP in relation to Council’s role and focus.

**Table 1:**  
**Council’s current role in COFP funding**

<b>Council role &amp; focus</b>	<b>Current COFP model</b>
<b>Advocate</b>	Council officers have supported advocacy for funded organisations when invited
<b>Partner</b>	Limited time for Council staff results in limited contact with many of the funded organisations
<b>Fund</b>	Packaged within a grants funding model
<b>Educate</b>	Limited to members of groups opting into training programs offered by Council
<b>Plan</b>	Program data received but not regularly incorporated into strategic community planning
<b>Research</b>	As above

The current program aligns with the previous Council plan. The alignment for each category was specified in the original guidelines at the beginning of the pilot 2013-2017 program. It has been identified in the funding agreements and reporting templates.

The articulation of Council’s role and alignment of Community and Council Plan 2017-2021 is further explored in 5.3

**Key findings:**

- **The current COFP aligns with six key roles of Council.**

#### 4.4 COFP Guidelines and policy

The review identified that the pilot COFP 2013-2017 was supported by detailed accompanying guidelines outlining programmatic purpose, processes and desired outcomes. The guidelines are well structured and provide an appropriate basis for modification for the proposed 2018-2022 cycle.

Included in the both guidelines and policy were the details of the Assessment Process. This is identified as being assessed by an internal staff Assessment Panel that will make recommendations to Council. The assessment of submissions will be undertaken in accordance with COFP operational procedures and guidelines that reflect the principles of the COFP policy. These comprise: eligibility criteria, funding objective and service priorities. The review indicated the outlined process worked well.

**Key findings:**

- **The current guidelines were suitable for the four-year pilot program. They will be updated to reflect any approved changes prior to the opening of the new round in 2018.**
- **Current assessment process is adequate to ensure transparency and accountability.**

## 4.5 Reporting

There are several areas for improvement regarding the performance reporting from community agencies to Council on the outputs of the funding.

Current reporting arrangements capture the outputs and activities of most of the services, however they are currently not effective when assessing whether recipient organisations are meeting specified outcomes and social benefits. There is also limited capacity internally at Council to fully utilise the vast amount of both qualitative and quantitative data available from the funded organisations.

In addition, there is no significant distinction between the reporting requirements made for minor contributions, for example the Knox Historical Society receiving \$10,816 and major funding for Knox Infolink receiving \$153,589. A scaled approach to reporting and other mutual obligations will be recommended in the proposed future model.

Finally, Council only receives an update on the COFP every four years, by means of the review and recommendations for the next round of funding. Increasing opportunities to report back to Council and raise the profile of the program will be recommended in the future model.

### Key findings:

- **Further investigation into a scaled reporting process is warranted.**
- **Current reporting to Council on outcomes from the investment in local services is infrequent.**

## 4.6 Resourcing

### *Operational resourcing*

Operationally the COFP is administered and delivered by the equivalent of a .3 EFT. The current resources attached to the program are within the Community Resource Officer role (Band 6 .8 EFT) and the Community Development Program Administration Support (Band 4 .3 EFT). These roles are also tasked with the Community Development Fund (CDF) grants. The CDF is a very process heavy (currently being reviewed by Strategy and Innovation for process efficiencies), highly visible, annual program with significant community engagement involved. The result is that the more significant COFP, in dollar terms at least, becomes the second priority with key activities worked in around the demands of the CDF. This has impacted on relationships with services, consistency of reporting, and meeting of program timelines. Opportunities to strengthen Council's commitment to the program through appropriate resourcing are identified in section 5.1.

### Key finding:

- **Currently the COFP is resourced to a level that meets administrative targets only. The staffing level does not provide for the partnership development or program strengthening required to extend on the outcomes of the program.**

### *Funding resources*

Over the period of the 2013-17 pilot program, the funding has attracted an annual CPI increase of between 2.8% - 2.9%. This has had implications for services who are contributing to salaries within the funding. For example, Knox Infolink has had an industry award change and are currently needing to increase to meet legislative requirements for staff. In addition, some of the smaller organisations who have had marked increases in utilities and other operational costs have also noted that the funding from Council does not 'stretch' as far as in the past.

The standard allocation across all the Neighbourhood Houses has also been noted by some recipients as being considerably lower than their counterparts are receiving from their local



Councils. Further exploration of appropriate funding allocations for this category is warranted in the future.

**Key finding:**

- **Annual funding increases to services do not always meet their requirements for salary or operational cost increases.**

## 4.7 Stakeholder impacts

The pilot COFP 2013-2017 program was designed to streamline a number of funding arrangements into one program, while providing increased accountability and transparency. During this time there was very little disruption to historical stakeholder relationships and the model provided increased certainty during the change period. The model now needs to be reconsidered to drive effectiveness and efficiency in line with Council's strategic direction. This may impact on current stakeholder groups and this is an important element of developing the new framework. This will be further explored in 5.7

**Key findings:**

- **Historical funding arrangements have been managed and transitioned into a more structured framework during the pilot program.**

## 4.8 Permanently ceasing funding to two categories

As outlined in the report to Issues Briefing in March 2017, two funding categories - 'Early Intervention Strategies for Families' provided by Anglicare Victoria and 'Enhance Participation of People with Disabilities in Sporting Environments' provided by SCOPE, did not warrant continuation beyond the 2013-17 Funding Agreement period. The levels of funding and the specific program models had proven to be limited in their effectiveness. Council determined that they should not be refunded during the extension period 2017-18.

As a result of the review, it became clear that both programs had ongoing challenges including changing personnel and low participation numbers, leading to an evident shortfall in meeting the COFP objectives. Both programs also provide a limited number of hours for a single staff resource, in roles that require relationship building, and consistent networking to achieve optimum results. The delivery model for both categories, namely targeting clients in either a specific location or a specific target cohort, led themselves to project based delivery. This contrasted with all other categories of COFP which provide services available to all residents in Knox, as part of a larger more comprehensive program or program.

There has not been any political or community feedback regarding the defunded program. Council staff have identified that some of the activities covered in these categories may be picked up by existing Council services (Youth Services and Family and Children's services) or within the new NDIS environment.

