



Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program

Process Evaluation Report

For the NSW Office of Sport

4 April 2024

Centre for Sport, Business and Society

UTS CRICOS 00099F

Acknowledgements

The University of Technology Sydney acknowledges the Eora Nation and the Dharug Nation, upon whose ancestral lands our university stands. We would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.

About the Centre for Sport Business and Society

The Centre for Sport, Business and Society (CSBS) at the University of Technology Sydney (UTS) is an independent, non-profit research and advisory centre that brings together experienced senior leaders and academics in sports management, governance, sustainability and sport-for-development to deliver multidisciplinary research and consultancy solutions for the sports sector that are evidence-based, collaborative and designed for maximum impact.

CSBS is committed to working in partnership with industry, community and government to help grow the sports sector and the quality of sporting experiences at all levels.

CSBS is hosted by the UTS Business School and the Institute for Public Policy and Governance.

Project Contact

Name Michelle Roberson
Position Senior Manager, Advisory Services
Telephone +61 0418 361 631
Email michelle.roberson@uts.edu.au



University of Technology Sydney
PO Box 123 Broadway, NSW, 2007
www.uts.edu.au



Table of Contents

Executive Summary	i
Overview and purpose of this report	i
Process evaluation methodology	i
Key findings and recommendations – program design	ii
Key findings and recommendations – grants administration	iv
Key findings and recommendations – policy considerations	vi
1. Introduction	1
1.1. About this report	1
1.2. Female Friendly Community Sport Facilities and Lighting Upgrade Grants Program	1
1.3. Program parameters	2
1.4. Governance and Administration	2
2. Evaluation of the Grants Program	4
2.1. Evaluation overview	4
2.2. Process evaluation – key evaluation questions	4
2.3. Process evaluation methodology	5
3. Views on Design of the Program	8
3.1. Program purpose, objectives and outcomes	8
3.2. Views on program funding and contribution levels	10
3.3. Reasons for not starting or completing applications	14
3.4. Council support for applications	16
3.5. Financial impact on councils of supported projects	17
3.6. What prompted applications	17
3.7. Interest in future funding rounds if they became available	18
3.8. Summary of findings	21
4. Application Process	23
4.1. Application experience at time of application	23
4.2. Application process – survey responses	25
4.3. Summary of Findings	28
5. Grants Administration Process	30
5.1. Program staff experiences and ideas for improving	30
5.2. Applicant experiences and ideas for improving	33
5.3. Summary of Findings	36

6.	Increasing female participation in sport	39
6.1.	Views of applicants	39
6.2.	Views of Program Staff	40
6.3.	Summary of Findings	40
7.	Communication – Transparency and Clarity	41
7.1.	Program guidelines	41
7.2.	Feedback on communication at the time of application	42
7.3.	Provision of information by the Office of Sport	43
7.4.	Summary of Findings	44
8.	Spread of Applications and Funding	46
8.1.	Submitted applications	46
8.2.	Project types	46
8.3.	Project locations	49
8.4.	Organisation types	51
8.5.	Sport types	52
8.6.	Applications by LGAs – ABS SEIFA Index	54
8.7.	Spatial distribution of applications	56
8.8.	Unsubmitted applications	57
8.9.	Spatial distribution of unsubmitted applications	58
8.10.	Summary of Findings	59
9.	Analysis of Application Elements	61
9.1.	Contributions and financial hardship	61
9.2.	Project lifetime and maintenance responsibility	66
9.3.	Responsibility for maintaining the facility upon completion	67
9.4.	Applications requiring development consent	68
9.5.	Job creation	69
9.6.	Facility usage numbers	70
9.7.	Summary of Findings	73
10.	Recommendations	75
10.1.	Continue to invest in meeting demand	75
10.2.	Options for enhancing future program funding design	76
10.3.	Opportunities to enhance the grants administration process	77
10.4.	Continue to involve councils	80
10.5.	Considerations for further contributions to the female participation in sport agenda	80

Appendix A – Office of Sport Female Friendly Community Sport Facilities and Lighting Upgrade Grants Program – Program Logic 82

Appendix B – Surveys 84

Survey 1 – Successful Applicants	84
Survey 2 – Unsuccessful Applicants	92
Survey 3 – Incomplete Applications	98
Survey 4 – Councils	101
Survey 5 – Staff Involved in Implementation	107

List of Figures

Figure 1: Views of successful applicants on the Program	8
Figure 2: Views of councils on the Program	10
Figure 3: Applicant views on total amount of grant funding available – all applicants	12
Figure 4: Applicant views on the maximum grant amount	12
Figure 5: Applicant views on the minimum grant amount	13
Figure 6: Applicant views on the funding contribution required	13
Figure 7: Council views on program funding levels	14
Figure 8: Reasons for not starting or completing application	15
Figure 9: Main reasons for councils providing letter of support for applications	16
Figure 10: Would consider applying for future funding rounds if they became available	18
Figure 11: Why future grant applications would be considered – applicants	19
Figure 12: Would consider supporting future grant applications if they became available – councils	20
Figure 13: Applicant experience of online application process	23
Figure 14: Estimated hours spent on this application – all applicants	24
Figure 15: Successful applicant views on the application process	27
Figure 16: Unsuccessful applicant views on the application process	27
Figure 17: Successful applicant views on funding agreement negotiation and execution process	35
Figure 18: Usefulness of Program Guidelines in helping applicants to understand what was required for a successful application	41
Figure 19: How applicants found out about the Program	43
Figure 20: Map of ABS Remoteness Areas	49
Figure 21: Primary sport type of project	52
Figure 22: Index of Relative Socio-economic Advantage and Disadvantage – LGA (deciles)	54
Figure 23: Spatial distribution of number of applications from each LGA	56
Figure 24: Spatial distribution of number of approved applications from each LGA	56
Figure 25: Spatial distribution of unsubmitted applications	58
Figure 26: Spatial breakdown of unsubmitted applications by ABS SEIFA Index	58
Figure 27: Financial hardship consideration – reason for exemption from co-contribution	65
Figure 28: Estimated effective project lifetime of proposed facility – all applications	66

Figure 29: Estimated effective project lifetime of proposed facility – by application status	67
Figure 30: Responsibility for maintaining the facility upon completion by organisation type	68
Figure 31: Percentage of projects with or requiring development approval – all applicants	69
Figure 32: Predicted number of future visits by females	72
Figure 33: Predicted number of future visits by males	72
Figure 34: Number of applications by percentage of predicted total visits from females	72

List of Tables

Table 1: Financial impact on councils associated with supported projects	17
Table 2: Estimated hours spent on this application – all applicants	25
Table 3: Open-ended feedback on Program improvements	31
Table 4: Whether questions about the Program were answered by Program Guidelines and FAQ information	42
Table 5: Attendance or viewing of the online information session for the Program	44
Table 6: Contact with the Office of Sport about the Program or application process	44
Table 7: Comparing projects – lighting component / amenities facility component	46
Table 8: Projects – new infrastructure or improved, upgraded or replacement	47
Table 9: Comparing projects – new and existing infrastructure	48
Table 10: Projects – amenities, lighting, or both amenities and lighting	48
Table 11: Projects part of a broader masterplan precinct	49
Table 12: Projects by ABS Remoteness Areas	50
Table 13: Projects – Greater Sydney compared to the Rest of NSW	50
Table 14: Projects – NSW Government Regions	51
Table 15: Projects by organisation type	51
Table 16: Organisation types – state or local organisations	52
Table 17: Analysis of applications and funding allocation by type of sport	53
Table 18: Analysis of applications and funding allocation by SEIFA IRSAD deciles	55
Table 19: Breakdown of unsubmitted applications by geographical regions and SEIFA	57
Table 20: Cash co-contributions – All Applications	62
Table 21: Applicant co-contributions by type of sport – All applications	62
Table 22: Other cash contributions – all applications	63
Table 23: In kind contributions – all applications	64
Table 24: Financial hardship applications by SEIFA Index (quintiles)	64
Table 25: Projects requiring development approval – all applications	68
Table 26: Type of jobs that would be created – all applications	70
Table 27: Current visits – all applicants	70
Table 28: Predicted future visits to facility	71

Executive Summary

Overview and purpose of this report

In 2023, the University of Technology Sydney (UTS) Centre for Sport, Business and Society (CSBS) was engaged to undertake a 4-year process, outcomes and economic evaluation of the Female Friendly Community Sports Facilities and Lighting Upgrades Program (the Program) for the NSW Office of Sport.

The Program includes investment by the NSW Government of \$25 million to revive community sports facilities by providing new and redeveloping existing sport facility bathrooms and change rooms and support the provision of new and upgraded lighting to enable more women and girls to train and compete in sport in a safe and inclusive environment.

Program funding was provided through a competitive grants round to aid delivery of sport facility projects that could directly support sport participation across all levels by providing programs for women and girls across NSW.

This is an interim report for the first component of the Program evaluation – the process evaluation. The purpose of this report is to assess the appropriateness of current Female Friendly Community Sports Facilities and Lighting Upgrades Grant administration processes and identify areas for improvement that can be applied to similar programs.

The findings and recommendations of this report will be incorporated into the final evaluation report for the Office of Sport in late 2027, at the conclusion of the evaluation.

Process evaluation methodology

The process evaluation included the following methodological components:

- Desktop review of Program documentation
- Online surveys with the following groups hosted on the Office of Sport's Survey Manager Platform in February 2023.
 - Successful applicants of the Program.
 - Unsuccessful applicants of the Program.
 - Councils that were consulted by applicants as part of the Program application process.
 - Organisations who expressed interest in the Program but did not apply or did not complete their application.
 - Program staff involved in program design or implementation.
- Administrative data analysis
- Report on findings
- Development of recommendations.

Key findings and recommendations – program design

Key findings are presented in sections 3 to 9 of this report and recommendations are presented in section 10. Following is a summary of the findings and recommendations from outlined in the report.

Program design and parameters were valued

Overall, the evaluation findings show that there is demand across NSW for new or improved community sports infrastructure, as well as demand for investment to support increased sports participation among women and girls.

Survey respondents were overwhelmingly positive about the purpose, objectives and outcomes sought through the program. The program was valued by applicants and supporting councils in helping to bring forward new and improved community sports infrastructure projects and enabling projects that would not otherwise proceed. The program was also valued as a contributor to welcoming, safer and positive community places and spaces for women and girls to engage in sport and active recreation.

A spread and mix of applications was achieved

The Program achieved a spread of applications when assessed across a range of relevant categories. Program parameters also allowed a flexible approach, with almost one in five successful projects involving combinations of upgrades and/or new construction.

There was a mix of sport types across applications, with 26 unique primary sporting categories amongst submitted applications, and 21 sport types across the successfully funded projects. Most applications were for projects in major cities and inner regional areas.

There was also a mix in the volume of applications across LGAs in each of the SEIFA deciles, as well as a mix in success rates across the deciles. However, only 16% of applications came from LGAs in the four most disadvantaged deciles. This may warrant further investigation by the Office of Sport to understand the underpinning factors.

Strong demand for funding

There is strong demand for funding for new and improved sport infrastructure that supports increased female participation in sport and active recreation. In total, there were 137 submitted applications, with 94 of these approved for funding. Over 80% of applicants stated that they would consider applying in future funding rounds if they were available. The approach of the Office of Sport to funding programs was identified as a favourable factor by applicants when considering applying in the future.

Recommendation 1: Continue to meet the demand for new and improved community sports infrastructure that contributes to facilitating female sports participation.

It is recommended that the Office of Sport explores opportunities to facilitate increased investment in community sports infrastructure and to support female sports participation. This could include working in collaboration with other relevant NSW Government agencies, local government and sporting bodies to influence planning for and investment in community sport infrastructure, and initiatives that support female sport participation.

CSBS notes that a new \$30 million Level the Playing Field Program was introduced in October 2023 to support the continued growth of women's and girls' sport and recreation.

Options for enhancing future program funding design

Recommendation 2: Consider opportunities to enhance future program grant funding design for this or similar programs.

Increasing minimum and maximum thresholds to be meet demand for larger scale projects

The program attracted a significant range of project proposals that fall within the minimum and maximum thresholds of the available grants (\$50,000 and \$500,000 respectively). The average value of allocated funding was \$265,634.

Almost two-thirds of all applicants considered the maximum grant amount to be about right and around three-quarters considered the minimum to be about right.

Almost a quarter of applicants considered the maximum funding threshold to be too low, suggesting that there is likely demand for funding programs with higher maximum thresholds aimed at larger scale sport infrastructure projects.

Consider a tiered approach to funding design

There is an opportunity to consider a nuanced or tiered approach to future program funding design. A tiered approach could incorporate two or more levels of maximum funding amounts, with lower funding levels for smaller, lower risk and less complex projects and higher funding thresholds for more substantial, higher risk and more complex projects. Smaller and less complex projects could also have more streamlined application processes proportionate to the level of complexity and risk.

