

Notice is given that Council Workshop will be held on:

Date: Tuesday 28 April 2026
Time: 1:00 pm - Long Term Plan - Community
Meeting Room: Funding Review
Venue: Tasman Council Chamber
189 Queen Street, Richmond

WORKSHOP PROGRAMME

The public is welcome to attend and observe open workshops

Workshops are not meetings and **cannot be used to either make decisions or come to agreements** that are then confirmed without the opportunity for meaningful debate at a formal meeting. An outcome of a workshop is likely to be a report to Council or a committee.

ATTENDEES

Chairperson	Mayor T King	
Deputy Chairperson	Deputy Mayor B Maru	
Members	Cr C Butler	Cr D McNamara
	Cr J Ellis	Cr P Morgan
	Cr K Ferneyhough	Cr K Maling
	Cr M Greening	Cr T Neubauer
	Cr J Gully	Cr T Walker
	Cr M Hume	Cr D Woods
	Cr M Kininmonth	

No quorum for workshops

Contact Telephone: 03 543 8400
Email: tdc.governance@tasman.govt.nz
Website: www.tasman.govt.nz

PROGRAMME

- 1 WELCOME**
- 2 APOLOGIES**
- 3 WORKSHOP MATERIAL**
 - 3.1 Community Funding Review 4

3 WORKSHOP MATERIAL

3.1 COMMUNITY FUNDING REVIEW

Report To:	Workshop
Meeting Date:	28 April 2026
Report Author:	Amy Smith, Community Policy Advisor
Report Authorisers:	John Ridd, Group Manager - Customer & Community
Report Number:	RCW26-04-6











1. Workshop

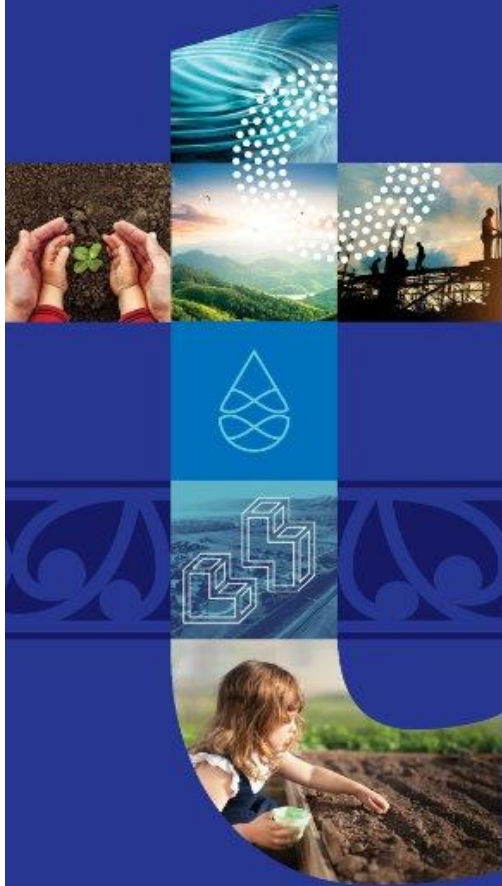
Workshop Organiser:	Amy Smith
Workshop Topic:	Community Funding Review
Workshop Objective:	This workshop seeks direction from elected members to inform the development of a community funding framework for supporting community organisations, schools, businesses and individuals in Tasman.

2. Workshop Material

Workshop material is attached.

3. Attachments / Tuhinga tāpiri

1.  	SLIDEPACK: Community Funding Review 28 April 2026	5
2.  	INFOPACK: Context and current state	22
3.  	INFOPACK: Engagement summary and feedback	26
4.  	INFOPACK: Scan of other councils	35
5.  	INFOPACK: Framework options and analysis	41



Community Funding Review

Council Workshop

28 April 2026

Thriving and resilient Tasman communities



Purpose of today

OUTCOMES

- Direction on the options for a funding framework

[infopack]

You will have pre-read the supporting information – however we will supply printouts on the day for reference purposes

ACTIVITY

Provide direction to inform the development of a community funding framework for supporting community organisations, schools, business and individuals in Tasman.

WHAT TO EXPECT TODAY

Context for the review

Understand the issues/drivers and how it fits with LTP

Engagement

Consider what we have heard from the community

Framework options

Discuss options for developing a funding framework

Check in

Indicate if you wish to continue with this work

Consultation

Consider the proposed approach for consultation



Context | the why

OUTCOMES

- **Understand** the issues and drivers for change, and how this fits with the LTP

[infopack]

Relevant documents:

- Context and current state

WHY THIS MATTERS

- Community organisations support Tasman’s wellbeing.
- They deliver services, activities, programmes, and community spaces that help make our district a strong, resilient, and inclusive place.
- Council supports this work by providing grants, funding and subsidies to local groups, volunteers and initiatives, helping them to continue their valuable role in our communities.

WHY REVIEW OUR FUNDING PROCESSES

Elected members wanted to ensure funding is fair, transparent, and aligned with strategic priorities and community outcomes

Community groups told us they want clearer information, more sustainable funding options and simpler processes



Context | current state

OUTCOMES

- **Understand** the issues and drivers for change, and how this fits with the LTP

[infopack]

Relevant documents:

- Context and current state

THE FACTS

Overall community funding budget ~\$1.6M

The last 3 years:

- 100+ groups applying each year
- 40+ groups applying in more than one community grant category

Existing policies for most of the contestable grants, but some have not been reviewed recently

15+ categories or funding streams – mix of contestable, by invitation, or through LTP funding agreements

(INDICATIVE) ASPIRATION

A place where people can thrive

Our communities are vibrant and connected to people and places

Strategic priority Support community and volunteer-led activities, where decisions reflect local voice

The LTP 2027-2037 provides an opportunity to look at **the overall community funding budget**

Context | for the review

OUTCOMES

- **Understand** the problem this work is addressing, the principles any changes will support, and the scope of the review

[infopack]

Relevant documents:

- Context and current state

WHAT IS THE PROBLEM?

- Our funding processes have developed over many years and are complex and inconsistent
- It no longer meets the needs of Tasman communities
- Unclear if all funding is aligning with or contributing to community outcomes and local priorities

THE SCOPE

What's in:

This review looks at why and how we provide funding to Tasman communities

What's out:

There is no proposal to increase or decrease the overall budget

GUIDING PRINCIPLES / OUTCOMES

Efficiency

Consistency

Financial benefit

Strategic alignment

Community wellbeing



Engagement

FEEDBACK

Council funding is a strategic investment in community wellbeing

Operational funding is a gap

Strong support for multi-year funding

Groups are limited by administrative and capacity pressures

Desire for stronger partnerships

Recognise changing community needs

Increased decision-making transparency

OUTCOMES

- **Consider** community feedback received during recent engagement

[infopack]

Relevant links:

- Engagement summary and feedback

WHO WE HEARD FROM

- Funding applicants and recipients
- Other councils and funders
- Groups that have never applied for council funding
- Individuals

Scan of other councils

OUTCOMES

- Consider **why and how** other councils provide community funding, and whether their approach(es) might work for us

[infopack]

Relevant links:

- Scan of other councils

PRINCIPLES

Community funding is recognised as a strategic investment, funding is aligned with strategic priorities and/or community outcomes.

FUNDING TYPES

Tiered funding structures that organizes funding, grants and subsidies into levels, aligning staff effort with risk e.g. seed → project → multi-year partnerships.

ELIGIBILITY / CRITERIA

Broad eligibility, flexibility for NFPs and informal groups often via umbrella arrangements. Governance and financial requirements are scaled. Clear exclusions. Criteria focus on benefit/outcomes.

APPLICATION PROCESS

A dedicated funding/grants advisor offering support or pre-application advice. Online portals with guidance or sample applications/FAQs, many are using SmartyGrants. Light touch for small grants.

DECISION MAKING

Some separate assessment/decision panels and political oversight. Clear hierarchy of roles. Publishing of agendas, minutes and reasons for decisions. Feedback to applicants.

REPORTING AND ACCOUNTABILITY

Scaled reporting proportionate to the funding amount and risk. Provide an opportunity for recipients to present to EMs. Share outcomes with the community. Outcomes-focused reporting.

Thriving resilient 

7

Community Funding Framework

OUTCOMES

- Provide **guidance** to shape a new community funding framework
- Understand and discuss **proposals and alternatives**
- Consider **community feedback**

[infopack]

Relevant links:

- Scan of other councils
- Framework options & analysis
- Engagement summary & feedback

WE HAVE EXPLORED CHANGES THAT AIM TO:

- align all funding with clear strategic and community outcomes
- make funding processes consistent, fair, and transparent
- introduce opportunities for multi-year funding for eligible organisations
- make it easier for community groups to understand and access funding
- streamline application, assessment, and reporting requirements
- ensure accountability is meaningful and reporting is clear
- better reflect the scale, capability and diversity of our community groups
- bring all funding information together in one place
- support stronger partnerships and better outcomes for Tasman communities

Pātai

Is this the right focus? Is there anything else?



Community Funding Framework: Principles

AIM

- Ensure funding better aligns with Council’s strategic direction and needs of our communities

[infopack]

Relevant links:

- Scan of other councils
- Framework options & analysis
- Engagement summary & feedback

POTENTIAL CHANGES

- A concise set of principles
- Linked to what it means in practice and how the principles influence decisions
- Tie in with Council’s strategic priorities and community outcomes, set out in Tasman’s 10-Year Plan

WHAT ELSE?

- Explicit principles would signal values clearly and supports a focus on these outcomes e.g. equity

COMMUNITY FEEDBACK

- Clearer alignment between funding decisions and Council plans/outcomes
- Funding framework needs to evolve with demographic and social changes
- Strategic investment, not a “nice-to-have”

Pātai

What else would help applicants and decision makers apply guiding principles consistently?