**Key findings:**

- **The two categories not refunded in 2017-18 should not be reinstated.**

## 5. Future Community Partnership Funding model

Council's current relationship with funded organisations could be described as highly administrative with limited capacity to build on the social outcomes investment by Council. The new model proposed incorporates a stronger element of partnership development and builds upon the key components of the current model namely that the program;

- Is generic and accessible to any service user in Knox
- Supports the provision of free to low cost services in Knox
- Strengthens Council's commitment to effective partnerships with community organisations

### 5.1 Re-branding the program

Currently the COFP is situated within an organisational a grant management system. A grant suggests a one off/discrete funding opportunity to address a specific activity or requirement. In the case of organisations receiving multiple year funding, and where the organisation may be the only provider of the specific service or activity these relationships are more accurately identified as partnerships or collaborations.

One of the key recommendations regarding the future model is to change the title of the program from Community Operational Funding Program to the *Community Partnership Funding program*. A change in title would acknowledge the significant investment toward achievement of social outcomes and the contribution from Council to vital partners who deliver services in the community and highlight Council's role as a partner not just a funder.

#### Key recommendations:

- **Rebrand the COFP as the 'Community Partnership Funding' program.**

### 5.2 Resourcing the new model

The operational resourcing challenges of the current COFP are outlined in section 4.6. These discussions form the basis for the proposal to establish a Community Partnership Officer role. A business case has been prepared to support this role. Recognising Council's financial constraints, it is proposed to reallocate the \$37,000 from the defunded services to contribute to a portion of the proposed EFT. The business case is seeking a .6/.8 Band 6 EFT. This role will enable further development of Council's partnerships with funded organisations to support the implementation of the Community and Council plan, develop more effective monitoring and evaluation processes and strengthen Council's commitment to social outcomes through this program.

It is proposed that the new model retains the four-year funding model (with an initial two-year term with the option of a second two year term, subject to satisfactory performance). This will ensure a level of security for funded organisations and align with Council's strategic documents and four-year budget process.

Given Council's new four-year operational budget process has allocated a 1% increase, rather than the previous CPI increase it will be imperative for early consultation with funded organisations. This will assist in ascertaining realistic outcomes for the funded period. Achieving four year deliverables within an essentially static funding environment may be a challenge for some agencies, particularly those without the capacity to absorb increasing costs in existing organisational structures. A review of allocated percentage increase will occur through the annual budget process. These challenges also highlight the need for agency support to reconsider their business/ funding models to achieve sustainable impact that doesn't rely on Council funding. This would be one of the priorities of an appropriately resourced future model.

**Key recommendations:**

- **Support a business case for a Community Partnership Officer, to support the transition to the new partnership model including strengthening the existing relationships between Council and funded community organisations.**
- **Clearly articulate the allocation levels for the period of funding in the guidelines.**

### **5.3 Future program purpose, objectives and criteria**

#### *Proposed purpose*

*'Partnership funding for not-for-profit community organisations identified by Council as providing essential locally based services, available to all residents of the Knox municipality. The partnerships support the achievement of the relevant goals and strategies within the Community and Council Plan 2017-2021.'*

This purpose more specifically identifies the key elements of the program outlined in the objective and criteria below.

#### *Proposed objectives of the program*

- To clearly align with Council's Community and Council Plan goals
- To demonstrate consistent, transparent and equitable processes and decision making
- To provide value for money for Council
- To provide increased financial stability for core organisations

#### *Proposed principles for all categories*

Council will contribute to organisations that support and strengthen community through;

- Providing services accessible to municipal focused community
- Providing support *free or low-cost* access to services for residents
- Commitment to *capacity building* in the funded organisations and relevant sector
- Commitment to *continuous improvement* and regular review

**Key recommendation:**

- **The revised program purpose, objectives and criteria are incorporated into program guidelines.**

## 5.4 Council's role in Community Partnership Funding

The table below compared the expected shift in Council's role in the program from an administrative approach to an strengthened partnership arrangement.

**Table 2:**  
**Council's role in Community Partnership Funding**

<b>Council role &amp; focus</b>	<b>Current COFP model 2013-17</b>	<b>Proposed model 2018-2022</b>
<b>Advocate</b>	Council officers have supported advocacy for funded organisations when invited.	Stronger partnerships with recipients will strengthen a more strategic advocacy approach.
<b>Partner</b>	Current resourcing for Council staff results in limited contact with many of the funded organisations.	Enhanced staff resources will create capacity to extend and further develop connections between Council and key stakeholders.
<b>Fund</b>	Promoted as a grants funding model	Promoted as a contribution to delivery of essential services for Knox residents. Maintenance of Council's procurement and grants management processes.
<b>Educate</b>	Limited to members of funded organisations opting into training programs offered by Council.	A condition for partners to participate in scheduled training and 'networks' / mentoring opportunities to be included in funding agreements.
<b>Plan</b>	Program data received but not regularly incorporated into strategic planning.	Opportunities for improvements in collection, collation and analysis of program data to inform Council's planning. Capacity to co-plan with key recipients.
<b>Research</b>	As above.	As above.

### *Capacity Building*

There is no current structure for funded organisations to meet regularly, network or to engage in discussion with Council officers about Council's strategic priorities. It has been identified that opportunities to build skills in management and government practices would also benefit many recipient organisations. An expectation of funded partners to participate in identified professional development, workshops and networking opportunities would be outlined in the funding agreements. The purpose of these opportunities is to build greater understanding among funding recipients of Council's objectives and directions, as well as strengthening organisations in addressing emerging issues and governance.

#### **Key recommendation:**

- **Maintain and strengthen Council's role in partnerships with funded organisations including maintenance of existing procurement and grants management processes.**

- **Incorporate a capacity building component in the funding agreement to strengthen Council's commitment to the role of 'educate'**

## 5.5 Overview of proposed funding streams

One of the major changes proposed for the future COFP model is the reclassification of funding categories from **eleven** discrete categories to **five** more consolidated groups. The previous eleven categories were designed to provide a basis for identifying essential service areas in the pilot 2013-2017 funding cycle. The creation of a five-stream funding model, streamlines the number of categories and provides a clear description of the services involved.

Of those five categories two are being proposed to be advertised as non-contested. The 2013-17 pilot model required an Expression of Interest (EOI) from all applicants. As the services in the categories of Volunteer Based Emergency Services and the Knox Learning Alliance are viewed by Council as critical to the provision of social and specialist services across the community and are providing services where there is no locally based competitor or equal service, an EOI process would not be required. Within the non-contested categories there will still be a requirement for agreed outcomes, clear budget proposals, a funding agreement and performance reporting and compliance requirements. The non-contested category will bring greater stability to recipient organisations and will provide opportunity to build stronger relationships and collaborations.