A tiered approach could be beneficial to ensuring applications received are more targeted in their content. It could address some of the feedback provided around challenges with the application process in terms of documentation and certification, or additional information required for larger, more complex projects compared with smaller more straight forward projects. A tiered funding approach also has the potential to streamline the application process for those submitting multiple applications in terms of costing structure or staging.

Explore level of need and any barriers affecting potential applications from disadvantaged locations or more remote areas of NSW

Evaluation results showed a relatively small number of applications for outer regional and remote NSW, and no applications from very remote NSW. There was a mix in the volume of applications across LGAs in each of the SEIFA deciles. There was also a mix in success rates across the deciles. However, only 16% of applications came from LGAs in the four most disadvantaged deciles. Around 30% of applications came from LGAs in the two most advantaged deciles.

The reasons for under representation of these areas are not obvious and could be driven by a range of factors such as levels of awareness of the program, resources and capacity to apply (e.g. volunteer run sport organisations, capacity for co-contributions), or the extent to which there is existing community sport infrastructure that could be improved.

It would be useful for the Office of Sport to consider exploring this issue further, to understand drivers and/or barriers contributing to the lower level of applications from disadvantaged and more remote areas of NSW that were received in the current funding round.

Approach to financial co-contributions and hardship

Recommendation 3: Assess the extent of the benefits of including a co-contribution requirement, and where there are benefits, how best to approach co-contributions.

Findings from the evaluation highlighted that it was a challenge for some applicants to find money for co-contributions. A minimum co-contribution of 25% was required for each project application, with some exemptions considered for financial hardship.

Analysis of the value of financial co-contributions across applications, showed a wide variation with an average of over \$150,000.

The evaluation also identified a high number of applications for financial hardship, that is from organisations that reported that they were unable to make a co-contribution. It would be useful for the Office to further explore the nature of, and other trends behind, these requests.

It could also be useful for the Office of Sport to undertake a benchmarking exercise across other grants programs to identify any patterns and use this to inform this component of the future design of programs.

Key findings and recommendations – grants administration

Enhancing grant application processes – promotion channels and information sessions

Both Program documentation and information provided by Office of Sport staff were considered helpful by applicants.

Every grant funding round provides an opportunity to learn from and improve on previous approaches. Surveyed applicants and program staff identified a range of ways in which the application and grant administration process could be improved.

Recommendation 4: Consider opportunities to further promote the program during the application process and enhance the online information session.

Program promotion

The Office of Sport newsletter was the most common avenue for learning about the program, and secondary sources (e.g. sports organisations) were the most common channel for regional NSW and the most disadvantaged LGAs. It is recommended that the Office of Sport further explore the reach and impact of their promotional channels to better understand how best to ensure all potential applicants, including disadvantaged applicants, are able to learn about program funding and the application process.

Online information session for potential applicants provided by the Office of Sport

Program staff reported frequent contact from potential applicants about fundamental program information that was publicly available on the website, including instructions around the application process. Many applicants also reported that they didn't attend the provided online information session.

Encouraging greater engagement with program information sessions has the potential to assist with managing program staff workload and ensuring applicants feel well informed and supported during the application process. It is recommended that ways to achieve greater engagement in the session be explored further. Staff offered a range of ideas about ways to improve the information session, for example, allowing opportunities for questions to be submitted in advance

of the session and providing more information to applicants on how to use supporting documents, which it is recommended that the Office of Sport should consider.

Enhancing grant application processes – application timeframes

The program application timeline provided applicants with five weeks to complete and submit a grant application. Both surveyed applicants and program staff indicated that longer lead times could better support the application process in the future.

Survey responses highlighted the challenges of seeking funding for projects awaiting Development Consent. One in five applications required Development Approval before the project could proceed and the majority of these did not have that in place at the time of application.

This is a complex area as the timeframes are generally outside the control of the applicant and are a risk area for all infrastructure projects requiring a Development Application. It would be useful in the future to monitor the impact of Development Approval requirements on participation in this and other infrastructure programs.

Recommendation 5: Consider ways that application timeframes can allow for bidders' resource constraints and the collection of information required.

It is recommended that the Office for Sport investigate options for a longer lead time for application submissions, specifically to take into account the variety of potential community sports infrastructure projects. In particular, those with greater complexity or that may require a greater lead in time for submitting an application. An option would be to wherever possible, provide early information about upcoming funding or grants rounds so that applicants can plan ahead.

It is recommended that the Office consider exploring the issues associated with Development Applications further to identify how best to enable projects requiring Development Consent to be considered for funding while balancing risks associated with timeframes and third party decision making processes in future community sports infrastructure grant programs.

Enhancing grant application processes – further streamlining and support for applicants

Overall, applicants found the Office of Sport staff and supporting documentation to be helpful and there were mixed views on how easy and simple or how difficult the application process was to complete. Positive feedback was also provided in relation to the provided online information session and the SmartyGrants system.

Recommendation 6: Investigate further opportunities to streamline the application process, proportionate to the complexity of projects and the grant value.

Feedback from applicants and program staff suggest that there is an opportunity to streamline the application process by:

- Reducing duplication in questions with similar information required, as well as enabling the application information to flow through in each stage of the grant administration process.
- Reducing the level of rigour required for smaller, lower cost, lower risk and less complex projects by, for example, structuring the application process according to the complexity and size of project and funding application value and varying the extent of supporting documentation required.

Recommendation 7: Consider enhancing support for applicants during the application process.

Survey respondents suggested several ways in which the Office of Sport could enhance support for applicants during the application process. In addition, encouraging greater participation in the information session (noted in Recommendation 3), applicants suggested adding a phone contact number for enquiries (in addition to the email address) and having a live chat function, if resources allowed. It is recommended that these be considered in the future design of community sports infrastructure grants program.

Enhancing grant application processes – formal feedback for unsuccessful applicants

Applicants, and in particular unsuccessful applicants, indicated they found value in receiving formal feedback on their applications. Findings indicate that formal feedback could be strengthened in the future.

Recommendation 8: Consider implementing a formal feedback process for unsuccessful applicants in future grants programs.

Suggestions put forward included more tailored information on the reason for the outcome of applications and more detailed feedback on unsuccessful applications to help in preparing future applications.

Key findings and recommendations – policy considerations

Involvement of councils

Councils participated in the Program as applicants and / or by offering letters of support for projects, often as landowners. Almost all councils that provided letters of support to applicants and responded to the survey said they would considering doing so again in the future.

Recommendation 9: Continue to keep Councils involved in sport infrastructure grants.

Given the critical role of councils in land ownership, ongoing maintenance costs and wider future spatial and community planning, it is recommended that they continue to be engaged in community sports infrastructure programs. For example, as councils are key stakeholders in planning for and maintaining community sports infrastructure, the Office of Sport could also engage councils to assist with identifying and prioritising needs based on their local understanding of community needs.

Ways to increase women and girls participation in sport

A range of ideas were put forward by applicants and program staff on ways to increase participation in sport among women and girls. Ideas covered issues such as reducing the cost of participation, partnerships with other organisations with an interest in health and wellbeing, expanding dedicated programs and strategies, opening up opportunities for access to existing and new infrastructure and increasing child friendly sport events and facilities.

Recommendation 10: Consider opportunities for further investment and partnerships to support female participation in sport.

It is recommended that the ideas put forward on ways to increase female participation in sport are considered by the Office of Sport as part of wider program or policy design.

1. Introduction

1.1. About this report

In 2023, UTS CSBS was engaged by the Office of Sport NSW to undertake an evaluation of its Female Friendly Community Sports Facilities and Lighting Upgrades Grant Program.

The four-year evaluation of this Program includes three components:

- Process evaluation
- Outcomes evaluation
- Economic evaluation

This report outlines the findings for the first component of the evaluation, the process evaluation. The aim of the process evaluation is to assess the appropriateness of current grant administration processes and identify areas for improvement that can be applied to similar programs.

1.2. Female Friendly Community Sport Facilities and Lighting Upgrade Grants Program

In early 2022, the NSW Government committed funding of \$25 million to the Female Friendly Community Sports Facilities and Lighting Upgrades Grant Program, to be administered by the NSW Office of Sport. The investment is seeking to revive community sports facilities by providing new and redeveloping existing sport facility bathrooms and change rooms. Funding is also seeking to support the provision of new and upgraded lighting to enable more women and girls to train and compete in sport in a safe and inclusive environment.

Program funding was provided through a competitive grants round to aid delivery of sport facility projects that could directly support sport participation across all levels by providing programs for women and girls across NSW.

The primary objectives of the Program are to:

- Increase the number and type of safe, equitable, accessible, and inclusive sport and active recreation facilities across NSW.
- Foster positive sport and active recreation experiences for women and girls through the provision of welcoming and supportive community spaces and environments.
- Increase utilisation of sport and active recreation facilities for women and girls through enabling more female participation opportunities.

The Program also has secondary objectives to:

- Increase utilisation of sport and active recreation facilities for people with disability, First Nations peoples and people from culturally and linguistically diverse communities through enabling more participation opportunities.
- Contribute to the evidence base in supporting best-practice female inclusive design.

- Incorporate environmental sustainability and climate resilience into facility design, construction, and operation.

The program logic developed by the Office of Sport for the Female Friendly Community Sports Facilities and Lighting Upgrades Program is in Appendix A.

1.3. Program parameters

The program parameters were set out in [Program Guidelines](#), which were published on the NSW Office of Sport website, along with [FAQs](#). The Program Guidelines detailed the program purpose, outcomes and objectives, eligibility requirements for applicants and project types, and information about the application and assessment process.

The Program parameters included guidance that funding would only be allocated for the capital cost of a project, with applicants responsible for project administration costs, non-fixed or movable equipment and the ongoing operation of the facility.

The grant amount requested by an applicant was required to be a minimum of \$50,000 and a maximum of \$500,000. Project construction was required to commence by 30 June 2023, and construction needs to be completed by 30 June 2025.

All applications were required to provide a minimum 25% financial co-contribution of the grant amount. Applicants that could not meet the funding co-contribution expectation could apply for financial hardship and seek exempt from the requirement to provide a minimum 25% financial co-contribution of the grant amount requested.

Financial hardship was considered where a project was located in a disadvantaged area of NSW and/or was recovering from a significant natural disaster or pandemic (e.g., COVID-19 or other exceptional circumstances). Applicants were encouraged to use the Socio-Economic Index for Areas (SEIFA), published by the Australian Bureau of Statistics (ABS), to assist in measuring disadvantage.

Applicants could submit up to three (3) applications in total. Those applicants that submitted multiple applications were encouraged to apply a priority ranking.

Applicants were advised that all projects would be assessed in line with the Program Guidelines.

1.4. Governance and Administration

In addition to the Program Guidelines, the Office of Sport developed a series of documents to guide governance and administration of the Program. This included the:

- Grants Probity Plan – setting out the probity requirements in administering the Program.
- Assessment Plan – setting out the governance, methodology and processes for managing and assessing applications under the Program.
- Standard Funding Agreement – Following the assessment of grant applications, all successful applicants were required to enter into a funding agreement with the Office of Sport.

Timeframes associated with the program were openly and clearly communicated on the Office of Sport website and in the Program Guidelines:

- Applications opened – Wednesday 19 October 2022.
- Applications closed – 1.00pm Wednesday 23 November 2022.
- Outcomes advised – January 2023 onwards.
- Funding agreements executed for successful projects – within 3 months of notification of outcomes.
- Construction must commence by 30 June 2023. Projects to be completed by 30 June 2025.

2. Evaluation of the Grants Program

2.1. Evaluation overview

The four-year evaluation of the Female Friendly Community Sports Facilities and Lighting Upgrades Program includes three components:

- **Process evaluation:** To assess the appropriateness of current grant administration processes and identify areas for improvement that can be applied to similar programs.
- **Outcomes evaluation:** To assess the appropriateness of the design of the Program in terms of achieving outcomes for the State and identify areas for improvement that can be used to adapt the Program or can be applied to similar programs in the future.
- **Economic evaluation:** To measure and value the Program's relative cost-effectiveness, including its financial, social, and environmental impacts.

CSBS is utilising a mixed method approach to collate data for the process and outcomes evaluations (Components 1 and 2) which will also inform the economic evaluation (Component 3). Details of the process evaluation methodology can be found in the following section.

2.2. Process evaluation – key evaluation questions

CSBS refined the Key Evaluation Questions (KEQs) for the process evaluation in collaboration with the Office of Sport. The KEQs are as follows:

- Question 1: How is the design of the grant program viewed by:
 - Applicants?
 - Councils asked to support applications?
 - Program staff?
- Question 2: How transparently and clearly was the grant program communicated?
- Question 3: Did the grant program application and assessment process:
 - Result in a spread of applications for project types, project locations, sports types, and cohorts?
 - Result in a high portion of eligible grant applications?
- Question 4: How is the grant administration process viewed by:
 - Applicants?
 - Grant recipients?
 - Program staff?
- Question 5: How could grants administration processes be improved in the future?
- Question 6: What could be done in the future to increase female participation in sport and active recreation?