9

Community Funding Framework: Types of funding

AIM

- Introduce multi-year funding options to provide greater certainty for organisations delivering ongoing services
- Better alignment with the needs of the community

[infopack]

Relevant links:

- Scan of other councils
- Framework options & analysis
- Engagement summary & feedback

POTENTIAL CHANGES

- Tiered funding structure, aligned to outcomes:
 - T1 seed / small grants – *enable & activate*
 - T2 project / annual – *deliver & demonstrate*
 - T3 strategic / partnership – *sustain and shift*
- Tiers could be based on funding amount, risk, complexity or purpose
- Different expectations and processes for each tier
- Some funding moved to operational budgets

WHAT ELSE?

- Consider support beyond funding
- Explore joint-funding or aligned process with other councils, iwi or organisations

COMMUNITY FEEDBACK

- Longer-term funding stability – more sustainable funding options
- Value the range of grants, and flexibility they offer
- Organisations have become more professional; funding needs to better suit these groups
- Organisations value relationships, not just funding

Pātai

Does a tiered model better meet community needs?



Community Funding Framework: Eligibility / Criteria

AIMS

- Clear criteria and eligibility so groups know what the funding is for
- Alignment with strategic priorities and outcomes

[infopack]

Relevant links:

- Scan of other councils
- Framework options & analysis
- Engagement summary & feedback

POTENTIAL CHANGES

- Broad, inclusive eligibility - umbrella organisations to support informal groups
- Scaled criteria by tier; higher requirements as the grant size or risk increases
- Clear exclusions
- Strategic alignment link by matching expectations with influence:
 - T1 *contributes* to outcomes
 - T2 *demonstrates* outcomes
 - T3 *helps deliver* strategic priorities

WHAT ELSE?

- Controls on double-dipping
- Generic vs tailored
- Operational costs

Pātai

What else would help address funding gaps?

COMMUNITY FEEDBACK

- Operational support, not just project costs
- Short-term funding does not align with ongoing service delivery
- Use of umbrella organisations to support volunteer or informal work
- Better meet the range of needs in our diverse community

Community Funding Framework: Application Process

AIMS

- A more consistent, streamlined process that's easier to understand and access
- Provide all funding information in one place

[infopack]

Relevant links:

- Scan of other councils
- Framework options & analysis
- Engagement summary & feedback

POTENTIAL CHANGES

- A single, online portal across all funds
- Provide clear and accessible supporting information, guidance and/or FAQs
- Consider the suitability of using SmartyGrants across all contestable applications
- Light touch/less detail for smaller grants

WHAT ELSE?

- A dedicated staff role to provide support and pre-application advice / relationship managers as appropriate

COMMUNITY FEEDBACK

- Timeframes and application process generally work well
- Value staff support
- Funding information can be hard to find
- It would be helpful to chat with staff before preparing our application
- Longer application windows
- Easy for most to access, user friendly

Pātai

What else would enable more equitable access?



Community Funding Framework: Decision Making

AIM

- Ensure funding better aligns with Council's strategic direction and needs of our communities

[infopack]

Relevant links:

- Scan of other councils
- Framework options & analysis
- Engagement summary & feedback

POTENTIAL CHANGES

- Delegated panels for small grants
- Elected-member oversight of larger grants
- Publishing of decisions
- Feedback to applicants

WHAT ELSE?

- Delegate all decisions, excluding LTP funding decisions
- Use of external experts

COMMUNITY FEEDBACK

- More transparency about decision making
- Tell us why we were unsuccessful with our application

Pātai

What level of involvement do you want in funding decisions?

Community Funding Framework: Reporting & Accountability

AIM

- Improve transparency and accountability, so its clear how funding is used and what impact it has

[infopack]

Relevant links:

- Scan of other councils
- Framework options & analysis
- Engagement summary & feedback

POTENTIAL CHANGES

- Scaled, proportional reporting by tier
- Focus on outcomes / what's changed
- Standard reporting templates and decision feedback statements
- Post-round applicant summaries
- Widely share the impacts via our channels
- Learning loop briefings to EMs

WHAT ELSE?

- Shared feedback loop
- Outcomes and insights dashboard

COMMUNITY FEEDBACK

- Feedback loop to EMs
- Want to know how the funding is used and the impacts it has
- Compliance and reporting effort should be relative to grant size

Pātai

How do you want to receive reporting/feedback?



Check in

Do you still want to progress work to develop a funding framework, ahead of the LTP?

What would you like to do next?

- More information please
- Develop a draft framework, mapping funding streams and suggested changes
- Further workshop to discuss matters of interest
- Consider draft material for consultation

OUTCOME

- Indicate comfort with proceeding with next steps and consultation

Thriving resilient 

15

Consultation

OUTCOMES

- Consider **proposed** consultation approach
- Provide feedback or suggestions

HOW

- Drop-in sessions – invite only, or open?
- Shape Tasman page
- Promote via Newslines, social channels
- Targeted emails

WHO

- Past applicants, recipients and external funders
- General community consultation

WHEN

18 June Decision to consult

July Consultation

August Hearings & delibs?

Pātai

What are your preferences for consultation?

What's next



Thriving resilient 

Community Funding Review: Context and current state

The Community Funding Review looks at Tasman District Council's funding framework for supporting community organisations, schools, businesses and individuals.

Why this matters

Community organisations and volunteers support Tasman's wellbeing. They deliver services, activities, programmes, and community spaces that help make our district a strong, resilient, and inclusive place to live, work and play.

Council supports this work by providing grants, funding and subsidies to local groups, volunteers and initiatives that contribute to community outcomes and local priorities, helping them to continue their valuable role in our communities.

Why review our funding approach?

Our current funding approach has developed over many years and different processes have created complexity and inconsistency. Tasman groups and communities have also evolved and elected members requested a review to better reflect the Tasman community.

Community groups and volunteers have told us our funding approach is no longer meeting the needs of Tasman's communities. They want clearer information, more sustainable funding options and simpler processes.

Elected members requested a review to better reflect the Tasman community and to ensure our funding approach is fair, transparent, and aligned with strategic priorities and community outcomes.

Guiding principles for the review

In August 2025, elected members confirmed the principles guiding this review and supporting any changes to the funding approach as: efficiency, consistency, financial benefit, strategic alignment and community wellbeing.

Scope of the review

This review aims to improve funding processes, provide more long-term security of funding, and ensure the framework aligns with the Council's strategic objectives. We also want to make it easier for the community to understand and access funding opportunities.

The review will not propose an increase to the overall funding budget – any changes to budgets would be considered through the next Long Term Plan (LTP).

Other funding that is available to the community or external organisations but is outside the scope of this review include:

- Friendly Towns
- Community Board Discretionary Funding
- Waitangi Grant
- Heritage Building Restoration Fund
- Protected Trees

Council workshop, 5 August 2025

At this workshop, elected members supported:

- Ensuring all funding has a clear strategic intent.
- Considering the balance between funding that delivers a financial benefit to Council and funding that supports community wellbeing.
- Aligning funding categories with the purpose of each fund.
- Moving to multi-year grants (via the LTP) for Partnership Funding and contestable Strategic Grants, where groups demonstrate strong delivery and governance.
- Keeping smaller, annual Project Grants contestable and decided by elected members, not delegated to staff.
- Discontinuing the Special Grants fund (\$50,000 available, only if Council had a surplus).
- Allowing funding to cover both project and operating costs.
- Groups getting Partnership Funding or Strategic Grant funding would not be eligible to also receive Project Grants.
- Shifting funding for groups for use on Council-owned buildings or land (e.g. Community Hall maintenance) into operational budget lines, while retaining transparency.
- Exploring options for funding Civic Event.
- Publishing all funding information in one place (website and/or framework document).
- Improving accountability reporting on the use of funding and its impacts.

The current state

Council provides approximately \$2.67M in funding, grants and subsidies to community organisations, schools, businesses and individuals in Tasman. The current funding streams and requests are listed in **Appendix 1**.

This funding approach is complex and inconsistent across the organisation:

- Range of funding instruments across Council
- Variability and inconsistency in processes (application, decision-making and accountability)
- Not all funding streams have a current Policy or clear strategic alignment
- Not all policies have been recently reviewed
- Budgets for similar activities are spread across departments with limited coordination

Community groups are keen for multi-year funding, opex funding and a feedback loop with Council on their contribution and impact.

We have recently moved to the SmartyGrants system for most contestable community grants and this will make the application process easier as the applicant won't have to repeat information about their organisation and it will provide better reporting and oversight of the funding provided.

Appendix 1: Current funding streams and requests

Community and Social Wellbeing funding: Annual, contestable funding	
Community Grants: contestable, eight categories, one round	\$250k
Special Grants: contestable, one round	\$50k
Community Consultation (by invitation)	\$30k
Sport NZ Rural Travel (Sports NZ fund)	\$25k
Youth Leadership	\$5k
Friendly Towns (Kiyosato/Motueka Friendship Group)	\$3k*
Waste Minimisation Funding	
Waste Minimisation Project Grants	\$100k Waste Levy funded
Waste Minimisation Community Events	
Waste Minimisation – Schools, ECE, Groups	
Op Shop Subsidy	
E-Waste Grants (by invitation)	\$20k
Environmental Funding	
Catchment Enhancement Fund	\$150k
Biodiversity Grant (by invitation)	\$10k
Community Grants: Environmental category	\$25k
LTP funding agreements: Te Tauhi Environment Trust, Pest Free Onetahua, Project Devine, Warmer Healthier Homes, Community Transport Trust	\$115k
Reserves and Facilities Funding	
Community Halls maintenance/capex funding contestable, one round. Only Council-owned halls	\$240k
School Swimming Pool Subsidies to keep school owned pools open to the community over summer	\$35k
Community Halls, Motueka Community House, Rockville Pool opex: based on income threshold, Council owned	\$25k
Trust Cemeteries maintenance: historic and community owned	\$4k
Community Grants categories (Environment, Sports and Rec Facilities): contestable	\$55k

Community Projects led by Keep Motueka/Richmond Beautiful on Council land	\$6K
LTP Funding: Māpua Hall Committee for deck repair (50%) and carpark	\$55K
Arts and Heritage Funding	
LTP Funding: Museums (Provincial, Motueka, Murchison, Golden Bay)	\$1.3M
LTP Funding: Suter Art Gallery and the Arts Councils (Nelson, Motueka, Golden Bay)	\$110k
Community Grants category (Arts, Culture, Heritage, Museums)	\$35k
Creative Communities	\$50k
Heritage Building Restoration Fund	\$5k*
Economic Development Funding	
Community Grants category (Community and Economic Development)	\$30k
LTP Funding: Tasman Bay Promotions, Golden Bay Promotions, Business Mentoring	\$95k

** this funding is out of scope for the review*

Community Funding Review: Engagement summary and feedback

Early engagement was carried out earlier this year via [Shape Tasman](#) and promoted via Newline and social media. Recent funding applicants and recipients were directly contacted and invited to provide feedback. We received 29 contributions from 22 organisations and 7 individuals. The contributions reflect a broad cross-section of the Tasman community and are provided in **Appendix 1**.