### *Non-contested: Volunteer Based Emergency Services stream*

A recent Council decision directed the previously operationally funded Country Fire Authority (CFA) to sit outside the COFP. CFA are provided with an annual donation from Council of around \$46,000. The donation does not require a funding agreement or accountability on the part of the funded organisation to provide reporting or compliance documents. It is proposed that the CFA is re-incorporated into the COFP processes from 2018 informed by the COFP guidelines.

In addition, there are currently two separate funding arrangements for the different elements of the CFA (one as a donation and the other coming under the COFP). Currently the Knox Group of Fire Brigades are funded as a group, through the COFP, to specifically provide support for community awareness of the CFA and capacity building of its volunteers. It is proposed that the two separate allocations are rolled into one with negotiations between all parties to ensure the funding objectives are delivered.

Finally, Council officers are aware that due to an increase in State government funding for some volunteer based services, in particular the SES, there may be an appetite for Council to re-examine its commitment to funding these services. A decision to cease or significantly alter the funding contribution to any of these services is likely to have political ramifications. Further clarification and direction from Council is required in regard to this funding category and their allocated contribution level.

### **Key recommendations:**

- **The CFA is re-incorporated into the program and the smaller Knox Group funding is consolidated into the one funding allocation.**
- **Further investigation is required to gauge Council appetite to continue or review funding the services identified under the Volunteer Based Emergency Services category.**

### *Non-contested: Knox Learning Alliance stream*

Councils across Victoria are strong supporters of neighbourhood houses and recognise the role houses play in:

- facilitating citizen participation in community life
- taking social action to improve quality of life and wellbeing
- facilitating the capacity of community members to support each other.

The community strengthening (planning and development) work of neighbourhood houses is closely aligned with the role of local governments in local area planning. This is recognised by the fact that the Community Houses ('houses') are specifically identified in Knox Community and Council Plan 2017-2021 initiatives<sup>3</sup>.

The 'houses' in Knox are generally well connected to other Council services, such as Active Ageing, Economic Development Youth Services and Community Safety, through the provision of targeted courses and participating in local partnership activities. It is also important to note that Knox has an industry leading federation model in the Knox Learning Alliance. This enables the 'houses' to strategically plan their programming together to capture particular markets, for example the Mountain District Learning Centre providing an alternative education setting for young people and the Basin Community House delivering award winning offender programs. The complex yet rewarding nature of the Knox Learning Alliance has strong return on investment in terms of the level of social programming initiatives and partnership opportunities the 'houses' are currently involved in. In addition, two of the houses manage four of Council's community facilities on our behalf.

At present the Community Houses ('houses') in Knox are funded by Council at a flat rate and are funded by other sources including State Government. However it is acknowledged that each of the services the 'houses' deliver to Council and the community differ greatly. Benchmarking with other local governments revealed that Council's current allocation is the lowest in the Eastern Region. In addition, whilst the majority of the 'houses' are delivered from Council facilities, pay a peppercorn rent and receive Council funded maintenance, this is not consistent across all of the funded 'houses'. Research showed that some local governments have calculated their in-kind contributions in their allocations of funding to community houses.

#### **Key recommendation:**

- **Further investigation and analysis is required to determine most effective funding allocations for the Community Houses/Knox Learning Alliance.**

### *Contested: Specialist family and individual support services*

This new category is the consolidation of four previous categories, refer page 15 (table 3) that support professional expertise in Knox-wide services for residents. Any changes to the funded areas would require additional consultation and investigation. It is proposed that as the fund is not going to increase, the only way to introduce a new priority would require removing funding from an existing service area. Defunding any of the current service categories is not recommended. It is proposed that should this occur the political and social implications would need to be considered by Council.

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<sup>3</sup> Community and Council Plan, Initiative 7.2.2 Further develop partnerships with community houses for extended programming related to digital literacy

This is the only category where funding contributes to partial funding of salaries of specialist providers. The impact of the below CPI (1%) increase over the next four years on the provision of services will need to be explored with the service providers.

Key recommendations:

- **Continue the funding of the four identified specialist support services.**
- **Conduct further analysis of the funding levels for each of the specialist support services is required.**

**Table 3:  
Overview of proposed funding streams**

New funding streams and funding objectives	Current category (2013-17)	Current recipient	Current funding allocation (2017-18)
<b>Non-contested categories</b>			
<b>1. Volunteer based emergency services</b> Contribution to the recognition and support of volunteers in rescue and emergency services for the Knox municipality.	24-hour rescue and emergency service	Victorian State Emergency Service – Knox Unit	\$37,856
	***Currently treated as a donation	CFA	\$46,200
	Support local fire authority services	Knox Group of Fire Brigades Possibly incorporate into CFA funding	\$7,030
<b>2. Knox Learning Alliance</b> Contribution to the operation of the five Community Houses to support the provision of a range of social activities, services and local learning opportunities for people at all stages of life within Knox.	Community house program	<ul style="list-style-type: none"> <li>• Coonara Community House Inc</li> <li>• Orana Neighbourhood House Inc</li> <li>• Rowville Neighbourhood Learning Centre</li> <li>• The Basin Community House Inc</li> <li>• Mountain District Learning Centre</li> </ul>	\$70,845 (\$14,169 per house)
<b>Contested categories</b>			
<b>3. Specialist family and individual support services</b> Contribution to the coordination and delivery of no-cost services and referral for Knox residents in need of support or experiencing crisis; Services to cover the following categories - Counselling - Financial counselling - Legal service and advocacy - Welfare support and	Generalist counselling	EACH	\$125,880
	Financial counselling	EACH	\$99,508
	Provision of legal services and advocacy	Eastern Community Legal Centre Inc	\$27,364
	Welfare support	Knox Infolink Inc	\$153,589

emergency relief.			
<b>4. Volunteer Resource Centre</b> Contribute to the coordination of a volunteer resource centre to build the capacity of volunteers and volunteer involving organisations for Knox.	Volunteer Resource Centre	Volunteer for Knox	\$129,794
<b>5. Preservation and promotion of the history of Knox</b> Contribution to the provision of a local history collection and resource centre, maintaining a broad range of historical archives of significance to the Knox municipality.	Preservation and promotion of the history of Knox	The Knox Historical Society	\$10,816
			<b>Annual Total: 708,882</b>