2.3. Process evaluation methodology

The process evaluation component has been delivered through the following methods:

Desktop review of Program documentation

CSBS conducted a desktop review of program documentation developed by the NSW Office of Sport to inform the development of KEQs and data collection instruments.

Online surveys

Online surveys were designed in collaboration with NSW Office of Sport to gather data to inform answer the KEQs.

Surveys were tailored to a range of stakeholder groups who were invited to participate anonymously:

- Successful applicants of the Program.
- Unsuccessful applicants of the Program.
- Councils that were consulted by applicants as part of the Program application process.
- Organisations who expressed interest in the Program but did not apply or did not complete their application.
- Program staff involved in program design or implementation.

The surveys covered a variety of topics, including the Program design and objectives, usefulness of Program Guidelines and FAQs, provision of information by the NSW Office of Sport, the application process, interest in future funding rounds if they became available, and increasing female participation in sport (See Appendix B).

All surveys, except the program staff survey were hosted on the NSW Office of Sport's Survey Manager Platform and distributed via email between November and December 2023. The program staff survey was hosted on CSBS' Qualtrics platform and distributed via email in February 2024.

The response rates for each of the surveys are as follows:

- **Successful** applicant survey: A total of 42 partially or fully completed responses were received out of a possible 85 individual organisations. 50% of respondents (n=21) identified as community-based sporting organisations, 43% (n=18) identified as councils, 2% (n=1) identified as a non-government organisation providing sport and recreation programs, and 2% (n=1) identified as a private sector organisation.
- **Unsuccessful** applicant survey: A total of 10 responses were received from a possible 40 individual organisations (noting that three of these organisations were also successful applicants). Three respondents opened the survey but did not complete it.
- **Incomplete** applicant survey: A total of 36 responses were received out of a possible 131 registered users (noting that four these were duplicate registrations). Three respondents opened the survey but did not complete it.
- **Supporting councils** survey: A total of 12 councils that provided letters of support responded to the survey, out of a possible 35. 75% of respondents (n=9) were from

regional/rural councils, while 25% (n=3) were from metropolitan councils. Three councils opened the survey but did not answer any questions.

- **Program staff** survey: A total of 11 respondents completed the survey out of a possible 24. This survey was directed at Office of Sport staff or external individuals involved in the design, development and assessment of the Program. Of the 11 respondents, 18% (n=2) identified as an 'Office of Sport – Grants team member', 55% (n=6) identified as an 'Office of Sport – Non-Grants team member' and 27% (n=3) identified as a 'Grant Assessment Panel member'.

Administrative data analysis

The NSW Office of Sport managed the grant application process through the SmartyGrants platform. Data collected through the platform was analysed by CSBS to answer the following KEQs:

- Question 3: Did the grant program application and assessment process:
 - Result in a spread of applications for project types, project locations, sports types, and cohorts?
 - Result in a high portion of eligible grant applications?
- Question 4: How is the grant administration process viewed by:
 - Applicants?
 - Grant recipients?
 - Program staff?

Data from the following sources was also analysed by CSBS to answer these KEQs:

- Applicant data from the online application form.
- Successful and unsuccessful applicant data following the assessment process.
- Data on applications that were started but not completed.

Development of recommendations

Using the evidence gathered from the process evaluation, CSBS has developed recommendations to inform the future design and administration of sport infrastructure programs by the NSW Office of Sport.

Evaluation limitations and qualifications

As with all evaluations, there are some limitations that should be noted, though not construed as compromising the findings and recommendations contained in this report. This includes:

- The application form was designed and distributed by the NSW Office of Sport as part of the release of the Program. The Office drew on previous grants administration experience to anticipate the types of data required for both the assessment process and the evaluation. The Office has collected a significant volume and variety of data that was able to be used in the evaluation. It is not feasible to expect that all data requirements for evaluation will be covered in the program design stage.
- To complement administrative data collected, surveys were developed collaboratively with NSW Office of Sport. In line with good practice, the approach balanced the need for a range

of data with the need to keep surveys to a length that would help to maximise response rates.

- A survey seeking the views of NSW council officers that provided letters of support to grant applicants was sent to generic council email addresses, which is usual practice. This meant that CSBS were reliant on internal council processes to distribute surveys to relevant council staff. This may have impacted the response rate for councils.
- Survey response rates were variable for each of the surveys (successful applicants 49%, unsuccessful applicants 25%, incomplete applicants 28%, supporting councils 34% and program staff 46%). Generally, for online surveys, a response rate of 20-25% is considered acceptable, and a response rate of 50% or high is considered excellent.

To strengthen the integrity of the data CSBS have included in the findings and recommendations wherever possible, a comparative analysis of each of the survey groups. Furthermore, CSBS has also ensured that findings and recommendations are underpinned by qualitative data from the surveys and evaluation process to ensure key themes and points of enquiry are sound.

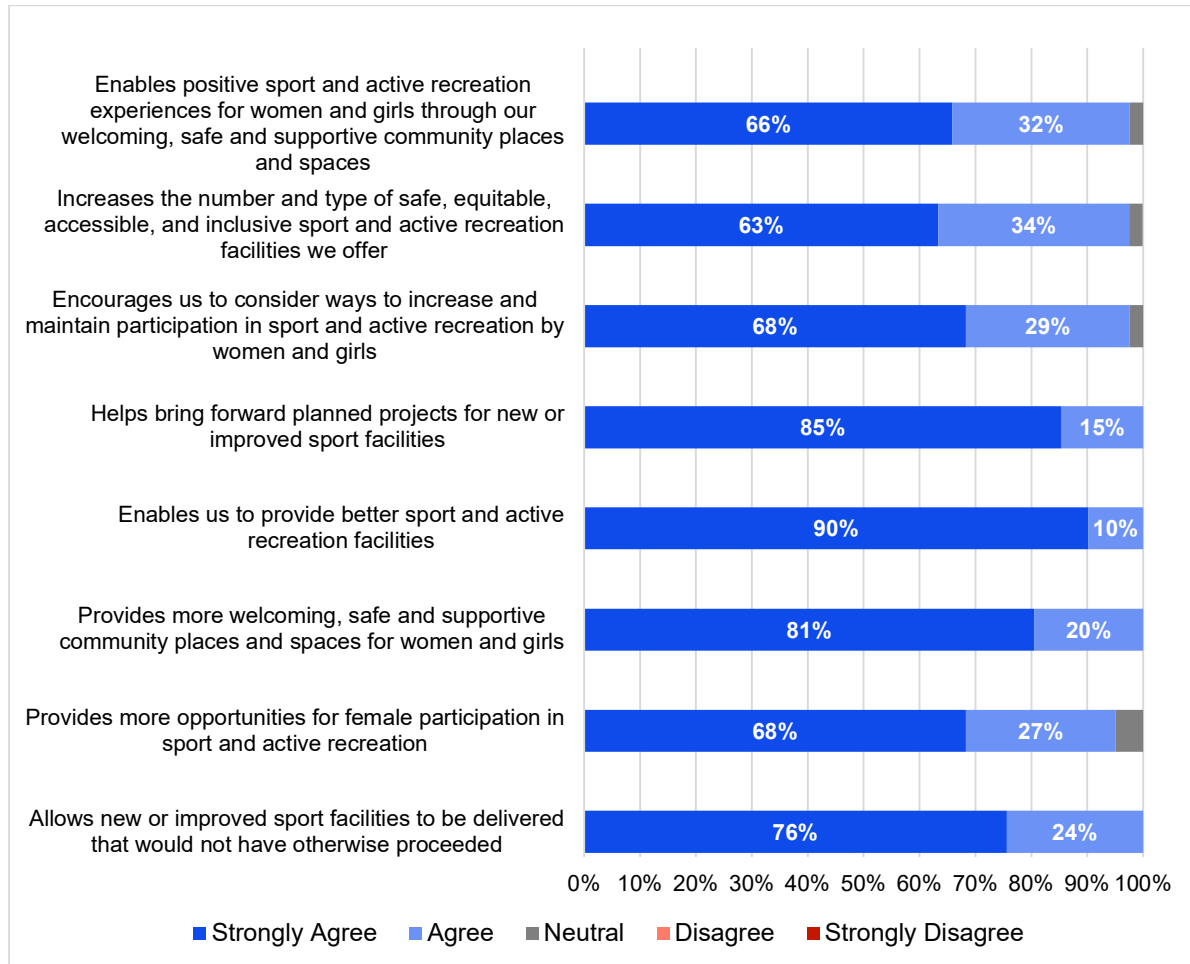
Notwithstanding these qualifications, CSBS is confident in the quality and robustness of the insights and findings identified in the process evaluation stage.

3. Views on Design of the Program

3.1. Program purpose, objectives and outcomes

The views of successful applicants on the design of the program were sought through the Successful Applicant survey. Respondents were asked to what extent they agreed with a range of statements related to the purpose, objectives and outcomes sought through the Program (see Figure 1).

Figure 1: Views of successful applicants on the Program



Q.: To what extent do you agree with the following statements about the Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program? (select one option per row)

Source: CSBS Successful Applicant Survey

Base: Successful applicants (n=41)

Respondents were positive about the purpose, objectives and outcomes sought through the program. Of the responses received:

- 100% of respondents ‘strongly agreed’ or ‘agreed’ that the Program:
 - Allows new or improved sport facilities to be delivered that would not have otherwise proceeded.

- Helps bring forward planned projects for new or improved sport facilities.
- Enables us to provide better sport and active recreation facilities.
- Enables positive sport and active recreation experiences for women and girls through welcoming, safe and supportive community places and spaces.
- 98% of respondents ‘strongly agreed’ or ‘agreed’ that the Program:
 - Encourages us to consider ways to increase and maintain participation in sport and active recreation by women and girls.
 - Increases the number and types of safe, equitable, accessible and inclusive sport and active recreation facilities on offer.
 - Enables positive sport and active recreation experiences for women and girls through welcoming, safe and supportive community places and spaces.
- 95% of respondents ‘strongly agreed’ or ‘agreed’ that the Program provides more opportunities for female participation in sport and active recreation.

No respondents disagreed with the program purpose, objectives and outcomes sought.

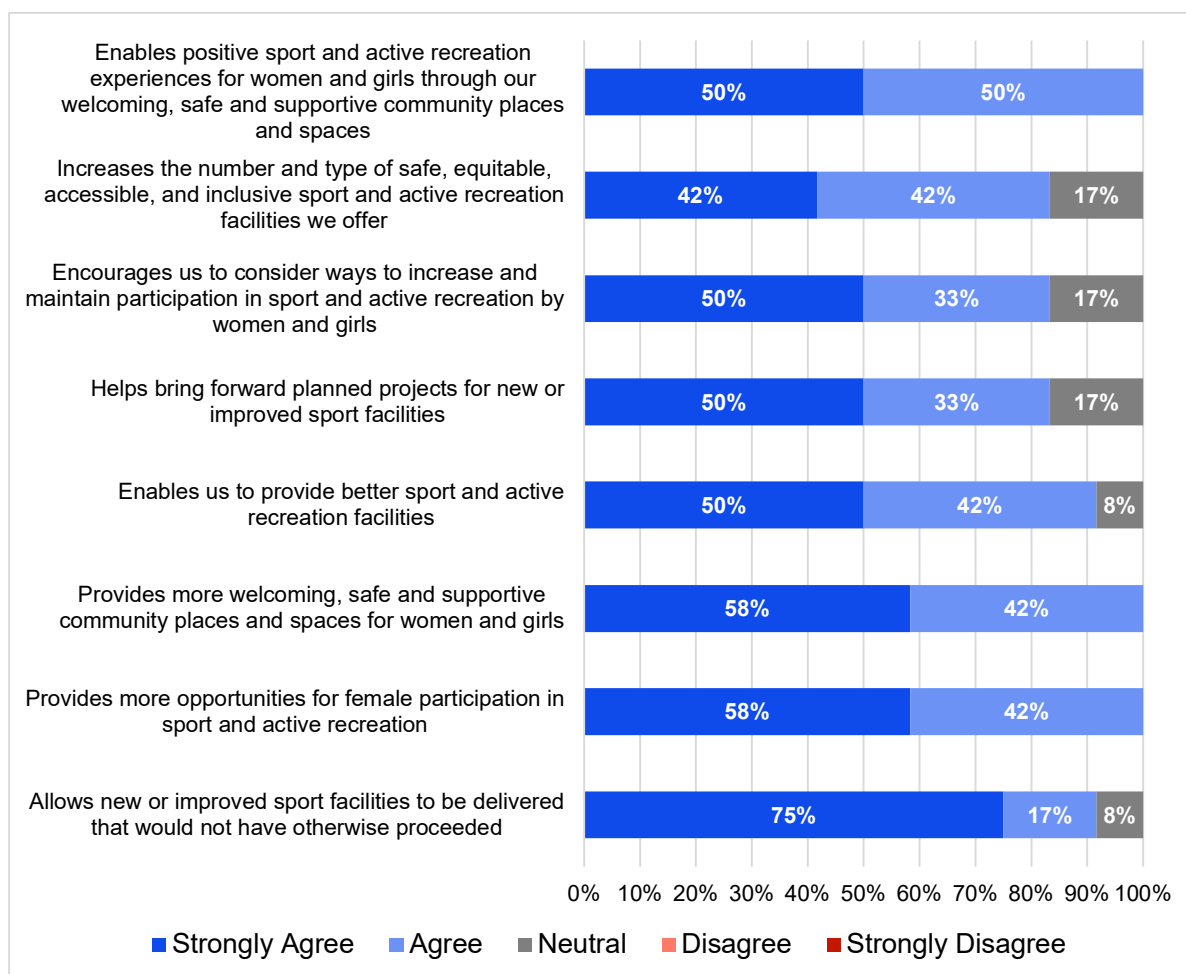
Councils that provided letters of support to applicants were also asked via survey about the design of the Program (See **Error! Not a valid bookmark self-reference.**).