We asked:

1. Can you suggest any potential improvements to our funding processes?
2. Tell us about any funding barriers or challenges you've experienced
3. What would help your organisation or community succeed?
4. Any other feedback?

Engagement was strong and substantive, diverse and constructive. Most contributors provided detailed, considered responses across multiple questions. Overall sentiment was positive and there was broad support for the current grants process, especially staff support and accessibility.

Contributors see Council funding as a strategic investment in community wellbeing, not a “nice to have” and are willing to engage further in shaping the framework to better align with how community organisations operate and plan.

There was clear, consistent feedback about areas for improvement:

- **Strong support for multi-year funding:** Contributors indicated that introducing longer-term, outcomes focussed funding tools would improve financial stability, enable long-term planning, reduce administrative burden, support staff retention and volunteer sustainability, better reflect the reality of ongoing services (not one-off projects).
- **Operational funding gaps:** Many organisations noted that core operational costs are difficult to fund, contestable, short-term project funding does not align with ongoing service delivery, proven, high-impact programmes still face annual uncertainty.

Several suggested contracted or commissioned arrangements for services that deliver Council outcomes and a clearer distinction between project funding vs operational/service funding.

- **Administrative and capacity pressures:** The current system is generally well regarded, although some contributors raised challenges for small, volunteer-led organisations, groups with limited IT capability, compliance and reporting effort relative to grant size.

Suggestions included simpler more proportionate reporting, clearer grant categories and guidance, auto-populating repeat applications, and a single, dedicated funding contact point

- **Desire for partnership and clarity:** Many respondents expressed a desire for stronger partnerships rather than transactional funding relationships, clearer alignment between funding decisions and Council plans/outcomes, more transparency about decision-making and reasons for unsuccessful applications, support beyond funding (e.g. venues, promotion, expertise)
- **Recognition of changing community needs:** There was a strong message that funding frameworks need to evolve in step with demographic and social change. Several contributions highlighted an ageing population, increasing cultural diversity, climate resilience and emergency preparedness, and the essential role community organisations play in prevention, connection, and wellbeing

Appendix 1: Feedback from contributors, grouped by question

Q1: Can you suggest any potential improvements to our funding processes?	
Feedback focussed on evolution rather than overhaul of the current funding system	
Motueka isite	<p>A key improvement would be introducing multi-year operational funding for organisations delivering ongoing services to the community and visitors. Motueka isite provides year-round visitor services, local business support, and regional promotion. Because our work is continuous, annual funding applications create uncertainty and require significant administrative time. Multi-year agreements (for example 2–3 years) would allow organisations like ours to focus more on delivering outcomes rather than reapplying each year. It would also be helpful if funding processes:</p> <ul style="list-style-type: none"> • Clearly distinguish between project funding and operational/service funding • Provide clear criteria linked to Council strategic outcomes • Offer feedback on unsuccessful applications • Provide longer application windows, allowing smaller organisations time to prepare quality applications.
Richmond-Waimea RSA Inc	No. This was the first time I have applied for a TDC Community Grant. The process was very straight forward and the questions that were asked in the application form ensured that we had a well thought out Project that would benefit the Community. This Project will demonstrate the Scope and Commitment that the New Zealand Defence Force, NZ Police and Civilian Medical Team personnel have applied on behalf of the Government and people of New Zealand, to make the World a safer and better place for all who have benefitted from the New Zealand involvement.
Age Concern Nelson Tasman	<p>Funding frameworks could better reflect Tasman’s demographic profile. With 24.5 per cent of residents aged 65 and over, and an additional 15.1 per cent aged between 55 and 65, the district is experiencing ongoing ageing. A dedicated funding approach for older persons initiatives would ensure allocations match population needs and projected growth. Offering multi-year or staged funding options would enhance stability and allow organisations to plan and assess outcomes over time. Proportionate reporting centred on measurable community impact rather than process compliance would also boost transparency while reducing administrative burden. Embedding clearer criteria that prioritise preventative value, social connectedness, and infrastructure supporting ageing well would ensure funding decisions align with the Council’s community outcomes.</p>
Waimea South Historical Society Incorporated.	<p>Allocation of funds labelled clearly so eg. sports groups and young people are separated out from others like Heritage projects and older aged activities. Seems a fairer comparison of objectives. Want you to understand how our project will benefit the community we are working in. Need to be asked this. We also want to link with other projects with similiar ideas and objectives. We dont want to compete with them but work with them. How could this be achieved within this funding model? could make economic sense? Be sure there is a designated person to talk to re issues. (this has been useful to us in the past)</p>
Perinatal Support Nelson Inc	If at all possible try to keep it simple and easy to apply. If the council was increasing funds available then yes it might make sense to have more steps in volved.
Tasman Area Community Association	Current timeframes and application processes work well.
Big Brothers Big Sisters	<p>Multi year funding would be great, however that said the application and accountability process are not as cumbersome as some! We are also fortunate to have good relationships within TDC - a great team and all are approachable and responsive. We also have a couple of great volunteer mentors who work at TDC :-) We have appreciated posts on your Facebook page and in Newslime.</p>
Kotahitanga mō te Taiao	Having longer term commitments is positive when programmes and/or projects are multi year projects. This enables increased chance of co-investment and enables better planning.
Wakefield Craft group	Split payment over every 6 months instead of one amount.
Nelson Environment Centre	<p>The Nelson Environment Centre is grateful for the previous funding support provided by the Tasman District Council. The teams that operate the funds do so with the impact of these funds on the environment at the forefront of their work and the Tasman region is better off for this hard work. We believe that to improve the funding process there should be greater collaboration with NCC and potentially MDC. This would lead to stronger joint community and environmental funding processes focused on outcomes across Te Tau Ihu. As well as resulting in a more strategic outcome perspective for the councils, this would encourage the not-for-profit sector to operate more strategically and collaboratively in order to be successful at accessing funds. To strengthen sustainability in the not-for-profit sector, enabling organisations to plan with confidence rather than simply respond to pressures, greater emphasis should be placed on multi-year grants instead of short-term one-off funding. This would also reduce the proportion of not-for-profit resources being committed to grant administration versus delivering community and environmental outcomes. It would also move the Council/ sector relationship more towards a partnership relationship in which outcomes are collectively agreed and owned - increasing the Council's degree of connection with actual outcomes and with its communities. Finally there should be greater involvement in the funding process by community representatives outside Council. For example, a mix of community representatives, regional agency representatives and council representatives on recommendation/ decision making panels. This would reduce the risk of political lobbying influencing decision making and increase the breadth of perspective being applied before recommendations and decisions are made.</p>