**Table 2:**  
**Proposed total funding as per the four-year budget**

<b>Proposed funding: 2018 - 2022</b>	<b>Without CFA</b>	<b>With CFA included</b>
2018 - 2019	\$709,483	\$756,852
2019 - 2020	\$716,577	\$764,420
2020 - 2021	\$723,743	\$772,064
2021 - 2022	TBD	TBD

## 5.6 Proposed funding categories aligned with the Community and Council Plan 2017-2021

<b>Proposed funded categories</b>	<b>Council &amp; Community Plan (2017-21) related Goal &amp; Strategy</b>
Volunteer based emergency services	Goal 4: We are safe and secure Goal 7: We are inclusive, feel a sense of belonging and value our identity Strategy 7.4: Promote and celebrate the contribution of our volunteers
Knox Learning Alliance	Goal 5: We have a strong regional economy, local employment and learning opportunities Strategy 5.4: Increase and strengthen local opportunities for



	lifelong learning formal education pathways and skills development to improve economic capacity of the community.
Specialist family and individual support services	Goal 6: We are healthy, happy and well Strategy 6.2 Support the community to enable positive physical and mental health
Volunteer Resource Centre	Goal 7: We are inclusive, feel a sense of belonging and value our identity Strategy 7.4 Promote and celebrate the contribution of our volunteers
Preservation and promotion of the history of Knox	Goal 7: We are inclusive, feel a sense of belonging and value our identity Strategy 7.1 Protect and preserve our local cultural heritage

## 5.7 Reporting

The current reporting requirements for the funded services and programs have provided an interesting overview of trends within the service categories. These include presenting issues for generalist and financial counselling, through to call outs for SES. However, this is currently not collated, broadly disseminated or used to inform Council priorities.

It is proposed that reporting requirements are created in collaboration with the Research and Mapping service, to ensure that the program level data requested can inform the review and development of the future related Community and Council Plan program.

Also, currently reporting requirements are not overly reflective of the amount of funding received. It is proposed that a scaled reporting model to better reflect the level of allocation provided (currently between \$7,000 and \$150,000) would be investigated. This would need to meet the purpose of simplifying processes for community organisations whilst retaining appropriate levels of accountability.

Finally, at present Council does not receive regular updates on the COFP. It is proposed to investigate a more regular approach to feeding back the data and partnership information related to the program to the organisation and Council.

### Key recommendations:

- **In collaboration with Council’s Research and Mapping service, and the funded agencies develop meaningful reporting templates to inform Council’s strategic direction.**
- **Establish reporting levels to reduce the impact on agencies while fulfilling requirements of Council.**
- **Investigate opportunities for reporting to Council the benefits of the investment in local essential services.**

## 5.8 Processes and management framework

As noted in the above review and reflected in the outcomes of the internal Audit process, the management framework and processes for the COFP are robust and a good basis for the future model. Aside from the above recommendations to key components of the program, the following aspects of the framework would remain unchanged;

- An initial two-year term with the option of a second two years, subject to satisfactory outcomes
- Monitoring and performance timelines, annual reports based on the financial year.
- Assessment by an internal panel against Council approved criteria/guidelines, with recommendations presented to be endorsed by Council

**Key recommendations:**

- **The guidelines and policy will be updated to reflect changes following direction from EMT and Council.**

## 6. Compiled recommendations

### 1. *Re-branding the program*

- Rebrand the COFP as the 'Community Partnership Funding' program.

### 2. *Resourcing the new model*

- Support a business case for a Community Partnership Officer, to support the transition to the new partnership model including strengthening the existing relationships between Council and funded community organisations.
- Clearly articulate the allocation levels for the period of funding in the guidelines.

### 3. *Future program purpose, objectives and criteria*

- The revised program purpose, objectives and criteria are incorporated into program guidelines.

### 4. *Council's role in Community Partnership Funding*

- Maintain and strengthen Council's role in partnerships with funded organisations including maintenance of existing procurement and grants management processes.
- Incorporate a capacity building component in the funding agreement to strengthen Council's commitment to the role of 'educate'.

### 5. *Overview of proposed funding streams*

- Reduce funding categories from eleven to five, establishing non-contested categories with separate application processes for categories where Council has determined there are no equivalent services or competition in the market.
- The CFA is re-incorporated into the program and the smaller Knox Group funding is consolidated into the one funding allocation.
- Further investigation is required to gauge Council appetite to continue funding the services identified under the Volunteer Based Emergency Services category.
- Continue the funding of the four identified specialist support services.
- Ongoing investigation and analysis is required to determine most effective funding levels for the all funding streams.

## 6. *Reporting*

- In collaboration with Council's Research and Mapping service, and the funded agencies develop meaningful reporting templates to inform Council's strategic direction.
- Establish reporting levels to reduce the impact on agencies while ensuring accountability requirements.
- Investigate opportunities for reporting to Council the benefits of the investment in local essential services.

## 7. *Processes and management framework*

- The guidelines and policy will be updated to reflect changes following direction from EMT and Council.



## KNOX POLICY

### COMMUNITY OPERATIONAL PARTNERSHIP FUNDING GRANTS

<b>Policy Number:</b>	2008/06	<b>Directorate:</b>	Community Services
<b>Approval by:</b>	Council	<b>Responsible Officer:</b>	Manager Community Wellbeing
<b>Approval Date:</b>	August 2014	<b>Version Number:</b>	1
<b>Review Date:</b>	September 2017		

#### 1. PURPOSE

To guide the allocation, management and review of ~~Community Operational Funding~~ Community Partnership Funding Grants provided to assist Knox based community organisations whose work in the municipality addresses specific community needs and Council's strategic objectives.

#### 2. CONTEXT

Each year Council provides recurrent funding support to a range of not-for-profit community organisations that deliver specific services of benefit to the Knox community.

The funding, known as ~~Community Operational Funding~~ Community Partnership Funding Grants, assists with the ongoing operational costs incurred in the delivery of agreed community outcomes.

Funding agreements are established with specific community organisations that have successfully submitted for funding to support the valued and demonstrated services that they provide in Knox. The funding reflects the evolution of historical partnerships between Council and locally based organisations to address local community priorities and identified strategic service requirements.