Councils that provided letters of support to applicants were also positive about the Program. Of the responses received from supporting councils:

- 100% of respondents ‘strongly agreed’ or ‘agreed’ that the Program:
 - Enables positive sport and active recreation experiences for women and girls through welcoming, safe and supportive community places and spaces.
 - Provides more welcoming, safe and supportive community places and spaces for women and girls.
 - Provides more opportunities for female participation in sport and active recreation.
- Over 90% of respondents ‘strongly agreed’ or ‘agreed’ that the Program:
 - Enables us to provide better sport and active recreation facilities
 - Allows new or improved sport facilities to be delivered that would not have otherwise proceeded
- Over 80% of respondents ‘strongly agreed’ or ‘agreed’ that the Program:
 - Increases the number and type of safe, equitable, accessible and inclusive sport and active recreation facilities we offer.
 - Encourages us to consider ways to increase and maintain participation in sport and active recreation by women and girls.
 - Helps bring forward planned projects for new or improved sport facilities.

No supporting council respondents disagreed with the program purpose, objectives and outcomes sought.

Figure 2: Views of councils on the Program



Q.: To what extent do you agree with the following statements about the Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program? (select one option per row)
 Source: CSBS Supporting Councils Survey
 Base: Council respondents (n=12)

3.2. Views on program funding and contribution levels

All applicants were asked via surveys to provide their views on the funding and contribution levels outlined in the Program Guidelines.

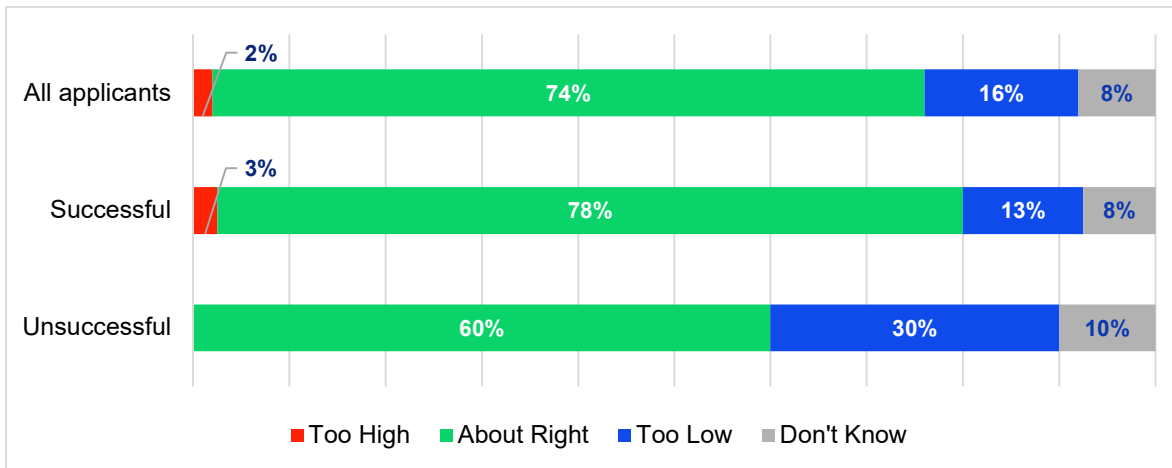
Almost three-quarters (74%) of all applicants stated that they thought the total amount of grant funding available was ‘about right’.

Only 16% of all applicants thought the grant funding available was ‘too low’.

Comparing results across applicant groups, 30% of unsuccessful applicants thought the funding available was ‘too low’, compared to 13% of successful applicants (See

Figure 3).

Figure 3: Applicant views on total amount of grant funding available – all applicants



Q: In relation to the program funding levels outlined in the Program Guidelines, how would you rate the following? (select one option per row)

Source: CSBS Successful Applicant Survey and CSBS Unsuccessful Applicant Survey

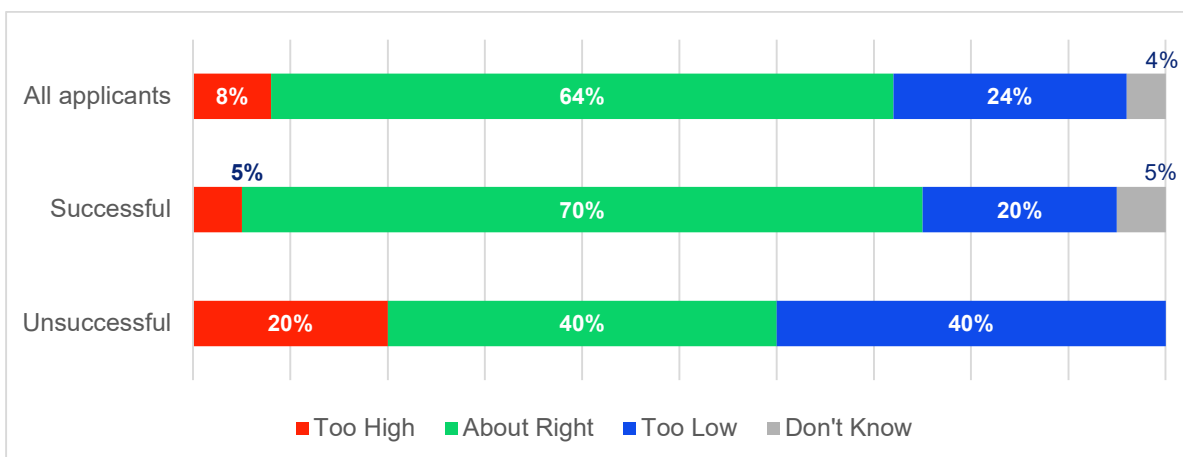
Base: Successful Applicants (n=40) and unsuccessful applicants (n=10)

Applicants were also asked via surveys for their views on the maximum grant amount (see Figure 4).

64% of all applicants stated that they thought the *maximum* amount was ‘about right’, with successful applicants being more likely to hold this view.

40% of unsuccessful applicants considered the *maximum* grant amount to be ‘too low’ (compared to 20% of successful applicants).

Figure 4: Applicant views on the maximum grant amount



Q: In relation to the program funding levels outlined in the Program Guidelines, how would you rate the following? (select one option per row)

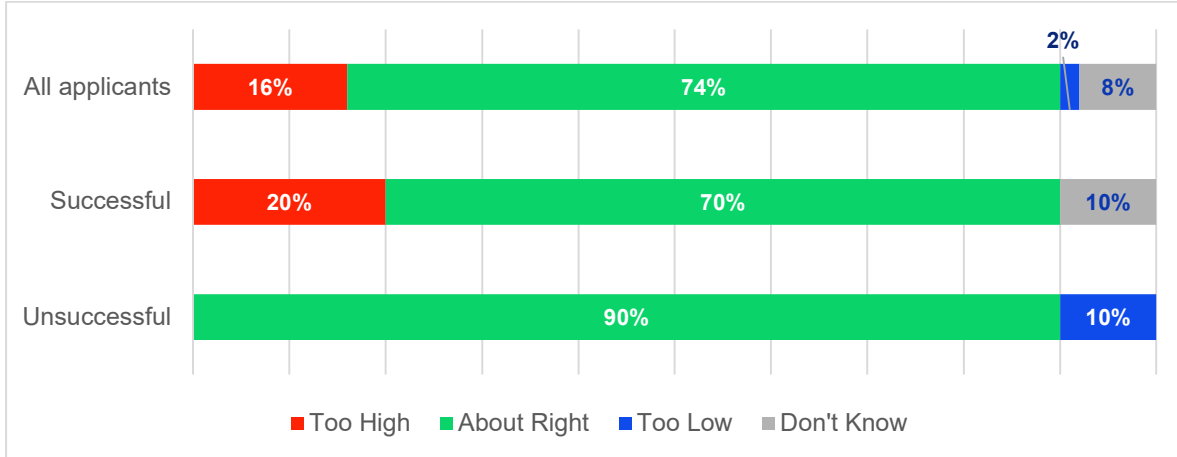
Source: CSBS Successful Applicant Survey and CSBS Unsuccessful Applicant Survey

Base: Successful Applicants (n=40) and unsuccessful applicants (n=10)

Applicant views on the minimum grant amount were also captured in the surveys (see Figure 5).

Around three-quarters (74%) of all applicants stated that they considered the *minimum* grant amount to be 'about right'. Interestingly 90% of unsuccessful applicant considered the *minimum* grant amount to be 'about right'.

Figure 5: Applicant views on the minimum grant amount



Q: In relation to the program funding levels outlined in the Program Guidelines, how would you rate the following? (select one option per row)

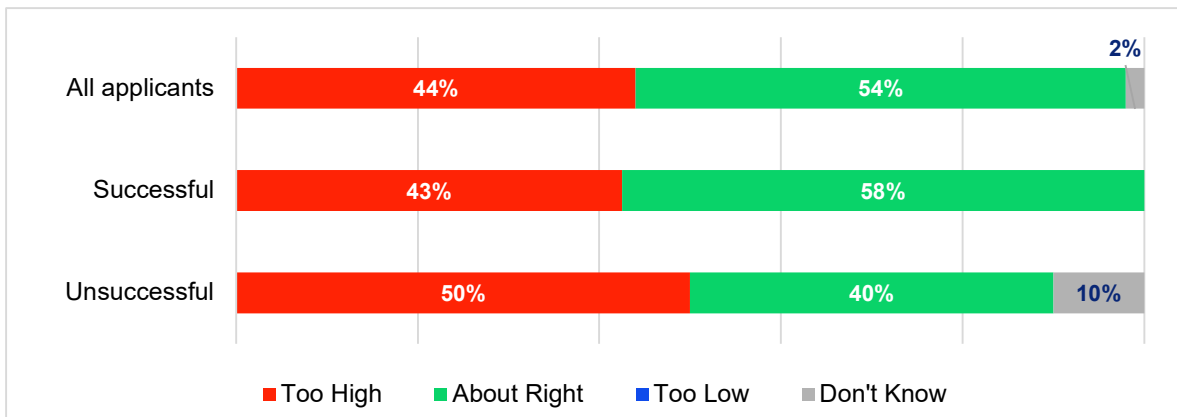
Source: CSBS Successful Applicant Survey and CSBS Unsuccessful Applicant Survey

Base: Successful Applicants (n=40) and unsuccessful applicants (n=10)

When asked about their views on the funding contribution required, 54% of all applicants considered it to be 'about right', and 44% of all applicants thought it was 'too high'.

Half (50%) of unsuccessful applicants considered the funding contribution required to be 'too high', higher than successful applicants (43%) (see Figure 6).