Multicultural Nelson Tasman	<p>Providing greater certainty through multi year funding for established, high performing community events would significantly strengthen outcomes for Tasman communities. Where an event has demonstrated consistent success, strong attendance, and clear community benefit over a number of years, it would be helpful for Council to consider shifting it from a contestable grants model to either a contracted arrangement or a dedicated budget line.</p> <p>The current contestable model creates uncertainty each year, requiring substantial staff time to reapply for funding for events that are already proven and well supported. Reducing administrative burden for both Council and community organisations would allow more focus on delivery and impact.</p> <p>Clearer guidance about long term priorities for community events and operational support would also assist organisations to plan strategically and invest confidently in Tasman.</p>
Brightwater Community Association	Funding process works OK thanks
Individuals	<ol style="list-style-type: none"> 1. Maintain the status quo funding amount 2. Encourage & support community groups to collaborate to provide services to the largest reach 3. To be more as a resource to community groups given TDC is able to more than \$ e.g. expertise, advertising, access to promotion, sharing resources e.g. sharing community owned resources 4. Clearly the govt are challenging councils on 'nice to haves' - so it would be good clarify TDC's current kaupapa for our community so we can stand with you. 5. Clarifying ways of utilising 'umbrella' organisations to support new non-registered community initiatives which benefit the community. 6. TDC may be able to offer a data collection process for community groups to use when applying for funds, so you help them get what you want.
Individual	<p>I would first like to state that funding community initiatives is vital for a healthy community and environment.</p> <p>I have been and am still involved, in many community organisations, for decades. Mostly as a volunteer. I understand funding how important funding is. I think more support for community groups should actually be through contracts. If a community group is providing a service that is delivering against outcomes that Council is reporting on, that work should be a contract. The contract should go out to tender, be over multiple years and the community should be supported in how they apply. This would be a challenge to many community organisations but it would allow them to plan for the future, it would make them more publicly accountable.</p> <p>To give community groups a level playing field, the procurement should be carried out using social procurement principles - i.e. not necessarily lowest cost but assessed against the value to our local community in terms of local employment, putting money into our community rather than a corporate that may be owned overseas or has shareholders to pass on dividends etc. Guidance will be needed but that could be done in a series of workshops that anyone could attend. My kaupapa for saying this is that funding always comes across as funders being nice to the fundees. In fact it is often that the fundee is performing an important service for our community. No consultancy, waste company etc. would do work for Council's on those terms, why should it be different for community groups? They are treated as second class organisations.</p> <p>Where funding is a relevant mechanism, generally funding should be for more than one year. Often funding is for a lovely new initiative and then other great projects lose their funding because they have had it for x years. If they are still performing a valuable service for our community, then keep funding. Don't make the mistake of expecting all projects that are run by community organisations to become self funding. Hold real conversations with your community and the groups.</p> <p>All funding/contracts should be measured against the relevant Council Plan. Does it meet Council objectives/targets. If not, perhaps that service should be reflected in the next relevant plan? Often I see projects coming up in Annual Plans for funding, presumably they don't meet a funding grant scheme. This always seems a backdoor process to me. I think if that is a real option then it should be more widely promoted as such, if not perhaps it should be reconsidered.</p> <p>Community groups need more support, and volunteers do too. Community groups need to be supported to develop different income streams through contracts, philanthropy and/or funding, that isn't all reliant on Council funds. They should also not need to be so reliant on volunteers. Could Council give seed funding and support the org to approach other avenues of income. That support would help community organisations to become less reliant on the whims of local and central govt, and pay dividends to our community as the valuable services they provide will continue.</p>
Respiratory Support Nelson	<p>Happy with the process - the online application is simple and straight forward.</p> <p>Options to fund ongoing operational costs would be appreciated.</p>
Life Linc Charitable Trust	<p>I think the current process is very streamlined so as a NGO it's quick to complete, you can attached other documents to support your application, it might not be online (so know need to sign up and remember logins/passwords) as such but the form can be saved on to your computer so you can work at your own pace. The accountability is quick and simple to complete very much the same steps as the application process.</p> <p>If you are looking at changing so that it's more in line with Rata/Lottery what would be good would be to have past applications so when there is a change over in the organisations funding team they can see what has been asked for, what has been successful and what hasn't been.</p>
NAATA Creative Trust (earlier known as NAATA Indian Community Trust)	We are happy with the current process. We will support multi year funding opportunity. Current time line is clear, and we are lucky to get support for various old and new ideas.
Murchison Museum	I have found your funding process to be very user friendly and easy to access.
Golden Bay Animal Welfare Assn	I have found it excellent and if I've been unclear in my application a helpful staff member has initiated contact

Individual	An online application and accountability form would be much better than having to download and upload the document.
Nelson Tasman Climate Forum	After the terrible floods in our area last year, there are some small green shoots of groups generating neighbourhood emergency response or resilience groups. We hear very clearly that more climate disasters are to be expected, and we know AF8 is overdue, so such groups are greatly needed. Encouragement to apply for modest funding for such groups would be very helpful.
Keep Richmond Beautiful	We have been very happy with the support from the TDC parks and reserve team and the community grants scheme. One improvement which would help us is the ability to use funding over several years
Individuals	Organisations need to demonstrate how they are supporting the fundraising effort so its not just the council supporting the request.
Collingwood Memorial Library	It would be good to be able to apply for multi-year funding. The Collingwood Library serves an important role in providing library access to our rural community which includes Collingwood, Bainham, Pakawau, Puponga, Onekaka, Ferntown, Rockville, Tukurua and Kaituna. With 300+ members, it would be good to provide more certainty with our funding. We are very grateful for the \$1000 provided each year as this enables us to buy new books for the library. Our operational expenses are covered by our book rental fee and by selling donated books. The library is listed on the Tasman District Council website under Community and Cultural Facilities Libraries.
Individual	I think that continuing to give as much community funding as possible and working hard to increase opportunities is the best possible thing for our region. Community initiatives are what hold us all together in adversity, and strengthening where possible is so super important.
Individual	As mentioned in your introduction, consistency is lacking. I have been involved in funding the same group multiple times, but each time the process of applying and reporting has been different, even year from year during the same funding.
Mohua Penguin Trust	Make the process for obtaining funding more accessible. Right now it is not clear at all how one can apply for what funding.
Individual	I am unable to see or have access to the funding process.
Q2: Tell us about any funding barriers or challenges you have experienced?	
Challenges related to system design, funding certainty and sector capacity	
Motueka isite	A common challenge for organisations like ours is that core operational services are often harder to fund than specific projects. Motueka isite delivers services that support the wider visitor economy — including visitor information, bookings for local operators, distribution of regional visitor guides, and promoting local experiences. These services directly support tourism businesses across the district, yet operational funding streams are often limited. Other challenges include: <ul style="list-style-type: none"> • The uncertainty of annual funding cycles, which makes long-term planning difficult • Administrative time required to apply for multiple small grants. • Difficulty aligning some funding categories with organisations that provide mixed economic and community outcomes, like visitor centres.
Richmond-Waimea RSA Inc	The RSA is a very well-known institution in NZ, formed in 1915. We understand the principles of fund-raising, with Poppy Day and ANZAC Day, and how to record and dispense the funds raised for the Welfare of our members. The Application for a Community Grant for this project will be more about Community Education and recognition of the commitment made by New Zealanders. Tasman District Council has always given the RWRSA great support to carry out our work of Remembrance, Welfare and Advocacy.
Age Concern Nelson Tasman	The main challenge is insufficient funding relative to demographic demand. Ageing-related initiatives are often preventative, and their value is realised through avoided costs, improved well-being, and reduced escalation to crisis services. These benefits are not always fully recognised within short-term funding cycles. Administrative requirements can also be disproportionate to the size of the grant, placing pressure on small organisations and diverting capacity away from service delivery.
Mapua Public Hall	Applying to TDC is very easy compared with other funding organisations which operate through external funding software and require endless documents and quotes, forgetting that as an organisation, applications are often made by a collaboration of committee or board members who are volunteers and thus unlikely to be in the same office space when the application is being worked on. The TDC Grants system is so much more personal and there's a real person (Yulia) on the end of the phone to chat to. She is cheerful and happy to assist - so refreshing!
Waimea South Historical Society Incorporated.	Our group has limited computer skills to help deliver on projects we would like to put forward. Sometimes this means projects we could do, have these costs that we pay first so our funding can get used up quickly. We rely on willing volunteers with limited IT skills who are doing a lot of work now to help a project succeed. Keep funding information clear and precise and in one place, with clear dates and expectations of us. It can take a while for our money to be started to be used, and the next funding round is here and we need to report. Mostly this is because of lack of personnel to do a role for our volunteer organization. We are relying on people with good will to help us succeed with our project.
Perinatal Support Nelson Inc	If at all possible try to keep it simple and easy to apply. If the council was increasing funds available then yes it might make sense to have more steps involved.

Tasman Area Community Association	The different grant types can be confusing, especially when submitting applications and reports for the first time. For example, initially I thought there was only one grant type, the "TDC Community Grant, so I submitted the EOY report for that grant type. That was when I discovered the grant type we had was a "TDC Community Consultation Grant". That said, when the error was discovered, TDC staff were very helpful in getting things sorted at my end. I'm good to go for future applications/reports as I have my head around it now; just some more clarity when I first started would have helped.
Big Brothers Big Sisters	None - but an even bigger budget would be great, however we realise that's totally unrealistic
Kotahitanga mō te Taiao	Council have been supportive of our project, as a key project partner - no barriers experienced to date.
Nelson Environment Centre	It is getting harder and harder for us to achieve our funding targets required to continue to deliver our services to our community. Central government grants in particular have greatly reduced over recent years and some of our core programmes (such as Kai Rescue) are now not able to cover costs if we keep applying the same model. Accessing alternative funding sources or downscaling programmes significantly are really the only two options open to us. In addition, the lower priority given to strategic funding, operational funding and existing successful and responsive programmes (versus new projects) has been a barrier to growth and development in the past and doubly problematic now. Encouraging competition in the not-for-profit sector purposefully or inadvertently through funding processes is the opposite of what the sector needs to flourish and deliver optimum community and environmental outcomes. Funding processes should be designed to encourage and enable collaboration and innovation - this will certainly result in better community and environmental outcomes.
Multicultural Nelson Tasman	The Tasman Asian Night Food Fair receives approximately \$5,000 from TDC, yet costs closer to \$15,000 to deliver and involves more than 200 hours of volunteer time. We must seek additional sponsorship and funding each year to cover the shortfall. This funding is not guaranteed and creates financial risk and additional pressure on staff and volunteers. The event is one of the most successful and well attended free events in Richmond and has been running since 2017 (when it started as the Night Noodle Market). The most recent event on 21 February attracted over 30 stalls and approximately 4,000 plus attendees from across the community. It draws significantly larger crowds than many comparable free events. Given the scale and professionalism of delivery, we expect that if Council were to deliver a similar event directly, it would likely cost substantially more. Despite this, we continue to operate with partial funding and annual uncertainty. Another barrier is the lack of operational funding for our work in Tasman. While we receive some support for specific events, our broader community support work in Motueka is unfunded by TDC. In 2025 alone we supported or delivered 17 activities with one very part time staff member. We also supported English Conversation Classes and provided settlement and community connection support to migrants and former refugees. This work strengthens social cohesion and community wellbeing but is not currently recognised through operational investment.
Individuals	Options are certainly decreasing, amounts are decreasing along criteria and evidence significantly increasing. This restricts community groups and strangles creativity, good will and an ability to evolve and expand as a community. Expectations on ordinary volunteers have become increasingly at such a high level that it becomes demoralising and restrictive. Volunteers need your support to help the community flourish, not so much data collection and extensive reporting for example taking them away from core services. Equitable funding maybe something to consider e.g. a Motueka Positive Aging Expo (community initiative) provided by 2 volunteers and one TDC staff were provided with \$3K which was wonderful, however the Richmond/Nelson expo which had an enormous budget in comparison e.g. \$5K just for their venue hire.
Individual	All the above. The single year funding is ridiculous, it takes up a huge amount of energy for the group and those administering the grant at Council.
Respiratory Support Nelson	Our biggest challenge is covering our operational costs on an ongoing basis. Having to balance a budget each year not knowing if we are going to receive the funding required is always a case of having to match our service delivery to available resources.
Life Linc Charitable Trust	You have already said that there won't be an increase in the funding pool but that is a big challenge at the moment, people are struggling financially and as a organisation providing low cost counselling we are see people are needing to apply to MSD for funds if they are able to access this. We all know that we are all competing for the same funding pool but it would be good to have a clearer idea as to why you have had a cut. Also it would be good have more contact with your grant team as from my perspective if you are NOT attending the community funding workshops, you do I contact? and how do I do that?
NAATA Creative Trust	So far, everything has been working great for us. Thanks for your streamlined process in supporting small communities like us.
Golden Bay Animal Welfare Assn	none. it's fair that we don't rely on TDC entirely and that there is clear accountability. i appreciate that
Collingwood Memorial Library	For the last 8 years we have applied for \$1000, but with the increase in costs, it would be useful to know some more about the criteria for how funding is applied. This would answer questions such as could we apply for more, or does that mean that another organisation receives less?
Individual	The inconsistency isn't a real barrier. It's annoying and creates busywork, but the process and reporting has always seemed fair and reasonable, just different for no apparent reason.
Mohua Penguin Trust	I just searched the TDC web site for "Apply for funding". Nothing of relevance came up. What activities are worthy of funding? Where and how to apply?
Individual	Unable to have access.