The ~~Community Operational Funding~~ Community Partnership Funding Policy is underpinned by the following principles:-

1. A focus on outcomes for Council and the Knox community;
2. The ability to respond to current and changing needs;
3. Facilitation of cost effective services that deliver Knox ~~City Plan and Council Plan~~ Community and Council Plan objectives;
4. Consistent, transparent and equitable processes;
5. Accountability for funding;
6. Commitment to continuous improvement and regular review; and
7. Providing certainty for community organisations.

2.

### 3. SCOPE

This policy applies to the grants allocated through the ~~Community Operational Funding~~ Community Partnership Funding Grants program.

The policy does not apply to ~~annual donations made to the local CFA brigades or the funding allocated to Senior Citizens' Clubs in connection to use of specific Council facilities.~~

### 4. REFERENCES

#### 4.1 ~~Knox City Council and Community Plan 2013-2017-20212~~ (incorporating the Council Plan)

- ~~• Healthy, Connected Communities~~
- ~~• Democratic and Engaged Communities~~

#### 4.2 **Relevant Legislation**

- Local Government Act 1989 – Local Government Charter, Financial Management,

#### 4.3 **Charter of Human Rights**

- This policy has been assessed against and complies with the charter of Human Rights.

#### 4.4 **Related Council Policies**

- ~~• Minor Grants~~ Ward Contingency Policy
- ~~• Community Development Fund Policy~~

#### 4.5 **Related Council Procedures Documents**

- ~~Community Operational Funding~~ Community Partnership Funding Guidelines
- ~~• Community Operational Funding~~ Community Partnership Funding Procedures
- ~~Community Operational Funding~~ Community Partnership Funding Assessment Panel Guidelines

### 5. DEFINITIONS

Detail any definitions within the policy.

<b>Council</b>	Means Knox City Council, whether constituted before or after the commencement of this Policy.
<b>Community Organisation</b>	A not-for-profit <u>/profit for purpose</u> legal entity which provides services, support or activities to the Knox Community.
<b>Contestability</b>	Opportunity for other organisations to submit proposals for identified funding priority categories
<b>Identified Funding Priority Categories</b>	A range of services and community activities which address local community priorities and identified strategic service requirements to <u>support to achieve</u> Council <u>and community aspirations's Vision and strategic objectives of the City Plan.</u>
<b>Operational costs</b>	Includes building rental, utilities, staffing and administrative costs relevant to the agreed service/program objectives
<b>Operational funding</b>	Funding provided to support the operating costs of not-for profit <u>services</u> associated with agreed service/program

	objectives
<b>Funding Agreement</b>	An agreement between the funding recipient and Council that documents the agreed objectives of the services to be delivered to the community and the annual reporting and accountability requirements for the funding

## 6. COUNCIL POLICY

- Council will provide a budget allocation each financial year for ~~Community Operational Funding~~Community Partnership Funding Grants to support not-for-profit, community organisations in delivering services/activities which are determined to be of benefit to the Knox community and which reflect Council’s vision and strategic objectives.
- Council will call for submissions for ~~Community Operational Funding~~Community Partnership Funding every four years to provide transparency and the potential for contestability where appropriate.
- Submissions will be assessed by an internal staff Assessment Panel that will make recommendations to Council.

The assessment of submissions will be undertaken in accordance with Community Operational Fund operational procedures and guidelines that reflect the principles of the ~~Community Operational Funding~~Community Partnership Funding Policy (see Clause 2 above). These principles will be reflected in the following:~~comprise:~~

- Eligibility criteria;
- Funding objectives; and
- Service priorities.
- Council will consider approving funding agreements based on a four year term. Council reserves the right to terminate the funding agreement based on unsatisfactory performance.
- In the event that a funding agreement is terminated by a recipient organisation any time up to six months before the end of the funding period the subject grant opportunity will be readvertised to enable the reallocation of funding for the remainder of the period. If the termination occurs within six months of the end of the funding period, Council may choose not to readvertise until the commencement of the new funding period.
- Funding agreements will be developed to reflect different levels of complexity, funding and partnership, in accordance with best practice for contemporary local government grants arrangements.
- All agreements will include a review process to be undertaken after two years to assess performance of the funded organisation in accordance with the funding agreement.
- Council will determine the four year round of funding categories on the basis of the Knox City Plan and Council Plan priorities and in response to identified service needs for the Knox community.

# 2018-22 Community Partnership Funding Program Guidelines

## APPENDIX C

# Strengthening and Enabling Local Initiatives

Knox City Council is calling for applications from not-for-profit, community organisations interested in applying for Community Partnership Funding (CPF) Grants in accordance with Council's CPF Grants policy.

The CPF Grants program has been established to support community organisations in delivering a range of services and activities which are determined to be of benefit to the Knox community and which reflect Council's vision and strategic objectives.

These guidelines are intended to help organisations understand the eligibility criteria and other requirements of the CPF Grants application process and the information that needs to be provided in the application form. Please read them carefully and work through the steps.

The application period for the 2018-2022 CPF Grants program **opens on Monday 26 February, 2018** and will **close at 5pm on Monday 26 March, 2018**.

Application must be submitted online, visit [www.knox.vic.gov.au/cof](http://www.knox.vic.gov.au/cof).

Please advise Council's Community Resourcing Officer or a member of the Community Strengthening Team of any additional support or requirements that may assist you in accessing grant information. Upon request, information can be made available in large print or audio formats.

All enquiries regarding the CPF Grants program should be directed to Council's Community Resourcing Officer or a member of the Community Strengthening Team via email at [opfunding@knox.vic.gov.au](mailto:opfunding@knox.vic.gov.au) or alternatively via telephone on 9298 8000.

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# Introduction

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## Snapshot of City of Knox

The City of Knox is located approximately 25kms from the Melbourne Central Business District. Knox is one of the most populous municipalities in Victoria with over 155,000 residents living in eleven localities.

The area enjoys a green, leafy image extending to the foothills of the picturesque Dandenong Ranges. It is the gateway to both a major growth area in Melbourne and the urban-rural fringe that attracts thousands of tourists.

The City of Knox includes the suburbs of Ferntree Gully, Upper Ferntree Gully, Boronia, The Basin, Rowville, Wantirna, Wantirna South, Lysterfield, Knoxfield, Scoresby and Bayswater.