Figure 6: Applicant views on the funding contribution required



Q: In relation to the program funding levels outlined in the Program Guidelines, how would you rate the following? (select one option per row)

Source: CSBS Successful Applicant Survey and CSBS Unsuccessful Applicant Survey

Base: Successful Applicants (n=40) and unsuccessful applicants (n=10)

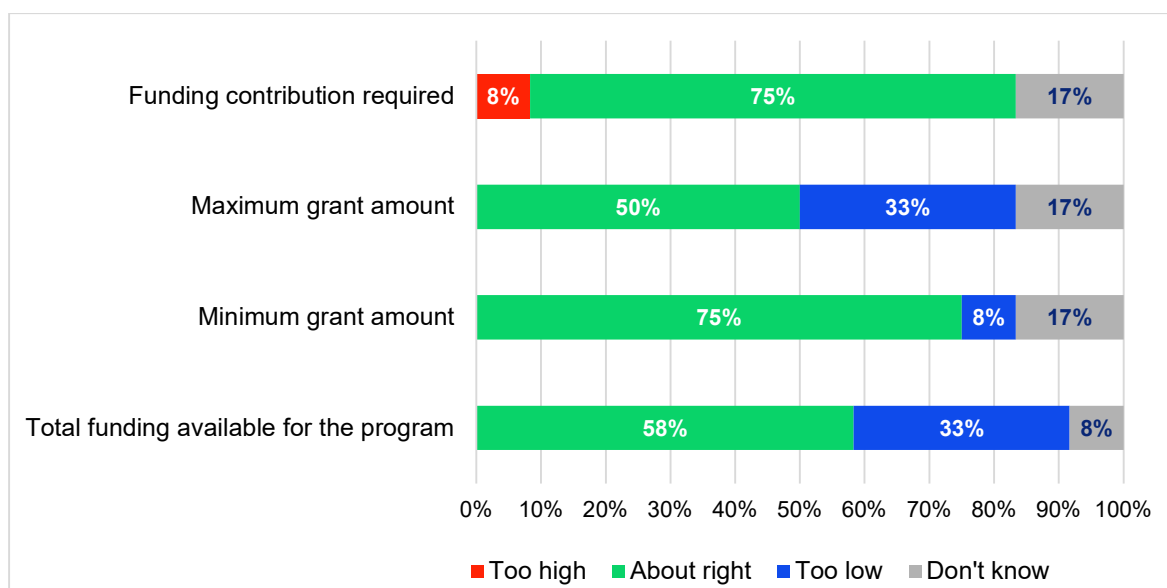
Councils that provided letters of support were also asked about their views on the program funding levels outlined in the Program Guidelines (see Figure 7).

Three-quarters of council respondents considered the funding contribution required to be 'about right'. Only 8% considered the amount to be too high.

In relation to the *maximum* grant amount, 50% of council respondents considered it 'about right' and a third considered it to be too low. Three-quarters considered the *minimum* grant amount to be 'about right'.

A third of council respondents considered the total funding available for the program to be too low and 58% considered it to be 'about right'.

Figure 7: Council views on program funding levels



Q: In relation to the program funding levels outlined in the Program Guidelines, how would you rate the following? (select one option per row)

Source: CSBS Supporting Councils Survey

Base: Council respondents (n=12)

3.3. Reasons for not starting or completing applications

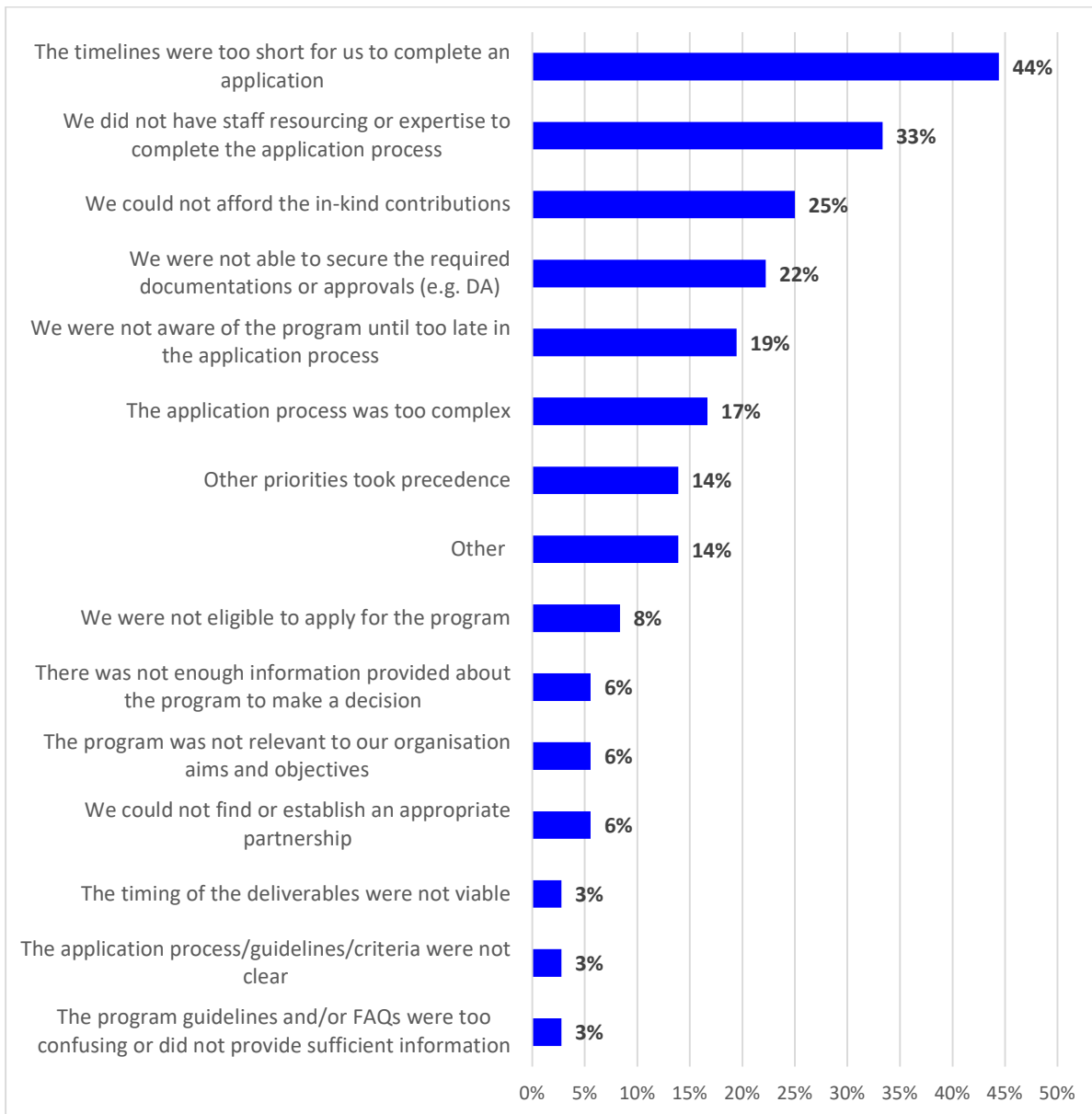
Respondents that did not start or complete applications for the Program were asked their main reasons for not pursuing their applications (see Figure 8).

The main reasons provided were:

- The timelines were too short for us to complete an application (44% of respondents).
- We did not have staff resourcing or expertise to complete the application (33%).
- We could not afford the in-kind contributions' (25%).
- We were not able to secure the required documentation or approvals (eg. DA) (22%).
- We were not aware of the Program until too late in the application process (19%).
- The application process was too complex (17%).

(see Figure 8 for additional reasons provided).

Figure 8: Reasons for not starting or completing application



Q: Why did you choose not to start or complete your application to the NSW Office of Sport's Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program? (tick all that apply)

Source: CSBS Incomplete Applicant Survey

Base: Incomplete applicants (n=36)

'Other' responses included:

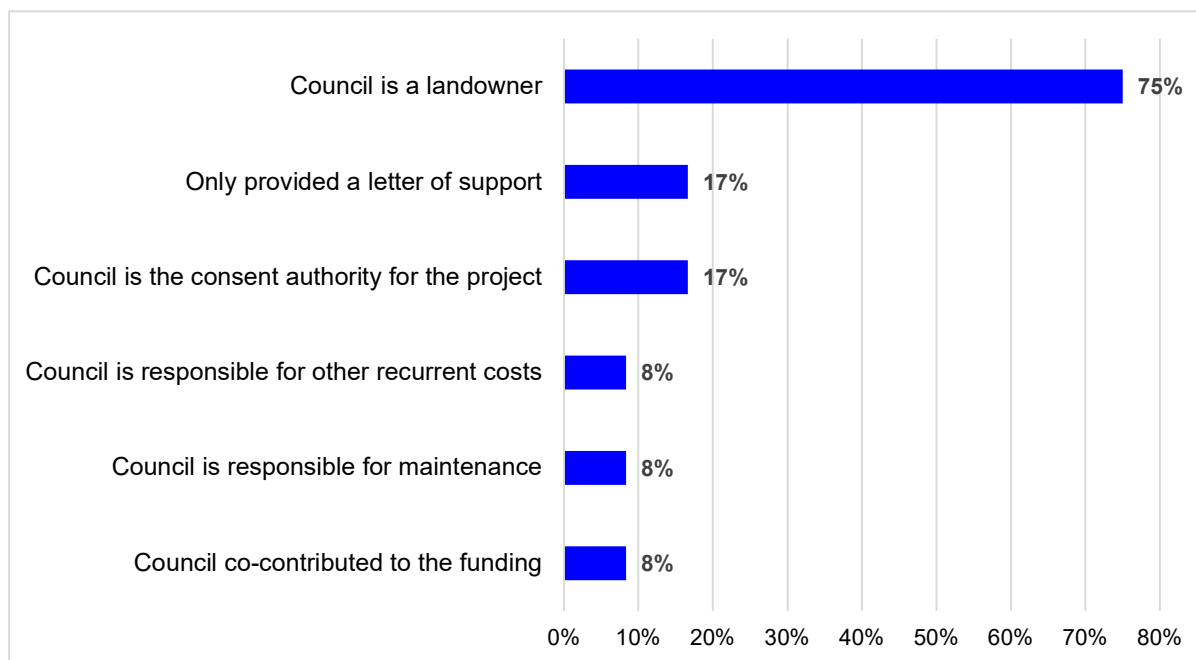
- Enough interest from the community for specific sports to be able to justify an upgrade.
- Process is long and tedious for volunteers.
- Upgrades would be for both male and female facilities.
- Ineligible for government grants
- Unable to source local trades/ company to undertake project.

3.4. Council support for applications

Councils that provided letters of support were asked via survey for the main reasons that they provided a letter of support to application(s) seeking funding through the Program.

Most council respondents (75%) identify the reason as council was a landowner (See Figure 9).

Figure 9: Main reasons for councils providing letter of support for applications



Q: What were the main reasons that your Council provided a letter of support to application(s) seeking funding through the Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program? (tick all that apply)

Source: CSBS Supporting Councils Survey

Base: Council respondents (n=12)

In addition to the main reasons identified in Figure 9, a variety of other reasons were reported for providing a letter of support to funding applicants. These included:

- Alignment of the proposed works with the objectives of the funding program.
- Alignment with Council's Sports Facilities Strategic Plan.
- Project was targeted in lower socio-economic area that increased usage hours of the facility.
- Existing facilities needed upgrading or failed to address the needs of local women.
- Projects that benefit the local community.
- Being able to allow more teams to train and expand hours of use through lighting fields at night.
- Supporting organisations that provide valuable sporting infrastructure for community use which lessens the reliance on Council facilities.
- Encouraged council's ongoing collaboration with key community groups and stakeholders.
- Facilitating growth and sustainability of females in sport.

3.5. Financial impact on councils of supported projects

Councils that provided letters of support were asked via survey whether there was any financial impact on their organisation associated with the supported projects.

Of the 12 respondents, 42% stated that it did have an impact, 50% stated that it didn't have an impact, and 8% answered the question as non-applicable.

For those that stated that there was a financial impact, 42% reported maintenance costs for the facility/lighting (see Table 1).

Table 1: Financial impact on councils associated with supported projects

Type of financial impact	No.	Percentage
Maintenance costs for the facility/lighting	5	42%
Funding co-contribution to the project	3	25%
In-kind contribution to the project	2	17%
Recurrent costs for the facility/lighting (e.g. electricity bills)	2	17%
Consent authority for the project	2	17%

Q: What types of financial impact? (tick all that apply)

Source: CSBS Supporting Councils Survey

Base: Council respondents (n=12)

When asked whether their council had any concerns about the financial impact of supporting projects seeking funding through the Program, 75% of respondents stated that they didn't have any concerns and the remaining 25% didn't know, weren't sure or considered the question non-applicable.

3.6. What prompted applications

Successful and unsuccessful applicants were asked what prompted them and their organisation to consider applying for the Program. A range of responses were provided, with the main themes including:

- The program provided a funding opportunity to upgrade and improve existing facilities, such as fields, female amenities, and lighting, in some cases this included being able to fast track upgrades.

The program provided an opportunity to add to a current development with a focus on female amenities to enhance the overall refurbishment.

- Both councils and community-based sport organisations identified that they had limited funds available for sport infrastructure projects.
- There had been an identified need to improve facilities to enable more women and girls to access facilities and encourage their participation in sport.