Q3: What would help your organisation or community succeed?	
Responses consistently emphasized stability, clarity and partnership as enablers of success	
Motueka iSite	For Motueka isite and similar organisations, success would be supported by: 1. Multi-year operational funding Providing greater financial stability for organisations delivering ongoing services to the district. 2. Recognition of the visitor economy as a community benefit Tourism supports local employment, retail, hospitality, and services across Tasman. Visitor centres play an important role in connecting visitors with local businesses and experiences. 3. Stronger partnerships between Council and key community organisations Working collaboratively helps ensure funding is aligned with regional priorities such as economic development, visitor experience, and community wellbeing. 4. Simplified reporting processes Clear, proportional reporting requirements would allow organisations to focus resources on delivering outcomes rather than administrative work.
Richmond-Waimea RSA Inc	The wonderful support that we, the RWRSA, get from the Tasman District Council on ANZAC Day, in Richmond, Brightwater, Wakefield and Tapawera. The excellent standard that you maintain the Richmond Cemetery. The introduction of opportunities for multi-year funding for eligible Organisations/Projects would be helpful as it would help with Cenotaph Plaque cleaning.
Age Concern Nelson Tasman	Sustained and practical funding levels are essential for maintaining service continuity. Stability supports workforce retention, encourages stronger partnerships, and guarantees ongoing engagement with older residents. More outcome-focused reporting templates that highlight measurable benefits to participants and the wider community would better demonstrate value and impact.
Mapua Public Hall	As always, as much money as we need when we need it but that's not real life - at the moment we're managing well.
Waimea South Historical Society Incorporated.	Do our organizational goals fit with the TDC overall plans? Especially having our community a good place to live in for all ages. Does what we propose in our project fit in by enhancing the TDC knowledge of what our community wants and needs to survive well? We need openness and transparency to know if our project will help the TDC achieve its goals. If we don't succeed we need to know why.
Perinatal Support Nelson Inc	I think we provide a vital service to the Tasman community, as we are helping to remove barriers for clients with the in home support and lessening strain on NBPH/DHB with our specialised service.
Tasman Area Community Association	Current timeframes and application processes work well. Multi-year funding would work well as it's a bit of a pain having to provide the same information year after year for the same thing. Alternatively, design the form so that you last year's information automatically populates this year's application form. (Apologies if you do that already - I can't remember!)
Big Brothers Big Sisters	More funding ! its competitive out there and there are so many good organisations doing important mahi.
Kotahitanga mō te Taiao	As above, funding that is built in to help with planning longer term work programmes.
Wakefield Craft group	Once in the system streamline submission process. As photos of knitted and crochet garments can't go online easy as too many to put on easy so printed off and taken into tcc and then were misplaced and had to do it all again
Multicultural Nelson Tasman	Multi year funding at an appropriate level would provide stability and enable better planning. Ideally, funding for the Tasman Asian Night Food Fair would sit outside the contestable grants process and become either a contracted service or a dedicated Council budget line, with MNT continuing to lead delivery. The event has been running for around eight years, beginning as the Night Noodle Market, and has consistently demonstrated strong community impact. Formalising Council's commitment would ensure its sustainability and allow further development. Operational funding for our Tasman based community work would also make a significant difference. Even modest annual operational support would increase our capacity in Motueka and Richmond, strengthen partnerships, and ensure continued support for multicultural communities who are contributing positively to Tasman's social and economic life.
Individuals	I am a Life Member of Motueka Over Fifties Social Hub and I and I know the committee have really appreciated the support of Brent Maru, Trindi Walker, David Ogilvy and Yulia Panfylova (and Lani) over the years. However I am more than aware that the committee continues to be challenged around venue upkeep and management so I would love to see some kind of partnership between TDC and Hub management that respects continued Hub ownership but TDC to offer some share responsibility and support.
Individual	I'm not talking on behalf of an organisation, although I am involved in local organisations that need funding. Real conversations are needed. So often when applying for funding I have felt like I almost need to apologise for needing funding to do something awesome. No group is doing something for the sake of it, it's all about community wellbeing.
Respiratory Support Nelson	We believe our organisation succeeds every year through our hard work and the ongoing support of a number of valued funders. However having a funding option for multi-year funding would significantly improve our operational ability and allow greater long term planning. As an organisation that is celebrating 50 years of community service this year we believe that multi-year funding (of up to 3 years) is justified and would be a huge benefit to our ability to sustain longer term service delivery planning.

Life Linc Charitable Trust	<p>Apart from funding increase, more knowledge of the different grants that the Council has available, more contact with the council's grant team.</p> <p>As you look at the changes to the current system it would be great if you could be mindful that there a lot of organisations out there that real heavily on community funding and that these people are usually part timers. So a system that is quick and easy to apply to and to account back would be much appreciated.</p>
NAATA Creative Trust	To succeed, secure and steady multi-year funding would be helpful so we can plan our activities confidently. Some practical support, like finding a venue, sorting compliance associated with the venue and help with marketing and promotion, would also make a big difference.
Murchison Museum	We very much value and appreciate the funding we receive already, which is essential for our continued operation. I feel that going forward more funding opportunities for multi year and operational funding would be extremely valuable.
Golden Bay Animal Welfare Assn	we'd love to be made redundant because feline desexing rules were followed up on but I get it's punitive and impossible to actually enforce.
Keep Richmond Beautiful	A few more keen helpers are all ways welcome
Individual	Free or very cheap access to venues to be able to easily start up community groups.
Individual	Clear timelines, expectations, consistent processes for application and reporting.
Mohua Penguin Trust	Our Trust is mainatining a penguin colony which is on TDC land. We are effectively maintaining the grounds for TDC entirely with Volunteers. This is ok, but we need a little aupport. So we would like to ask for support, but how and where?
<p>Q4: Any other feedback?</p> <p>This question attracted reflections on value, impact and relationships</p>	
Motueka iSite	<p>Motueka isite is the only isite visitor centre in the Nelson Tasman region, welcoming visitors travelling to the Abel Tasman National Park and the wider Tasman district. In addition to supporting visitors, the centre increasingly plays an important community hub role. We actively support the local community by promoting local events, connecting visitors and residents with local businesses and services, supporting small tourism operators, and showcasing local artists and producers. The centre provides a welcoming space where visitors and locals alike can access information, discover what is happening in the region, and engage with the local economy and community.</p> <p>A strong visitor economy benefits the entire community by supporting local employment, strengthening small businesses, and encouraging visitors to explore more of the Tasman district. Visitor centres play an important role in helping guide visitors toward local experiences, services, and events, ensuring the economic benefits of tourism are shared across the region.</p> <p>As Council reviews its funding approach, recognising organisations that provide both district-wide economic value and meaningful community support would be valuable.</p> <p>We appreciate the opportunity to provide feedback and look forward to continuing to work with Tasman District Council to strengthen the region and support community success.</p>
Richmond-Waimea RSA Inc	Keep up the good work
Age Concern Nelson Tasman	<p>We wish to thank Tasman District Council for its ongoing support. Council funding provides tangible, practical benefits for older residents in our district and directly enhances community wellbeing. Tasman District Council also provide a small amount of funding to Age Concern for the other transport initiatives; The Refresher Driver Workshops and Living without a car and these are of great value to our older residents. With older persons health and capabilities continuously changing these workshops play a pivotal role in our safety on the roads.</p> <p>The All on Board e-bus transport initiative clearly demonstrates how community grants lead to tangible results. Participants have shared that they wouldn't have felt confident to use the bus service without this programme. Others say they now feel more confident and socially connected, as they can venture out independently.</p> <p>One participant described losing their driver's licence as gut wrenching. After receiving support to use the buses through the programme, they now feel they have more of a lifeline because they feel more equip to use public transport to get around.</p> <p>These outcomes benefit both individuals and the wider community. Improved mobility facilitates access to health appointments, volunteering, social activities, and local services. This enhances community bonds and alleviates loneliness.</p> <p>In the current financial climate, we recognise that the Council must carefully consider value for money. Positive, real-life examples such as these show that community grants deliver meaningful outcomes that benefit ratepayers and contribute to a resilient, inclusive district.</p>
Mapua Public Hall	We enjoy our ongoing relationship with TDC and find the staff very helpful. Thank you.
Waimea South Historical Society Incorporated.	<p>Remembering that we are volunteers committed to these roles we take on, and in a professional manner.</p> <p>Our projects can take more funds than we envisage as we progress. Then our project has to be presented again and re worked as we look for more funds to finish. We know limited funds are available but some ability for ongoing funding would be helpful to get a future project finished.</p> <p>Some funders ask us if we are applying from other funders. This is good as it shows we want transparency for what we are asking for. Our groups project income is only from grants. Our members pay a subscription for our basic organizational running costs only.</p>