For additional information on the municipality, visit Council's website at [www.knox.vic.gov.au](http://www.knox.vic.gov.au).

## Community Partnership Funding (CPF) Grants Program

The CPF Grants program has been established to support community organisations in delivering a range of services and activities which are determined to be of benefit to the Knox community, and which reflect Council's strategic objectives and priorities of the Community and Council Plan 2017-21.

This program assists a range of community organisations across the municipality with the ongoing operational costs incurred in the delivery of agreed community outcomes that benefit Knox residents by addressing local community priorities and identified strategic service requirements.

Following the application process, four-year funding agreements (an initial two year term with the option of a second two years, subject to satisfactory outcomes) will be offered to successful community organisations.

## Program Principles and Aims

The CPF Grants Policy is underpinned by the following principles:

- A focus on outcomes for Council and the Knox community;
- The ability to respond to current and changing needs;
- Facilitation of cost effective services that deliver Council Plan objectives;
- Consistent, transparent and equitable processes;
- Accountability for funding;
- Commitment to continuous improvement and regular review; and
- Providing certainty for community organisations.

The CPF Grants program aims to support not-for-profit community organisations based in Knox to provide a range of services and activities in the municipality that:

- Build community capacity;
- Require longer term operation to maximise community and client engagement; and/or
- Require a longer term funding commitment to support the recruitment and/or retention of identified professional staff.

# Funding Streams

The following are the CPF funding streams:

New funding streams and funding objectives	Current category (2013-17)
<p><b>1. Volunteer based emergency services</b> Contribution to recognition and support of volunteers in rescue and emergency service for the Knox municipality.</p>	<p>24-hour rescue and emergency service</p> <p>Support local fire authority services (group coordination)</p> <p>***Currently treated as a donation: CFA</p>
<p><b>2. Knox Learning Alliance</b> Contribution to the operation of the five Community Houses to support the provision of a range of social activities, services and local learning opportunities for people at all stages of life within Knox.</p>	<p>Community house program</p>
<p><b>3. Specialist family and individual support services</b> Contribution to the coordination and delivery of no-cost services and referral for Knox residents in need of support or experiencing crisis; Services to cover the following categories</p> <ul style="list-style-type: none"> <li>- Counselling</li> <li>- Financial counselling</li> <li>- Legal service and advocacy</li> <li>- Welfare support and emergency relief.</li> </ul>	<p>Generalist counselling</p> <p>Financial counselling</p> <p>Provision of legal services and advocacy</p> <p>Welfare support</p>
<p><b>4. Volunteer Resource Centre</b> Contribute to the coordination of a volunteer resource centre to build the capacity of volunteers and volunteer involving organisations for Knox</p>	<p>Volunteer Resource Centre</p>
<p><b>5. Preservation and promotion of the history of Knox</b> Contribution to the provision of a local history collection and resource centre, maintaining a broad range of historical archives of significance to the Knox municipality</p>	<p>Preservation and promotion of the history of Knox</p>

The Funding Objectives and Service Priorities for each stream are outlined in Appendix 1.

# Funding Criteria

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Community organisations currently delivering services in line with the funding objectives and service priorities outlined in Appendix 1 are welcome to apply for funding under Council's CPF Grants program. To be eligible for funding, organisations must meet the following requirements:-

## **Within legal constraints:**

Community organisations must have the capacity to comply with all legal, legislative and regulatory requirements relating to the operation of a properly constituted, not-for-profit organisation. Knox City Council will not knowingly provide new or continuing funding to agencies which do not comply with, or do not have the capacity to meet all such requirements.

## **Legal status of agency:**

The submitting organisation is a not-for-profit organisation established under the Victorian Associations Incorporation Reform Act 2012, the Victorian Co-operatives Act 1996, the Aboriginal Councils and Associations Act 1976, Corporation Law or in another form considered appropriate by Knox City Council. Applications will also be considered from organisations under the auspice of another organisation which meets any of these criteria.

## **Capacity to deliver service:**

Organisations are required to demonstrate they have the capacity to plan service delivery, set measurable objectives (including qualitative) and highlight the strategies which the organisation will apply to achieve these objectives. Organisations should identify whether they can provide or have acquired additional funding to support the service delivery.

## **Capacity to formal funding agreement and reporting:**

Funded organisations will be required to enter into a funding agreement with Knox City Council. Annual work plans will be negotiated and regular meetings held with Council's Community Resourcing Officer, to fulfil review and acquittal requirements.

# Roles and responsibilities

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To ensure the ongoing success of the CPF Grants program, it is important for Council, the Community Strengthening team and the funded community organisations to develop and foster good partnerships based on mutual trust and respect for each others' role in the support and delivery of funded activities for the benefit of the Knox Community.

In relation to the CPF these roles and responsibilities are as follows:

## **Council:**

Applications for CPF Grants will be assessed by an Assessment Panel made up of internal staff. The Assessment Panel acts in an advisory capacity only and will present recommendations to Council for consideration and endorsement.

## **The Community Strengthening Team:**

The Community Strengthening team aims to create stronger communities' through the delivery of a range of programs which focus on supporting and resourcing not-for-profit community groups. In seeking to achieve this, the Community Strengthening team works with departments across Council as well as with locally-based not-for-profit community organisations..

The Community Strengthening team coordinates and implements a range of key Council programs including, but not limited to, the CPF Grants program; the Community Development Fund program; the Community Group Training program; partnership development; community planning and engagement.

The Community Strengthening Team is responsible for the management and administration of the CPF Grants program and will work in partnership with successful applicants to negotiate funding agreements which detail the key responsibilities of the funded organisations.

## **Other relevant Council contacts:**

Where a particular funding category has potential alignment with departments across Council, the Community Community Strengthening Team will work collaboratively with Council staff in those areas to ensure cross-Council input is provided in the negotiation of funding agreements.

## **Not-for-profit community organisations**

Organisations which receive grant funding will be accountable to Council, the Community Strengthening team and the community for the use of that funding to provide quality services and activities in alignment with their negotiated funding agreement.

Organisations will need to inform the Community Resourcing Officer of any significant changes within their organisation (e.g. governance, financial) which may impact on the achievement of funding objectives and the delivery of service priorities.

# Administration and management of grants program

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Council and the Community Strengthening team are committed to high quality administration and management of the CPF Grants program.