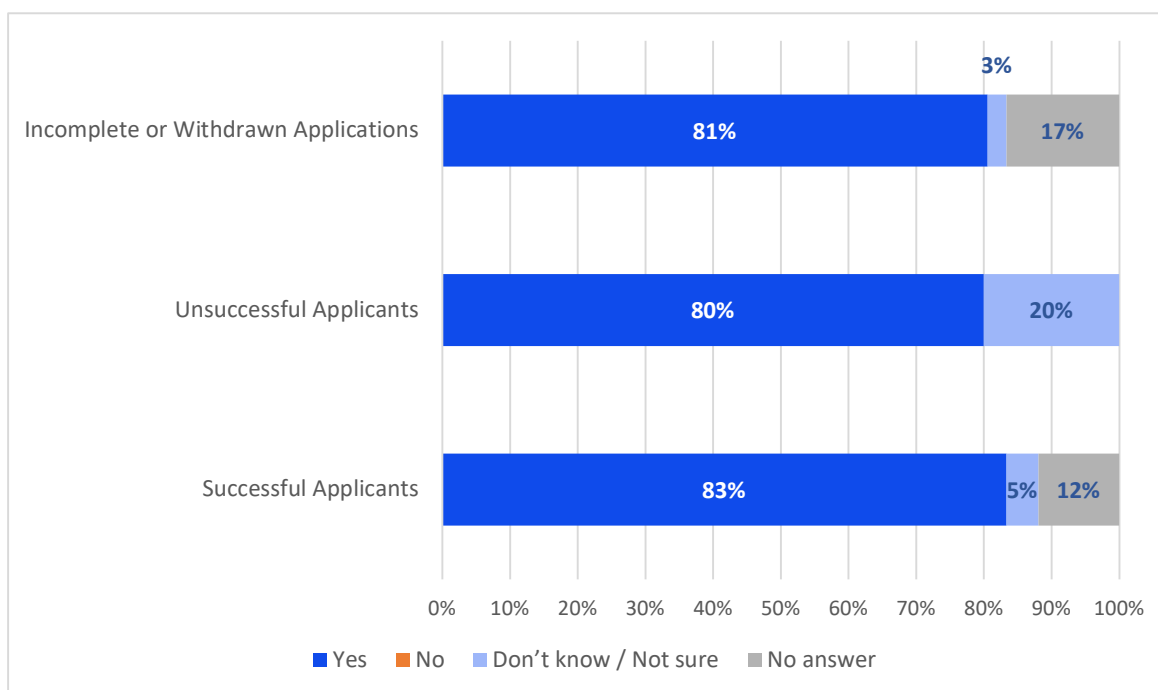
- Being able to improve the safety and security of sporting facilities, and enabling increased participation of women and girls in sports (including after dark).
- Growing female participation in sports and sports clubs and wanting to have quality facilities for them to utilise.
- Provided the opportunity to upgrade decades old lighting and facilities.
- Improving access for all users of sport facilities, including spectators with limited mobility.

3.7. Interest in future funding rounds if they became available

Applicants were asked through the surveys whether they would consider applying for future funding rounds if they became available (See Figure 10).

Over 80% of all applicant types stated that they would consider applying in the future. No respondents said they would not consider applying in future funding round if they became available. However, 20% of unsuccessful applicants were unsure if they would apply in future.

Figure 10: Would consider applying for future funding rounds if they became available



Q: Would you consider applying for future or similar rounds of the Program if they were to become available?

Source: CSBS Successful Applicant Survey, CSBS Unsuccessful Applicant Survey, CSBS Incomplete Applicant Survey

Base: Successful applicants (n=42); Unsuccessful applicants (n=10); Incomplete applicants (n=36)

The different applicant groups were also asked their reasons for why they would consider making future grant applications (See

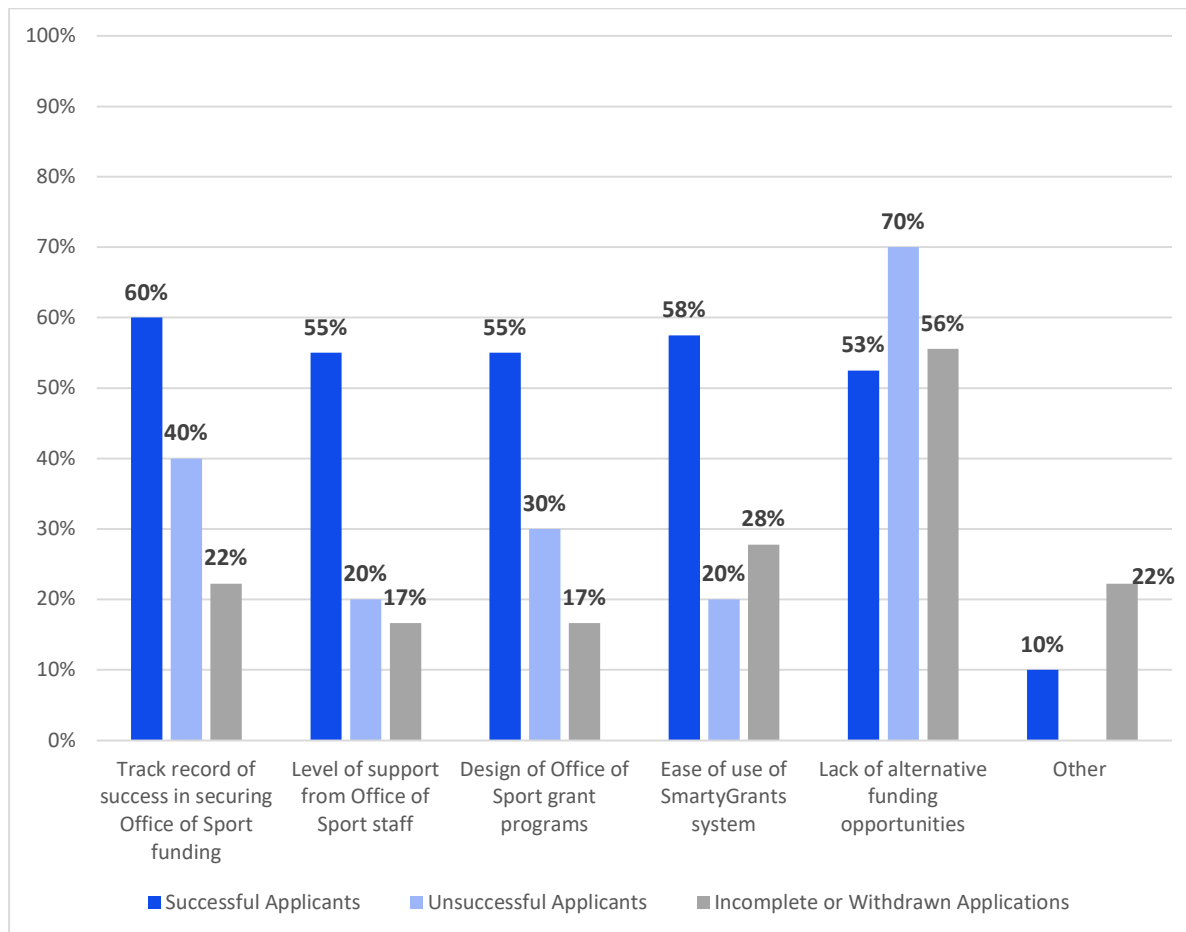
Figure 11).

A 'lack of alternative funding opportunities' was sighted most across all applicant groups.

All the following reasons were also identified by over half of successful applicants that expressed interest in applying for future funding rounds:

- Track record of success in securing Office of Sport funding.
- Ease of Use of the SmartyGrants system.
- Level of support from Office of Sport staff.
- Design of Office of Sport grant programs.

Figure 11: Why future grant applications would be considered – applicants



Q: Please tell us why you would consider making future grant applications (Tick all that apply)

Source: CSBS Successful Applicant Survey, CSBS Unsuccessful Applicant Survey, CSBS Incomplete Applicant Survey

Base: Successful applicants (n=40); Unsuccessful applicants (n=10); Incomplete applicants (n=36)

‘Other’ responses to the question of why successful applicants would consider making future grant applications included the opportunity to accelerate sports facility projects and local government political pressure to improve facilities.

Incomplete applicant responses under the ‘Other’ category indicated that the program was valued in providing grant opportunities but that timing was an issue for some applicants that were waiting for a Development Consent or needed to do some more groundwork before applying. One

applicant was awaiting the outcome of another grant application and would not apply until after than was finalised.

“Sport is critical to youth life – the Matildas showed there is massive support for girls / women sport and it all needs to be nurtured now.” (Successful applicant)

“All though there is other funding opportunities for clubhouse rebuild there is not a lot of opportunities at this grant size amount. We would apply again if we have the DA approval” (Incomplete applicant)

“[Unnamed club] lends its grounds and facilities to many other local schools, charities and sporting groups all year around free of charge - we simply need to get standalone female change rooms with showers / toilets that includes unisex and ambulant access.” (Incomplete applicant)

“Our club is growing and we will not have the financial resources to provide adequate facilities and programs without increasing fees or external support through grants or sponsorship.” (Incomplete applicant)

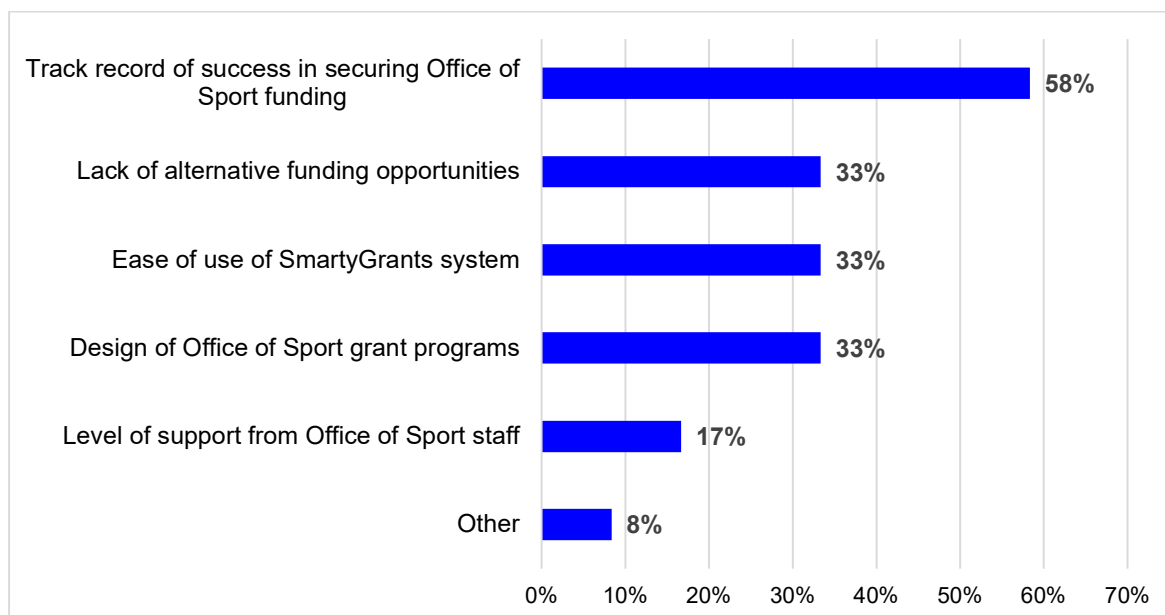
“The current timing of the offer is not right for our organisation. Other groundwork needs doing first.” (Incomplete applicant)

Councils were also asked whether they would consider supporting grant applications for future or similar rounds of the Program if they were to become available.

Of the 12 survey respondents, 92% (n=11) said that they would consider supporting, while 8% (n=1) didn't know or were not sure.

The main reason provided by councils for supporting future grant applications was the 'track record of success in securing Office of Sport funding' (58% of respondents) (see Figure 12).

Figure 12: Would consider supporting future grant applications if they became available – councils



Q: Please tell us why you would consider supporting future grant applications (tick all that apply)

Source: CSBS Supporting Councils Survey

Base: Council respondents (n=12)

When asked how councils could be involved in future rounds of the Program, respondents identified that they could:

- Support club applications and submit applications of their own
- Potentially set aside funding to be able to co-contribute for future grants.
- Assist in the evaluation and prioritisation of applications in their LGA based on their understanding of community needs.
- Assist with project delivery on the ground.

3.8. Summary of findings

Program design and demand

Survey responses demonstrate positive support for the design of the Program. They indicate that the overarching purpose and objectives of the Female Friendly Community Sport Facilities and Lighting Upgrade Program are viewed positively across applicants and councils that provided letters of support for applications. This was reinforced by the reasons provided by successful and unsuccessful applicants about what prompted them and their organisation to consider applying for the Program

The Program was valued by applicants and supporting councils in helping to bring forward new and improved sporting infrastructure projects and enabling projects that would not otherwise proceed. It was also valued in being able to expand the hours of use of facilities, allowing more teams to train after dark and to facilitate growth of female sport.