Perinatal Support Nelson Inc	Thank you for supporting us and we hope you will continue to do so.
Tasman Area Community Association	Funding application staff do a great job. They're very helpful when assistance is required.
Big Brothers Big Sisters	No but we appreciate your support to date !
Wakefield Craft group	We are a community group who knit and crochet and give out to different kindys, plunket, police ambulance ,doctors ,elderly people neonatal nelson hospital and wellington, aged concern, rescue helicopters, schools, playcentres, preschools. More communication with what we are doing as more details needed as to who we can give our knitted garments to who needs them.
Nelson Environment Centre	We would love to be involved, as is feasibly possible, in the subsequent stages of the policy development process.
Multicultural Nelson Tasman	Over the past five years Tasman has become steadily more culturally diverse, with growth in Māori, Asian and Pacific communities between the 2018 and 2023 Census. This shift is visible on the ground in Richmond and Motueka. Events such as the Tasman Asian Night Food Fair are therefore not 'niche' activities but mainstream community gatherings that reflect the district as it is today. Funding structures need to evolve in step with this demographic change to ensure multicultural communities are properly recognised, supported and included in Council's long term planning. We highly appreciate the support TDC has provided to date. Our experience is that multicultural community initiatives deliver exceptional value for money and high levels of community participation. We encourage Council to view these initiatives not simply as events, but as strategic investments in social cohesion, belonging, and community wellbeing across Tasman. We would welcome the opportunity to discuss how Council and MNT can work more strategically together to ensure long term sustainability and impact.
Brightwater Community Association	The funding through the Community Consultation works well to cover our basic administration costs and is greatly appreciated. We have also successfully raised funds for projects that benefit the Brightwater community. The local Counsellors attend our meetings providing good communication with the Brightwater Community Association. Treasurer, Brightwater Community Association.
Individuals	I appreciate being offered the opportunity to provide you with my thoughts and having been a community worker over the past 40 years in Motueka (skating club, Rec Centre, Motu Weka Neighbourhood Centre) I have always appreciated that TDC do their utmost to help us in the community. Thank you!!
Respiratory Support Nelson	We are extremely grateful to all our funding partners and no amount of money is too big or small. We will continue to work with all funding providers as we strive to provide the best community support possible. However we really value those providers who understand the challenges of small community support organisations and proactively work to assist them with making things easier - and as a result we champion these funders in all aspects of our work. Thank you to Tasman District Council for your past support and for you work to review the funding process to help community organisations.
Life Linc Charitable Trust	Thank you for taking the time to assess your current process and it allow us to have a say. And thank you for the continued financial support to our organisation.
NAATA Creative Trust	We're grateful for the past funding we've received from TDC, which helped us run events and workshops to support diversity and inclusion in the Tasman region. Ongoing support will help us keep making a positive difference.
Keep Richmond Beautiful	Keep Richmond beautiful works closely with TDC parks and reserves we plant and look after natives trees. Much of our planting is in Kingsland Recreational area, around the Waimea inlet and on Rabbit and Rough Island We also build and improve walking tracks, and carry out an yearly beach clean up This is satisficing work for us and of great benefit to the people of Richmond.
Individual	Just keep doing the community grants. Don't listen to the moaners. We know community is where it's at. Look after our young people. Make it well known to our schools that grants are available for our youth to explore a better future.
Individual	A two-step process would not be a waste of time. If there were an initial funding proposal submitted to the council staff they could evaluate it based on council criteria and give feedback. Then final proposals sent to the council would be easier for the council to evaluate and would waste less of their time.
Mohua Penguin Trust	A suggestion would be for TDC to appoint a dedicated contact for funding enquiries, where community groups can ask what they can justifiably expect and what not, and get advice on how to apply for funding, should TDC deem it appropriate.

Community Funding Review: Scan of other councils' funding processes

A review of other council's community funding and grants shows that effective, modern funding frameworks commonly include:

- **Principles:** All councils aligned funding with strategic priorities and/or community outcomes. Most set a small number of high-level, enduring principles that guide all funds.
- **Funding Structure:** A tiered mix that organises funding and grants into distinct levels (tiers) is a standard approach (seed → project → multi-year partnerships). This can be based on size, risk, complexity, and purposed with different rules, expectations and processes for each tier. For councils, this better aligns effort with risk. For communities, it makes it easier to find the right fund, creates pathways to grow capability over time and provides fairer expectations.
- **Eligibility:** Broad eligibility, with flexibility for not-for-profits and informal groups is common, often via umbrella arrangements, and is paired with clear exclusions. Governance and financial requirements are scaled and higher as grant size/risk increases. Criteria focus on benefit to residents and alignment with agreed outcome, rather than organisational type alone.
- **Application process:** Online portals, with guidance or sample applications and FAQs. Stage or light-touch applications for smaller grants. Usually offer staff support and pre-application advice, to help lift quality and equity of access.
- **Decision-making:** A separation between assessment panels and political oversight improves transparency. Clear roles – staff assess and/or recommend, panels recommend and/or approve and committees also approve. Publishing agendas, minutes and reasons for decisions is increasingly standard and also improves transparency.
- **Reporting and accountability:** Scaled reporting proportional to grant size and risk is emerging as good practice. Short, simple reports are appropriate for small grants, milestones and outcomes for large or multiyear grants. Outcomes focussed reporting is more meaningful, shifting towards “what changed”. Consequences for non-compliance i.e future funding withheld until reporting is completed

Across councils, funding frameworks tend to be:

- Outcome led, not fund-led, focussing on the results sought for communities;
- Tiered to manage risk and effort, aligning requirements with grant size and complexity;
- Balanced between contestability and partnership, combining open grants with longer term relationships;
- Designed for smaller volunteer-run organisations, with proportionate expectations and support; and
- Explicit about equity, rather than leaving it implicit in criteria or processes.

Appendix 1 provides a cross-council comparison of funding frameworks, with links to the documents reviewed set out in **Appendix 2**.

Appendix 1: Comparison of council approaches to community funding framework

Council	Funding principles	Funding structure / types	Eligibility / grant criteria	Application process	Decision-making	Reporting & accountability
Auckland Council	Outcomes-focused; fairness and equity; Te Ao Māori; transparency; innovation; proportionality	Local board grants; regional grants; multi-board grants; project grants; multi-year strategic relationship grants	Individuals, informal groups, not-for-profits, social enterprises; clear exclusions for political parties, CCOs, govt agencies, debt, religious/political activities	Online applications (SmartyGrants); published guidelines; some funds require EOIs first (strategic grants)	Local Boards decide local grants; governing body or committees decide regional and strategic funds	Accountability reports required; funding agreements specify conditions and outcomes
Christchurch City Council	Te Tiriti o Waitangi; partnership; inclusivity; evidence-based; strengths-based; co-design	Community board funds; Strengthening Communities Fund; Environmental Partnerships Fund	Not-for-profit groups; legal entity required for >\$2,000; clear exclusions incl. private benefit, religious/political purposes, land purchase	Structured online process; applicants encouraged to align proposals to strategy pillars	Council committees; some funds use specialist panels (e.g. environmental) with final Council approval	Annual or end-of-project reports via SmartyGrants; non-compliance affects future funding
Wellington City Council	Te Tiriti partnership; intergenerational wellbeing; collaboration; multi-outcome investment	Broad portfolio: social, environmental, arts, climate, waste, events; invitation-only multi-year outcomes funding	Generally organisations within ratepayer area; eligibility varies by fund	Central funding calendar and portal; fund-specific criteria and guidance	Grants Subcommittee supported by staff assessments	Scaled accountability; multi-year contracts with milestones; active relationship management
Nelson City Council	Collaboration; value for money; alignment with Council strategies	Community Investment Fund: strategic (multi-year), project, neighbourhood, arts/heritage partnership grants	Registered charities or umbrella org; projects must benefit Nelson residents; strong exclusions incl. alcohol, retrospective costs	Regular funding rounds; some funds open year-round; clear guidelines and officer support	Community Investment Funding Panel; some staff-led panels with specialist advice	Accountability reports required; acknowledgement of Council support mandatory
Hastings District Council	Community wellbeing; civic pride; innovation	Single-year community grants; event support; city vibrancy; ring-fenced funding for innovation	Community organisations, informal groups (with umbrella), social enterprises; exclusions for political parties, CCOs, govt agencies	Contestable rounds with published priorities; framework-based application	District Funding Panel	Reporting as specified in funding agreement

Hamilton City Council	Connectivity, wellbeing, inclusivity	Community Initiatives Grants; Community Services Grants; three-year Partnership Agreements	Legally constituted not-for-profits; ≥12 months operating history; good governance and financial records	Twice-yearly or annual grant rounds with clear criteria	Council committee with staff recommendations	Must account for previous grants; annual reporting
Hutt City Council	Local focus; transparency; equity and impact; collaboration	Tiered funds: micro/seed, partnership, events, climate action, arts/culture	Local groups; >\$10k must be legal entity; strong controls on double-dipping	Clear guidance notes; officers support applicants; outcome-focused applications	Community Funding Panel	Accountability reporting required for all funds
Palmerston North City Council	Trust; partnership; equity; outcomes-focused	For individuals, community/volunteers/events and general/cross sector support, like sponsorship and non-contestable or externally governed support. Strategic, multiyear funding too	Individuals, local communities, for-purpose organisations and event organisers, must benefit residents and be based locally. Specifies exclusions	Annual funding rounds or year-wide, staff provide pre-application support (proportionate)	Staff, independent external panels, peer or sector-based panel and youth council. EMs generally not involved in decisions	Accountability reporting required, proportionate to the size and risk of funding. Annual report published. Consequences for failure to meet agreement terms.