It is recognised that there are a number of tasks involved in the administration and management of the CPF Grants program, including:-

- Promotion of funding opportunity;
- Application and assessment of funding applications;
- Negotiation of funding agreements; and
- Monitoring and evaluation of funded organisations.

## Promotion of funding opportunity

The opening and closing dates, funding categories and how to access the COP funding guidelines will be broadly promoted through all of Council's channels. Details regarding successful applications will also be published in local newspapers and on Council's website.

## Application and selection process

The administration and management of the grants program is guided by the CPF Grants policy..

It is intended that the application process provides community organisations with an opportunity to outline **how** the organisation can deliver on the specified funding objectives and service priorities.

### Pre-application submission discussion

All community organisations are strongly advised to discuss their proposed application with Council's Community Resourcing Officer or a member of the Community Strengthening team prior to submitting.

This can be via email at [opfunding@knox.vic.gov.au](mailto:opfunding@knox.vic.gov.au) or alternatively via telephone on 9298 8000 to discuss details in the Guidelines and what is required in the Application Form.

Other Government departments or community agencies may also be a source of information that can help support a community organisation's application and provide opportunities for additional or alternative resourcing.

### Application Form

Applications must be completed and submitted online at [www.knox.vic.gov.au/communityfunding](http://www.knox.vic.gov.au/communityfunding).

### Other Documentation

The following documentation is also required as part of the grant application:

- **Copy of Insurance Certificate of Currency**

The certificate will provide a summary of the scope of cover provided, and will state a limit of liability figure and period of cover. Successful applicants must maintain for the duration of the funding period, public liability insurance for the amount of \$20 million and other relevant insurance.

- **Statement by Supplier declaration**

Organisations do not have to be registered for GST however applicants must have either an Australian Business Number (ABN) or provide a Statement by Supplier declaration. You can download the form from the Australian Tax Office by visiting the following website.

<http://www.ato.gov.au/businesses/content.asp?doc=/content/38509.htm>

- **Evidence of current Incorporation**

The easiest way to show that your incorporation status is up to date is by providing a screen print from the Consumer Affairs Victoria 'Search Incorporated Associations Register' webpage - <https://online.justice.vic.gov.au/cav/br-search-criteria?mode=iaextr> .

NB: You do NOT need to purchase an extract. A screen print is sufficient.

- **Evidence of current Registration for a Company Limited by Guarantee**

The easiest way to show that your Company's registration is up to date is by providing a copy of an *ad hoc company statement*. An *ad hoc company statement* shows the company's status as at the date the statement is requested. You can obtain one for free by phoning the Australian Securities and Investment Commission (ASIC) on Ph. 1300 300 630 and requesting one be posted to you.

- **Evidence of registration for Goods & Services Tax, Deductible Gift Recipient & Income Tax Exempt Charity status**

If you are submitting an online application this information will automatically be downloaded. If you are submitting a hard copy application form you will need to attach a screen print from the Australian Business Register 'Welcome to ABN Lookup' webpage - <http://www.abr.business.gov.au/Index.aspx> . Search for your Australian Business Number (ABN).

### **Application Submission Dates**

The application period for the 2018-2022 CPF Grants program will be **from Monday 26 February, 2018** and will **close at 5pm on Monday 26 March, 2018**.

***PLEASE NOTE: the online submission program will not receive applications beyond the specified closing date and time. Make sure you allow adequate time in submitting online to avoid any unanticipated technical difficulties.***

### **Assessment Process**

All applications will be assessed by an internal staff Assessment Panel. The recommendations of the Assessment Panel will be submitted to Council for consideration and endorsement.

Applications will be assessed on the following criteria:

- **Service delivery** (*i.e. the expected benefit of the service/activity to the Knox community*);
- **Proposed service alignment with Community & Council Priorities** (*i.e. whether the service/activity constitutes a priority of Council including congruence with Council's policies, strategies and vision*);
- **Budget** (*i.e. The quantum of funding allocation sought, relative to the total CPF Grants budget*);and
- **Organisational capacity** (*i.e. the expected performance of the proposed funding recipient to deliver agreed outcomes and the proper acquittal of Council's funds*).

### **Variations to approved grant levels**

The CPF Grants program budget is subject to Council's Annual Budget processes.

All variations to grants require the approval of Council. Advice on any approved variations will be provided to the organisation as soon as possible following Council approval.

## Funding agreements

Successful applicants will be required to enter into a formal funding agreement consistent with the approved grant to ensure that both parties are clear of their roles and responsibilities. The Agreement will clearly define accountability of the organisation for the achievement of agreed outputs and outcomes and will specify terms and conditions to foster effective service delivery and protection of public funds.

Funding agreements are issued annually for a maximum of a four year period. Funding agreements are subject to a review of funding and performance by Council Staff.

***Please note: All CPF Grants funding is subject to Council's annual budget processes.***

## Payment of Grants

Grant monies will be paid annually, by electronic funds transfer (EFT) to the funded organisation. Funding payments will be made in accordance with agreed timeframes specified in individual funding agreements, subject to the provision of satisfactory reporting requirements.

Successful applicants that are registered for the GST will receive the approved grant allocation plus GST of ten per cent (10%).

## Monitoring and evaluation

Monitoring and evaluation involves the collection of project information that will allow the funded organisation and Council to assess whether services being provided are consistent with those documented in the funding agreement. Information collected by the funded organisation throughout the funding period will be used to assist Council to monitor trends relating to community need and service delivery.

- An annual performance review will be undertaken by Council's Community Strengthening Team prior to issuing a new Funding Agreement and will include an assessment of: Achievement of the objectives for which the Council funding was allocated;
- Proper acquittal and use of Council's funds by the recipient;
- Achievement of obligations contained within the Funding Agreement; and
- Any other matter considered relevant.

A full strategic review will be undertaken by Council within the final year of the four year Funding Agreement period and will include an assessment of:

- The continuing benefit of the service/activity to the Knox community;
- Whether the service/activity continues to be a priority of Council including alignment with Council's policies, strategies and vision; and
- Any other matter considered relevant.

The recommendations from the strategic review process will be presented to Council for consideration.

## Financial Reports

Successful applicants will be required to submit an annual acquittal in an approved format. Where financial reporting requirements are not met, grant payments will be suspended and consistent defaulting will result in defunding.

Knox City Council will undertake to provide annual feedback to the funded organisations of the review of grant acquittals as soon as possible. Further information regarding the annual acquittal process will be made available to successful applicants and will form a standard component of the funding agreement.