The Program was also valued as a contributor to welcoming, safer and positive community places and spaces for women and girls to engage in sport and active recreation.

There were a variety of views on the overall funding allocation and co-contribution levels required through the Program. Most successful applicants considered the total funding allocation to be about right and around a quarter considered it to be too low.

Most applicants expressed interest in applying for future funding rounds if they became available. This was mainly driven by a lack of alternative funding opportunities. In addition, the Office of Sport's approach to funding programs was identified as a reason by over half of successful applicant respondents.

These findings, along with the number of overall applicants indicates that there is strong demand for funding for new and improved sport infrastructure that supports increased female participation in sport and active recreation. In addition, the approach of the Office of Sport to funding programs is considered favourably by applicants when considering applying in the future.

Funding and contribution levels

Views on the maximum and minimum grant amounts also varied across applicants. Almost two-thirds of all applicants considered the maximum grant amount to be about right and around three-quarters considered the minimum grant amount to be about right. This suggests, along with the overall application numbers, that this program has targeted a significant range of projects that fall

within these thresholds but that there is likely to demand for projects that would benefit from larger maximum funding thresholds.

Reasons for unsubmitted or incomplete applications

The views of organisations with incomplete or unsubmitted applications provide insights into the reasons applications have not been pursued. Time to complete an application or to secure required documentation or approvals was commonly identified as a factor. As was access to staff resources and not being able to afford in-kind contributions. There were a variety of other reasons identified that the Office of Sport may wish to consider when designing future programs.

Councils supporting applications

Almost all councils that provided letters of support to applicants and responded to the survey said they would considering doing so again in the future.

While response rates for councils that provided letters of support to grant applications were relatively low, a majority of those that responded did not have concerns about the ongoing financial impact of supported projects. No specific concerns were identified.

Supporting councils identified a variety of ways they could be involved in future Program rounds, which may be useful for the Office of Sport to consider. In addition to supporting club applications and submitting their own applications, councils suggested they could:

- Potentially set aside funding to be able to co-contribute for future grants.
- Assist in the evaluation and prioritisation of applications in their LGA based on their understanding of community needs.
- Assist with project delivery on the ground.

4. Application Process

4.1. Application experience at time of application

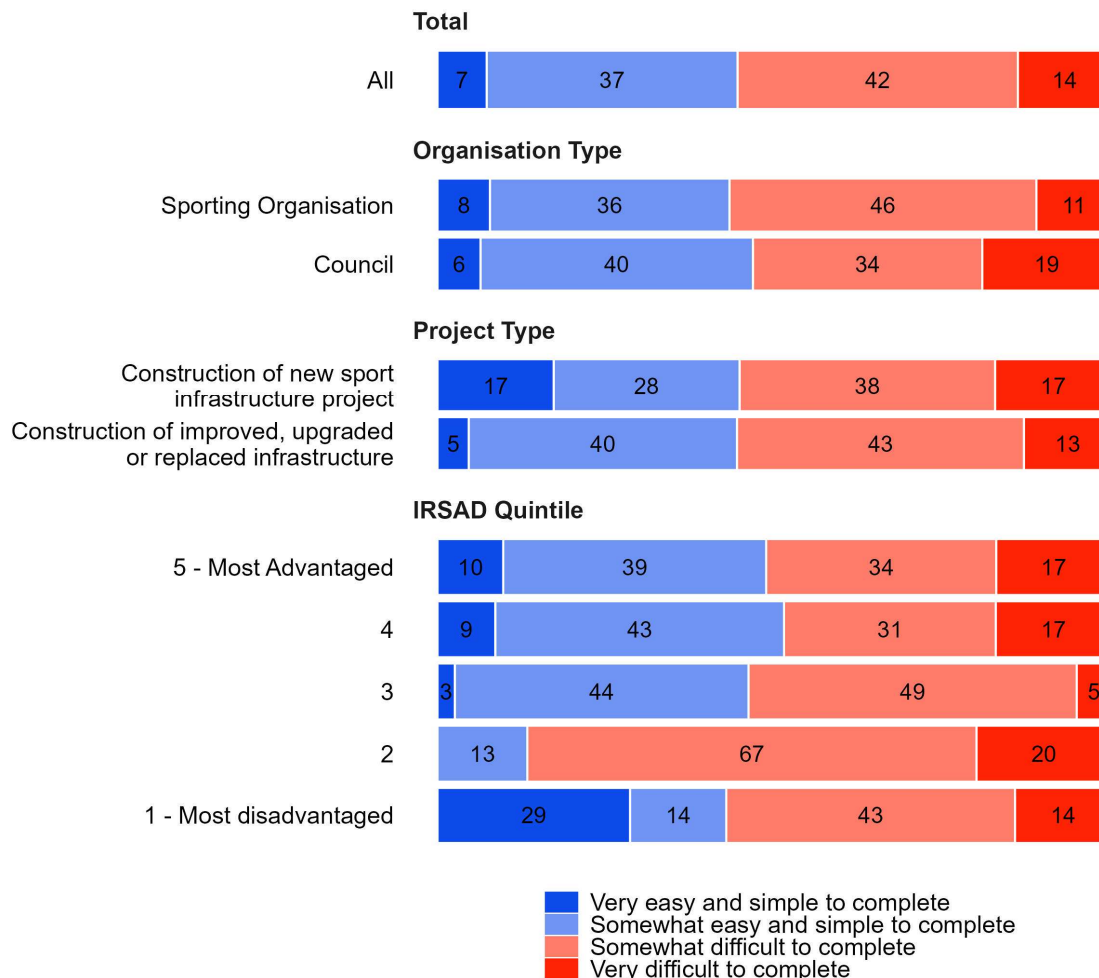
Rating of experience of online application process – all applicants

Applicants for funding were asked as part of their application to provide feedback on their experience of the online application process. Specifically, they were asked to rate their experience completing the form across the following scale:

- Very easy and simple to complete
- Somewhat easy and simple to complete
- Somewhat difficult to complete
- Very difficult to complete.

Overall, 56% of applicants reported that the application was difficult to complete and 44% reported that it was easy and simple) (see Figure 13).

Figure 13: Applicant experience of online application process



Councils were more likely to report that the application was very difficult to complete compared to sporting organisations (19% compared to 11%).

Applicants with projects that involved new construction were more likely to report that the application was very easy to complete compared to projects that did not involve new construction (17% compared to 5%).

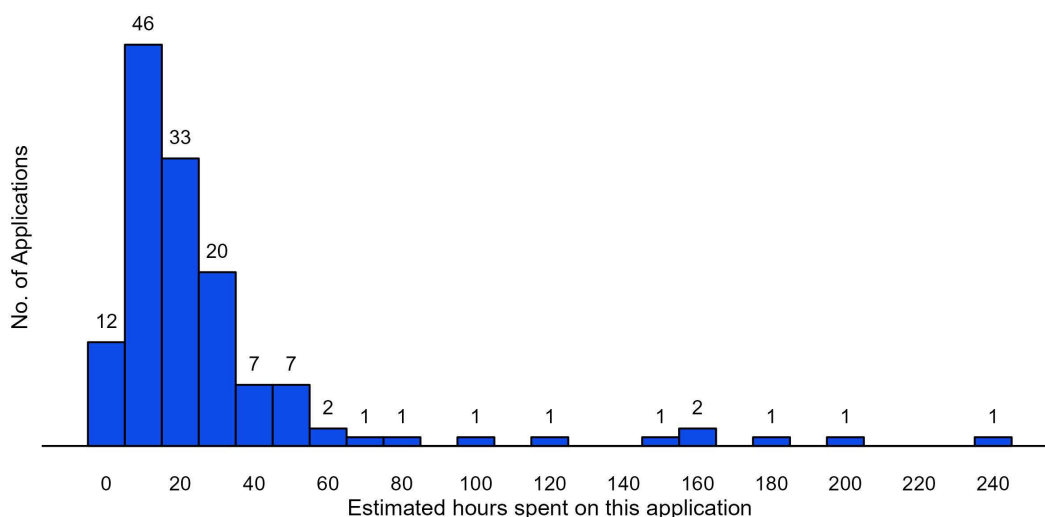
Applicants for projects in the second most disadvantaged quintile of the SEIFA Index of Relative Socio-economic Advantage and Disadvantage (IRSAD) overwhelmingly reported that the application process was difficult to complete, however this trend does not follow for projects in the most disadvantaged IRSAD quintile – although the small sample size of this group should be noted.

Hours spent on this application

Applicants for funding were asked as part of their online application to provide an estimate of how many hours they spent completing their application.

Applicants reported spending an average of 29 hours on their application, with a median of 20 hours and a maximum of 240 hours (see Figure 14).

Figure 14: Estimated hours spent on this application – all applicants



By organisation type, councils reported spending marginally more time on the application than sporting organisations, but it is possible that this is due solely to the one application that took 240 hours of work (see Table 2).

Similarly, projects that included construction of sport infrastructure spent 13 hours more, on average, on their application than those making improvements to existing infrastructure.

Table 2: Estimated hours spent on this application – all applicants

Category	Mean	Median	Max
Total	29	20	240
Organisation type			
Council	32	20	240
Sporting Organisation	28	20	200
Project type			
Improvement to existing infrastructure	27	20	180
Construction of new infrastructure	40	20	240
Number of applications submitted			
1	24	20	200
2	59	30	240
3	45	25	180

4.2. Application process – survey responses

All applicants were asked to rate the Program's application process across various parameters through surveys (See

Figure 15 and
Figure 16).

Overall, most successful and unsuccessful applicants found the Office of Sport staff and supporting documentation to be helpful.

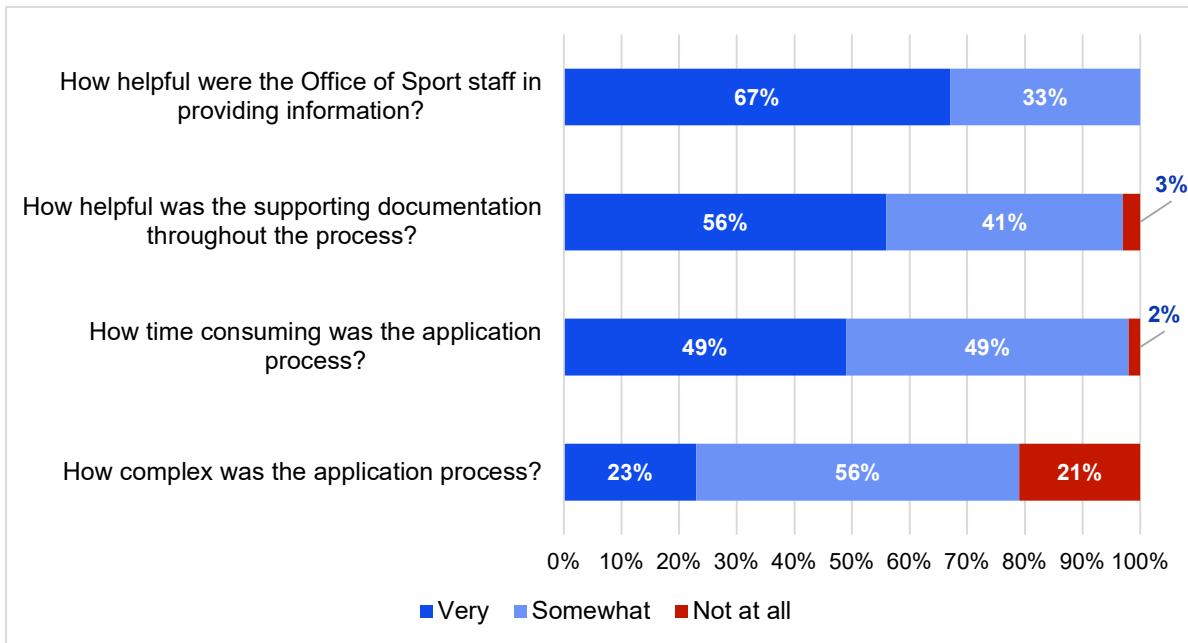
All successful applicants rated the Office of Sport staff as either 'very helpful' (67%) or 'somewhat helpful' (33%) in providing information. There were no responses to the category of 'not at all' helpful in providing information.

Most of all applicants stated that the supporting documentation was 'very helpful' throughout the process (56% of successful applicants and 60% of unsuccessful applicants).

Around half (49%) of successful applicants and 70% of unsuccessful applicants stated that the application process was 'very time consuming'. The remainder of respondents in each cohort thought the application process was 'somewhat time consuming'.