Appendix 2: Relevant links

Council	Documents reviewed	Links
Auckland Council	Auckland Council Community Grants Policy 2014 and Guidelines	https://www.aucklandcouncil.govt.nz/content/dam/ac/docs/policies/grants/community-grants-policy.pdf https://www.aucklandcouncil.govt.nz/content/dam/ac/docs/policies/grants/community-grants-policy-guidelines.pdf
Christchurch City Council	Christchurch CC Community Funding, guided by Strengthening Communities Together Strategy 2022	https://ccc.govt.nz/culture-and-community/community-funding https://ccc.govt.nz/the-council/plans-strategies-policies-and-bylaws/strategies/strengthening-communities-together-strategy
Wellington City Council	Wellington CC About our Funding webpage, Wellbeing Framework 2021	https://wellington.govt.nz/community-support-and-resources/community-support/funding/about-our-funding https://wellington.govt.nz/-/media/your-council/plans-policies-and-bylaws/plans-and-policies/a-to-z/socialwellbeing/social-wellbeing-framework.pdf?la=en&hash=0BA71A2EC8B94DA6F7ABF270A2BB4DA6202E0621
Nelson City Council	Nelson CC Arts/Heritage Partnership Grant Fund, Community Events Fund, Community Investment Fund Guidelines 2025-2026	https://www.nelson.govt.nz/5community/3funding/artsheritage/artsheritage-partnership-grant-fund https://www.nelson.govt.nz/5community/3funding/community/community-events-fund https://www.nelson.govt.nz/5community/3funding/community/community-investment-fund/2community-investment-fund-guidelines
Hastings District Council	Hastings DC Contestable Grants, Sponsorship and Funding Framework and Policy 2023-2026	https://www.hastingsdc.govt.nz/assets/Documents/Contestable-Grants/Contestable-Grants-and-Funding-Framework.pdf
Hamilton City Council	Hamilton CC Community Funding webpage, Community Grants Policy 2023, Community and Social Development Strategy 2021-2026	https://hamilton.govt.nz/community-support-and-funding/community-funding https://hamilton.govt.nz/assets/Uploads/Documents/Policies/Community-Grants-Policy-August-2025-FINAL-v2.pdf

		D-4128353-Community-and-Social-Development-Strategy-He-Rautaki-Whakawhanake-Hapori-March-20222.pdf
Hutt City Council	Hutt CC Council Funding Criteria and Rules, Community Funding at a Glance information	https://www.huttcity.govt.nz/people-and-communities/community-funding/the-application-process https://www.huttcity.govt.nz/__data/assets/pdf_file/0026/39554/Hutt-City-Council-Funding-at-a-Glance-2023_2024.pdf
Palmerston North City Council	Palmerston North CC Support and Funding Policy 2022 (update 2025)	https://www.pncc.govt.nz/files/assets/public/v/4/documents/council/policies/support-and-funding-policy-update-2025-digital.pdf
New Plymouth District Council	New Plymouth DC Community Funding Investment Policy 2025	https://www.npdc.govt.nz/media/xwqleaiz/community-funding-investment-policy.pdf

Community Funding Review: Framework Options and Analysis

The analysis in this infopack:

- Considers what a tiered funding model, aligned to outcomes, could look like for Tasman (**Appendix 1**)
- Maps current funding examples against a tiered funding model (**Appendix 2**)
- Assesses how a tiered funding model performs against the guiding principles (**Appendix 3**)
- Considers how the guiding principles map against operational design (**Appendix 4**)
- Assesses options for framework components (**Appendix 5**)

What could this look like for Tasman?

A tiered funding framework that is aligned with relevant strategic priorities and community outcomes:

- A small hierarchy of outcomes, with tiers that align to levels of outcome influence i.e small grants support contribution towards outcomes, partnership or strategic funding supports delivery of outcomes
- Tiers are aligned to outcome roles; outcome expectations get tighter as you move up the tiers.
- Key risks to avoid: creating separate outcome frameworks for each fund, treating tiering as purely financial, over measuring small grants and asking all tiers to deliver strategic outcomes

Appendix 1 shows how councils actually do this and why it could work for Tasman.

Appendix 1: Aligning tiered funding with outcomes

Tier	Outcome role	Outcome focus	Outcome framing	Assessment criteria	Reporting	Why this could work for us
Tier 1 – seed / small grants <i>Enable local activity and participation</i>	Enable and activate: Participation, connection, testing ideas	Increased participation Stronger local connection or capability Emerging responses to need Trialling or piloting ideas	“This activity contributes to...” “This supports community capacity by...” “This creates conditions for...”	Is there clear community benefit? Does it align broadly with community outcomes? Is the activity feasible	What was delivered Who participated One or two reflective outcome questions: <i>What changed for people involved?</i> <i>What would you do differently next time?</i>	Fits volunteer-led and rural groups Low admin burden Encourages innovation safely
Tier 2 – project / annual <i>Deliver defined community outcomes</i>	Deliver and demonstrate: Tangible community-level change	Defined community-level impacts Addressing a specific need or gap Alignment to one or two priority outcomes only	“As a result of this project...” “This project will result in...” Clear before/after logic <i>Measure: Outcome indicators (qualitative or count-based) and a simple logic model (activity → output → outcome)</i>	Is the problem well defined? Are outcomes clear and realistic? Is there evidence the organisation can deliver?	Outputs delivered Evidence progress toward stated outcomes Short reflection on impact and learning	Improves quality and defensibility of decisions Supports prioritisation without rigidity
Tier 3 – Strategic / partnership <i>Sustain delivery of priority outcomes</i>	Sustain and shift systems: Measurable progress on council priorities	Long-term contribution to Tasman’s strategic priorities Service continuity or sector leadership Population-level or place-based outcomes	Co-designed outcomes between Council and partner Explicit links to LTP / community outcomes Often multi-year outcome statements <i>Measures: mix of service reach, outcome indicators, narrative and qualitative insight</i>	Is this organisation critical to delivering strategic outcomes? Are outcomes shared, measurable, and reviewed? Does this represent value compared to alternatives?	Annual outcomes report Milestones and reviews Relationship-based accountably	Stability for key organisations Better leverage of limited funding Moves Council from “funder” to “partner”

Table 2: Mapping Tasman’s funding and grants into a tiered structure

Tier	Typical Tasman funding that fits here	Real Council examples	Why this tier fits	Outcome alignment*	What this looks like
Tier 1 – seed / small grants <i>Enable and connect</i>	<ul style="list-style-type: none"> • Small community grants • Neighbourhood/local initiatives funding • One-off, low value community support • Minor events or locally led activities 	<ul style="list-style-type: none"> • Community project grants • Waste minimisation project and event grants • Biodiversity grant 	<ul style="list-style-type: none"> • Usually volunteer led • Small dollar amounts • Focus on participation, connection, activation rather than long-term impact 	<ul style="list-style-type: none"> • Contributes to community wellbeing • Build social connections and local capacity • Enable people to do something, rather than prove change 	<ul style="list-style-type: none"> ✓ Light-touch applications ✓ Broad outcome alignment ✓ Simple narrative reporting X Measurable LTP-level outcomes X Complex monitoring
Tier 2 – project / annual <i>Deliver and demonstrate</i>	<ul style="list-style-type: none"> • Community development grants • Arts, heritage, sport or environmental project funding • Annual project-based funding rounds • Most contestable community grants 	<ul style="list-style-type: none"> • School pool subsidies • Community Halls maintenance/capex • Community grants • Catchment Enhancement Fund 	<ul style="list-style-type: none"> • Defined projects with a start/end • Moderate funding amounts • Reasonable expectation of impact evidence 	<ul style="list-style-type: none"> • Clear contribution to one or two Council priorities or community outcomes’ • Addresses a defined need or gap • Outcomes are bounded and realistic 	<ul style="list-style-type: none"> ✓ Clear project outcome required ✓ Assessment focuses on “what will change?” ✓ Reporting covers outputs and outcomes X Treating every grant like a strategic partnership X Over-reporting while still improving quality
Tier 3 – Strategic / partnership <i>Sustain and shift</i>	<ul style="list-style-type: none"> • Recurring funding to key community organisations • Service delivery funding linked to Council priorities • Multi-year arrangements (formal or informal) • Any “we fund you every year because the service matters” funding 	<ul style="list-style-type: none"> • Te Taiuhu Environment Trust • Community Transport Trust • Museums • Suter Art Gallery • NRDA • CoC / biz mentoring • Richmond Unlimited / Our Town Motueka 	<ul style="list-style-type: none"> • Funding is about stability, not projects • Organisations are delivering outcomes Council relies on • Value is in continuity and scale 	<ul style="list-style-type: none"> • Direct, explicit link to Tasman’s strategic priorities • Shared responsibility for achieving outcomes • Focus on long-term change, not annual activity counts 	<ul style="list-style-type: none"> ✓ Multi-year agreements ✓ Co-designed outcomes and measures ✓ Relationship-based accountability X Annual re-application churn X Pretending contestability where it doesn’t exist

* Outcomes will be agreed by elected members via the LTP process

What doesn’t change?

- Same funds, same overall budget envelope – these are LTP considerations.
- Same commitment to transparency and accountability

What improves?