# Privacy of Information

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As part of the Information Privacy Act Statement of Consent, Council collects information from CPF Grants applicants for the purpose of registering and administering grant applications for the specified funding period. The information may also be used to send you information and to ascertain satisfaction with our services. The information will not be disclosed except as required by law. In particular, the information will not be disclosed to others for marketing purposes.

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# Appendix 1 - Funding streams: relevant funding objectives and service priorities to be delivered in Knox

*Please note that proposed funding allocations specified for each funding stream are subject to Council’s annual budget processes. The annual allocation will be increased by Council’s approved escalation factor.*

## FUNDING STREAM 1: VOLUNTEER BASED EMERGENCY SERVICES IN KNOX

Summary of funding objectives and service priorities	Proposed 2018-22 allocation
Contribution to the recognition and support of volunteers in rescue and emergency service and fire prevention service for the Knox municipality <ul style="list-style-type: none"> <li>• Enhancing community awareness of the significant contribution made to local community life by volunteers with respect to fire prevention and emergency services.</li> <li>•</li> </ul>	\$ TBC

**FUNDING STREAM 2: KNOX LEARNING ALLIANCE**

Summary of funding objectives and service priorities	Proposed 2018-22 allocation
<p>Contribution to the operation of the five Community Houses to support the provision of a range of social activities, services and local learning opportunities in a safe and welcoming environment that supports people at all stages of life, in each of the following locations: Rowville, Upper Ferntree Gully, Ferntree Gully, Wantirna South and The Basin.</p> <p>More specifically, the funding objectives include:</p> <ul style="list-style-type: none"> <li>• Contributing to community strengthening outcomes in Knox by:               <ul style="list-style-type: none"> <li>• Supporting diversity and promoting community participation and inclusion for people at all stages of life</li> <li>• Facilitating community development and capacity building activities that are informed by community need</li> <li>• Supporting lifelong learning opportunities for people to improve their training and employment pathways and participation in broader community life</li> </ul> </li> <li>• Partnering with community organisations, businesses and local, state and federal levels of government to secure appropriate funding and support to sustain key activities.</li> </ul>	<p>\$ TBC per house</p>

**FUNDING STREAM 3: SPECIALIST FAMILY AND INDIVIDUAL SUPPORT SERVICES**

Summary of funding objectives and service priorities	Proposed 2018-22 allocation
<p>Contribution to the coordination and delivery of:</p> <ul style="list-style-type: none"> <li><b>a) no-cost and confidential financial counselling services for Knox residents and the implementation of community education activities in Knox</b> <ul style="list-style-type: none"> <li>• Ensuring equitable access to a high quality and consistent standard of financial counselling in Knox</li> <li>• Supporting the development of personal skills and knowledge to respond to financial and consumer pressure</li> <li>• Improving community resourcefulness in negotiating various financial circumstances</li> <li>• Contributing to the ongoing improvement in integrated support services for individuals and families in Knox.</li> </ul> </li> <li>OR</li> <li><b>b) no-cost, prompt response generalist counselling and referral for Knox residents in need of support or experiencing crisis</b> <ul style="list-style-type: none"> <li>• Ensuring equitable access to a high quality and consistent standard of generalist counselling in Knox</li> <li>• Supporting the development of personal skills and knowledge to enable individuals and families to respond to life challenges</li> <li>• Improving individual and community resilience</li> <li>• Supporting enhanced social connectedness and the promotion of local community support options</li> <li>• Contributing to the ongoing improvement in integrated support services for individuals and families in Knox.</li> </ul> </li> <li>OR</li> <li><b>c) no-cost legal service and associated legal advocacy and community education service in Knox.</b> <ul style="list-style-type: none"> <li>• Ensuring equitable access to a high quality and consistent standard of affordable legal information and advice for residents in Knox</li> <li>• Contributing to the ongoing improvement in integrated legal support services for individuals and families in Knox.</li> </ul> </li> <li>OR</li> <li><b>d) welfare support service in Knox including the provision of related community information and advice and emergency relief activities.</b> <ul style="list-style-type: none"> <li>• Ensuring equitable access to community information and material aid support to Knox residents and families who are experiencing hardship</li> <li>• Supporting the provision of emergency relief activities to individuals and families in Knox experiencing hardship</li> <li>• Contributing to the ongoing improvement in integrated welfare support services for individuals and families in Knox.</li> </ul> </li> </ul>	<p>\$ TBC</p>

**FUNDING STREAM: VOLUNTEER RESOURCE CENTRE**

Summary of funding objectives and service priorities	Proposed 2018-22 allocation
<p>Contribution to the coordination of a volunteer resource centre to build the capacity of volunteers and volunteer involving organisations for Knox.</p> <ul style="list-style-type: none"> <li>• Increasing participation in volunteering across the municipality</li> <li>• Building the capacity of volunteer involving organisations to effectively host, support and develop volunteers in line with best practice principles</li> <li>• Enhancing community awareness of the significant contribution made to the local economy and community life by volunteers</li> <li>• Ensuring that volunteer involving agencies across the municipality are provided with resources to operate as efficiently as possible utilising resources that already exist.</li> <li>• </li> </ul>	<p>\$ TBC</p>

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**FUNDING CATEGORY: PRESERVATION AND PROMOTION OF THE HISTORY OF KNOX**

Summary of funding objectives and service priorities	Proposed 2018-22 allocation
<p>Contribution to the provision of a local history museum and resource centre and maintaining a broad range of historical archives of significance to the Knox municipality.</p> <p>More specifically, the funding objectives include:</p> <ul style="list-style-type: none"> <li>• Contributing to the enrichment of the municipality’s cultural identity by connecting the community to local and regional history</li> <li>• Preserving and promoting local history and encouraging Knox residents to learn and understand more about the history of the municipality.</li> </ul> <p>Additionally, funding applications need to demonstrate how the following service priorities can be achieved:</p> <ul style="list-style-type: none"> <li>• Preserving, storing and archiving of records relevant to the history of Knox</li> <li>• Contributing to local community education strategies in community based settings within Knox to develop greater community awareness of local history</li> <li>• Contribution to the collection of data to identify community needs and emerging trends and support Council in monitoring relevant indicators for the City of Knox.</li> </ul>	<p>\$ TBC</p>

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