- Clearer expectations for applicants
- Proportionate effort for staff and community
- Stronger outcome stories without over-measurement
- Better defensibility of decisions

Table 3: Assessment of a tiered funding approach against the guiding principles

Guiding principles	Assessment of how a tiered funding approach performs	How this would improve funding processes	Implications for Tasman
Efficiency	Aligns application, assessment, decision-making and reporting effort to grant size, risk and complexity. Reduces over-processing of small grants and focuses staff time where impact and risk are greatest.	Proportional effort: small, volunteer-led grants are not burdened with the same requirements as strategic funding. Faster turnaround for T1 decisions; deeper assessment reserved for T2 and T3. Reduces rework, incomplete applications, and staff time spent explaining mismatched expectations.	Particularly well suited to Tasman's mix of rural, volunteer-run groups and limited council resourcing. Efficiency gains are greatest if application forms and reporting templates are genuinely differentiated by tier.
Consistency	Creates a single, coherent framework with clear expectations by tier, rather than ad-hoc rules by fund. Supports more consistent decisions and applicant experiences.	Replaces multiple implicit practices with an explicit, council-wide structure. Improves consistency in: <ul style="list-style-type: none"> • what is asked of applicants, • how decisions are justified, • how accountability is applied. Supports defensible decision-making across rounds and committees.	Helps manage expectations in smaller communities where perceived inconsistency can quickly undermine trust. Reduces reliance on individual officer or committee judgement alone.
Financial benefit (value for money)	Improves allocation discipline, reduces churn and transaction costs, and allows strategic funding to focus on leverage and long-term returns.	Reduces transaction costs at the lower end of funding. Enables Council to: <ul style="list-style-type: none"> • stabilise funding where outcomes are proven (T 3), • avoid repeated small grants masking underlying sustainability issues, • better compare cost and impact across different funding types. Improves ability to tell a value-for-money story at an aggregate level. Note that benefits depend on good tier design and follow-through.	Financial benefit is more about better use of existing budgets than cash savings. Stronger case for long-term investment decisions with elected members.
Strategic alignment	Enables explicit alignment at higher tiers while avoiding unrealistic strategic claims for small grants. Clarifies how different funding types contribute differently to outcomes.	Makes alignment credible by matching expectations to influence: <ul style="list-style-type: none"> • Tier 1 contributes to outcomes. • Tier 2 demonstrates outcomes. • Tier 3 helps deliver strategic priorities. Prevents "strategic alignment theatre" in small grants. Improves the signal to elected members about what funding is actually doing at a system level.	Supports clearer reporting back to Council on how community funding contributes to LTP and wellbeing outcomes without over-claiming. Enables adjustment of priorities over time using feedback loops.
Community wellbeing	Supports grassroots participation, sustained service delivery, and learning across tiers—addressing both immediate and long-term wellbeing.	Protects access for grassroots and informal groups (T1). Supports targeted responses to identified needs (T2). Sustains organisations delivering essential social, cultural, environmental and wellbeing services (T3). Encourages learning and evolution rather than one-off transactions.	Well aligned with Tasman's diverse, place-based communities. Helps balance immediate social connection and long-term service stability. Reduces burnout and funding insecurity for key community organisations

Table 4: Mapping the guiding principles to operational design

Guiding principle	Design intent	Operational design choice	What this potentially achieves
Efficiency: <i>Proportional effort and delegation</i>	Use Council and community time where it adds most value	Funding tiers: Clear tiers based on size/risk/complexity Applications: Light touch for T1, more detailed for T2, negotiated proposals for T3 Assessment: streamlined for small grants, deeper analysis only where needed Decision-making: delegated authority for T1 and many T2 grants	Reduces over-processing of low-value grants Speeds up decisions Frees staff time for higher-impact work
Consistency: <i>One framework, differentiated by tier</i>	Ensure fair, predictable decisions without a one-size-fits-all model	Framework structure: single funding framework with tier-based rules Criteria: core criteria applied consistently, with tier-specific weighting Templates: standard application and reporting templates Decision rationale: decisions are recorded and communicated using the same structure Feedback: consistent decision-making feedback language linked to criteria	Applicants understand expectations Similar applications are treated similarly Reduces perceived arbitrariness (critical in small communities)
Financial benefit (value for money): <i>Smarter allocation, not just savings</i>	Maximise community benefit from limited funding rather than chase short-term cost savings.	Tiering logic: higher scrutiny and negotiation at higher funding levels Recurring funding: shift project funding into strategic partnerships T3 Outcome expectations: value is assessed against outcome appropriate to the tier Portfolio view: aggregate reporting by tier and outcome area Exists and pathways: clear expectation that T1 is not permanent operating support	Reduces annual re-application churn Encourages funding stability where it delivers value Improves Council's ability to explain "what we get for what we spend"
Strategic alignment: <i>Right expectations at the right tier</i>	Make strategic alignment real and credible, not performative.	Outcome framework: single set of Council/community outcomes (LTP) Tier definitions: T1 = contribution T2 = demonstration T3: Delivery Assessment questions: Tier-specific alignment prompts i.e not identical across all grants Reporting: System-level outcome reporting aggregated by tier EM oversight: strategic discussion focused on trends, not individual grants	Avoids asking small grants to "deliver the LTP" Makes strategic funding accountable for real outcomes Supports informed priority-setting by elected members
Community wellbeing: <i>Access, sustainability, and learning</i>	Support both grassroots activity and long-term wellbeing outcomes across diverse communities.	T1 design: low barriers for informal, volunteer-led and rural groups Eligibility: use umbrella organisations where appropriate Tier pathways: clear progression from small grants to larger funding Strategic funding: stability for organisations delivering core wellbeing services Feedback loops: learning from applicants and recipients informs future settings	Maintains access for small and emerging groups Reduces burnout and funding insecurity Builds a healthier, more capable community sector over time

Taken together, the tiered funding approach:

- Strongly supports efficiency, consistency, strategic alignment, and community wellbeing
- Moderately to strongly improves financial benefit, primarily through better allocation discipline and reduced transaction costs
- Is particularly well matched to Tasman's scale, rural diversity, and community-led ecosystem

It addresses the guiding principles if:

- The framework is designed to learn and adapt, not just distribute funding
- Outcome expectations are scaled, not uniform,
- Tiers are reflected in forms, delegations, reporting and feedback – not just labels

The key risk is not conceptual, but implementation-related: if tiers are not clearly defined, resourced, and communicated, the efficiency and consistency gains will be diluted.

Table 5: Assessment of options for framework components

Framework component	Options	Pros	Cons/risks	How could this work for Tasman?
Principles	Concise set of principles	Clear, memorable, usable by staff and elected members; avoids over-engineering	Requires discipline to apply consistently across funds	A concise principles section linked to Tasman's 10-Year Plan and community outcomes, with examples of how the principles influence decisions
	Explicit principles – equity, something else?	Signals values clearly and supports a focus on those outcomes	Needs internal capability and comfort to operationalise	
	Link to what it means in practice	Helps applicants and decision-makers apply principles consistently	Slightly longer framework document	
Funding structure	A tiered structure	Easier navigation for applicants; better fit-for-purpose funding	Needs upfront clarity on boundaries between tiers	A tiered funding structure with distinct levels based on size/ risk/ complexity/ purpose, with different expectations and processes for each tier
	Strategic partnerships for key services	Stability for critical organisations; less churn	Requires robust relationship management	
	Smaller, specialist funds	Targets priority outcomes (e.g. climate, waste min)	Can fragment system if not well integrated	
Eligibility	Inclusive + umbrella option?	Enables grassroots and rural groups	Requires good oversight and clear accountability	Broad eligibility with clear exclusions, and higher requirements (eg governance, financial) as the grant size or risk increases
	Scaled criteria by tier	Proportionate and fair; reduces admin burden	Needs clear guidance to avoid confusion	
	Clear exclusions	Transparent, defensible decisions	Must be kept current	
Application process	Single portal across all funds	Consistency, efficiency	Requires internal process discipline, training and upskilling	Use SmartyGrants for all applications, consider a dedicated staff role to support the process administration and equitable access
	Light touch for small grants	Reduces barriers for volunteers	Less detail to assess risk—needs caps	
	Dedicated staff support	Encourages pre-application discussions, better applications, fewer declines	Staff time required	
Decision making	Delegated panels for small grants	Faster decisions; less political load	Requires trust in process	Delegated decisions where suitable, for faster decisions
	Elected-member oversight of larger/strategic grants	Democratic legitimacy	Slower, more resource-intensive	
	Continue to publish decisions	Builds trust, clarity and confidence in the system, reduces OIA and complaint risk	Requires careful framing to ensure privacy boundaries are met and information is not misinterpreted	
Reporting and accountability	Scaled reporting by tier	Fair, efficient	Needs clarity to avoid argument	Proportional reporting, focussed on outcomes/what's changed and required to be completed before any future funding is considered. Flexibility to adjust funding settings and/or priorities
	Standardised reporting templates	Easier for applicants and staff	Less flexibility	
	Post-round summary reports for Tier 1 and 2: what was funded, alignment with priorities/outcomes, notable gaps, trends or pressures	Low cost, improves transparency, assurance and trust in delegated decisions, helps show patterns	Retrospective only, so limited influence on decisions already made, and can become descriptive rather than reflective	
	Learning loop briefings – what is working/what is no, what's emerging and what might need policy or funding shifts	Encourages adaptive decision-making, builds a shared understanding of community realities	Clear that is it not re-litigation of decisions, requires trust and a non-defensive culture	
	Outcomes and insights dashboard for Tier 2 and 3	Shifts conversations from inputs to outcomes, supports strategic discussions	Disciplined data collection required and careful framing	
	Standard decision feedback statements and post-round applicant summaries	Low effort when templated, improve applicant experience and quality of future applications	Needs consistency and not use over-generic language	
	Shared feedback loop connecting reporting and insights to refine settings and priorities	Supports delegation and governance role as stewards of outcomes, turns funding into a learning system and improves quality over time	Needs careful expectation management, strong role clarity, good insight synthesis and focussed on what is useful	
	Firm but supporting compliance	Protects public trust	Needs follow-through	