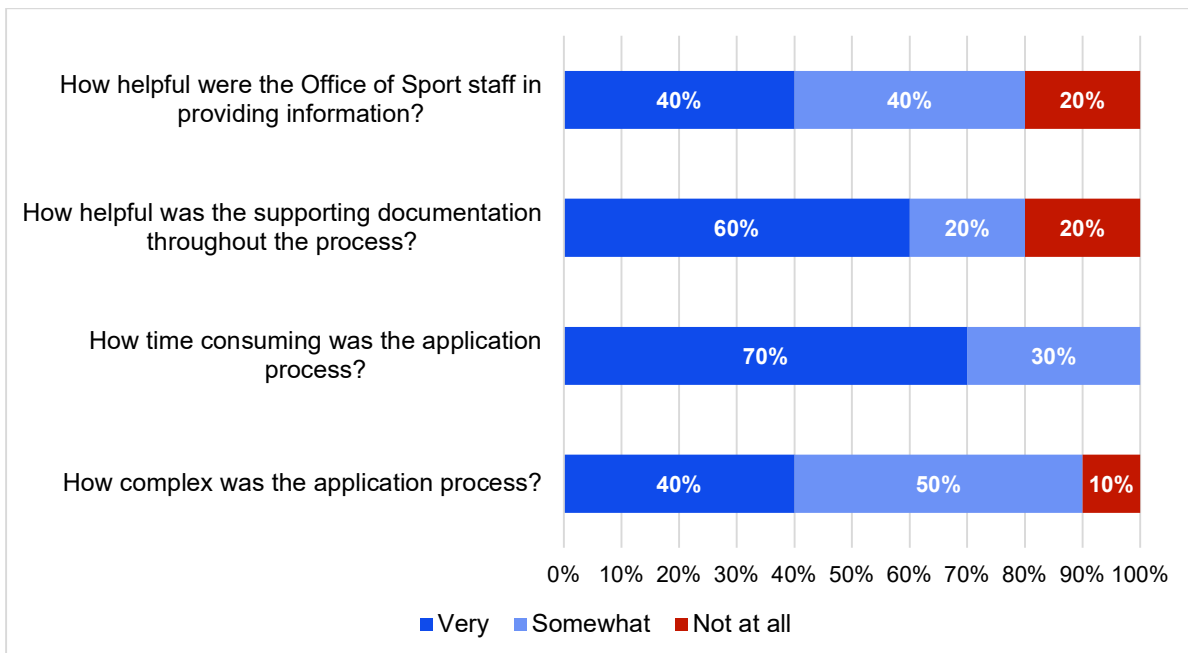
56% of successful applicants and 50% of unsuccessful applicants thought the application process was 'somewhat complex'.

Figure 15: Successful applicant views on the application process



Q: Considering the application process:
 Source: CSBS Successful Applicant Survey
 Base: Successful applicants (n=39)

Figure 16: Unsuccessful applicant views on the application process



Q: Considering the application process:
 Source: CSBS Unsuccessful Applicant Survey
 Base: Unsuccessful applicants (n=10)

When asked how the application process could be improved, a range of responses were provided by both successful and unsuccessful applicants, including:

- Greater lead times for application submission, to allow time to get together all required documentation (e.g. scopes, quotes, achieving consent or accessing information from the local council).
- Shorter and less complex application forms, particularly reducing or streamlining the number of questions that ask the same types of information – a number of comments noted that there appeared to be cross over between questions with similar information required.
- Provide both email and phone contact details for grant enquiries.
- A reduction in the volume of supportive documentation required.
- Difference in application requirements for smaller and larger projects.
- Waiving the co-contribution requirement for smaller rural clubs.

"The complexity and time-consuming nature of these applications were high. They seemed just as difficult as the multi-sport community facility funds and the recent Level the Playing Field – yet these two grants were for much greater funding. There was also a lot of overlap between the questions and felt like we were having to repeat the same answers... Perhaps future iterations could be broken down into smaller and larger project streams with different requirements for each." (Successful applicant)

"Application processes are too complex for community sporting volunteers. Often, the same questions are asked several times in slightly different ways. Reducing the amount of questions needed to ask and slightly increasing the word count (by 100 words or so) to allow applicants to fully articulate their project and the problem it is solving would be helpful" (Unsuccessful applicant).

"For smaller rural clubs shouldn't have to put contribute towards grants as they have been struggling throughout the covid period with not much income coming in." (Unsuccessful applicant)

4.3. Summary of Findings

Experience of application process

At the time of completing the online application, there were mixed views on how easy and simple or difficult the process was to complete.

Of note is that:

- Councils were more likely than sporting organisations to report that the application was very difficult to complete.
- Applicants with projects that involved new construction were more likely to report that the application was very easy to complete than those without new construction included in their project.
- Applicants in more disadvantaged areas reported that the application process was difficult to complete.

Applicants reported spending on average around three and a half business days on completing their application. Projects that included new construction of sport infrastructure spent on average over a day and a half extra on their application compared to those without new construction. This is unsurprising given that new construction projects are likely to be more complex overall.

When surveyed, most applicants identified the application process as time consuming and most identified the process as complex. Although more than 20% of successful applicants did not consider the application process to be complex.

Both Program documentation and the provision of information by Office of Sport staff were considered helpful by applicants.

Ideas for improving the application process

Applicants identified a range of ways in which the application process could be improved:

- Increasing the lead times for application submission.
- Reviewing the level of information required in the application form relevant to the funding amount.
- Streamlining questions to reduce cross over between questions with similar information required.
- Provide both email and phone contact details for grant enquiries.
- Reducing volume of supportive documentation required.
- Consider a tiered approach to applications by project types or sizes
- Waiving co-contribution requirements for some applicants.

5. Grants Administration Process

5.1. Program staff experiences and ideas for improving

Program staff were asked via survey about their experience of the grants administration process.

Enquiries and communications

Program staff that had a role in receiving and/or answering questions from potential applicants about the Program reported that the elements of the Program that they received 'a lot' of enquiries about included:

- How to access program documents.
- Eligibility – project types.
- Eligibility – applicants.
- How to access further information.

When asked whether there were any ways that the information session could be done differently or improved for any future funding rounds, program staff identified a range of ideas including:

- Encouraging potential applicants to email questions in advance so that they could be added into the FAQs.
- Taking written questions before the session so they have an answer at the time of the information session.
- More information on supporting documents and how they should be used.
- Finding ways to make the session more interesting and engaging for potential applicants.
- Providing more information on universal design.

Program staff views on Program elements and time allocated

Program staff were asked about their satisfaction with elements of the Program's process.

Most respondents stated that they were satisfied with the Program's process, particularly with the:

- Process of managing applications
- Designing the assessment scoring guide
- Designing the assessment criteria
- Planning and designing the guidelines

Program staff were also asked about their satisfaction with the amount of time allocated to various Program elements. There were mixed views on the amount of time allocated to each of the Program elements with most respondents reporting being neither satisfied or dissatisfied about the time allocated for each of the Program elements. Some staff were dissatisfied with the amount of time provided various tasks.

Questions around satisfaction with level of resourcing allocated to Program elements were also asked. Half of respondents expressed dissatisfaction in the level of resourcing for the process for seeking clarifications from applicants during assessment and assessment process preparation. All respondents (100%) stated that they were dissatisfied with the resourcing levels provided for the preliminary merit assessment process.

Opinions on a range of Program aspects were also sought from program staff via survey. There were mixed responses across the questions asked. Most respondents thought that the funding agreement negotiation and execution process was ‘very’ complicated and most respondents thought that the scale of the required financial co-contribution was reasonable. There were mixed views on the minimum and maximum grant amounts.

How the Program could be improved

Program staff were asked a range of open-ended questions about how various aspects of the Program could be improved. A summary of the main themes for each question are provided in Table 3.

Table 3: Open-ended feedback on Program improvements

How could the following be improved?	Summary of main themes
Program Guidelines	<ul style="list-style-type: none"> • Simplify guidelines with clear guidelines and more targeted questions. • Provide examples and list of evidence required. • Provide reasonable guidelines for all aspects of the process, particularly making the process easy enough so that community members and organisations can do it without needing to engage a professional. • More relevant information on universal design, including case studies outlining impact on female sports participation.
Application process	<ul style="list-style-type: none"> • A more streamlined process (i.e. removal of questions or criteria that isn't relevant). • Give applicants advance notice of the Program and explain requirements better.
Assessment process	<ul style="list-style-type: none"> • Appropriately resource the assessment process (i.e. increase number of assessors with relevant capabilities and experience). • More time, especially to check universal design standards are met and have suitably qualified people doing the check. • Streamline form layouts to make them more user-friendly (i.e. align the merit assessment form layout with the application layout).

How could the following be improved?	Summary of main themes
Funding agreement negotiation and execution process	<ul style="list-style-type: none"> • Scope and project deliverables should be a set format that is transferrable from application to funding agreement. • Do not fund projects that do not meet the requirements of universal design as it requires program staff to chase more evidence and results in time lags for Program milestones.
Milestone reporting and payment process	<ul style="list-style-type: none"> • Dedicated contract managers that manage projects and understand the status of projects. Less system generated emails for projects of higher profile/risk/ value. • Provide more information (e.g. overview of requirements, examples of milestone acquittal and reporting, evidence required and level of detail expected, or a performance report template). • Do not fund projects that are not 'shovel ready' as waiting for DAs blow out timelines and wreck any costings undertaken. • Automate the process more (i.e. build in approvals and funding agreement executions into the SmartyGrants system). • Having clear expectations for evidence required to pay milestone (especially for acquittals) to avoid back and forth between Office of Sport and recipient.
Grant variation process	<ul style="list-style-type: none"> • Consider tolerance for certain projects and how variations are treated to minimise workloads for all parties. • Provide overview of variation template ad level of detail expected/required. • Having more automated and clear outlines of when variations can be considered, what evidence is needed to support a variation and who can approve some variations (e.g. Manager or Team Leader). This will reduce back and forth in collecting evidence and reduce time taken to report back on a decision.

Supporting successful implementation

Program staff were asked what the Office of Sport could do differently or better to support successful implementation of the Program in the future.

One respondent suggested “more time and resources to develop, implement and manage the program”, while others suggested “Grant staff engaging more with subject matter experts in developing the grant application and assessment forms”, “Testing of assessment forms by non-grant staff”, and “Engaging more dedicated grant assessment staff so that it’s not so much of a burden on sector performance staff”.

It was also suggested that to build up the skills and knowledge of the grants team in the area that they are funding, with one respondent noting that “infrastructure funding staff should be able to read plans, have a design background, and have skills in developing recreation/sporting programs”. When asked what the Office of Sport could do differently or better to support the successful delivery of the projects funded through the Program, they suggested a number of ideas including “contract managers”, “a phased approach... to ensure program objectives are met” and “checking in more regularly”.

5.2. Applicant experiences and ideas for improving

Types of useful feedback for unsuccessful applicants

Applicants were asked via survey what sort of feedback would be most useful in the event that they were unsuccessful in future funding rounds. Types of feedback identified included:

- More information on the reason for the outcome of applications, tailored to the applicant.
- More detail around unsuccessful applications to assist with preparing a more successful future application.
- Information about how unsuccessful applications were lacking compared to successful applications.

Funding agreement negotiation and execution process

Successful applicants were asked via survey about their views on the Program’s funding agreement negotiation and execution process (see

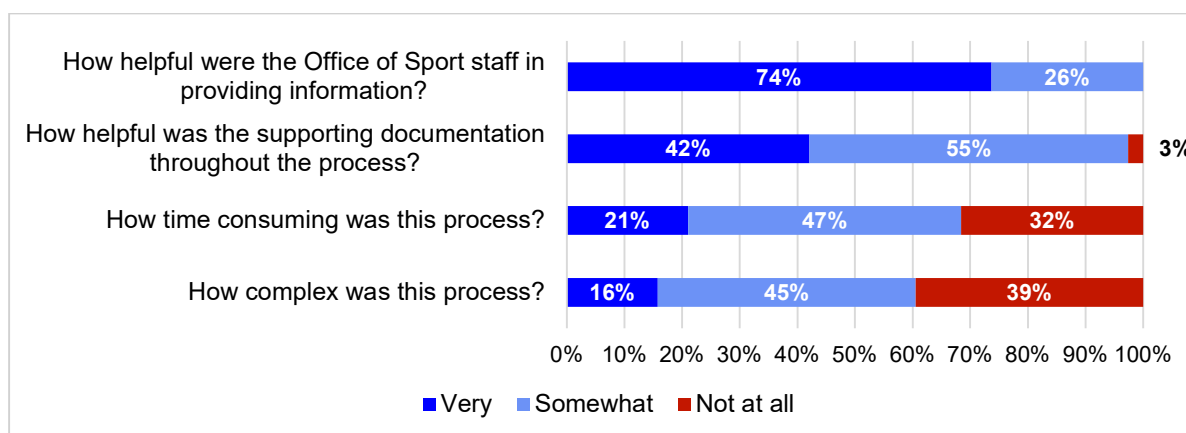
Figure 17).

Most successful applicants (74%) thought that the Office of Sport staff were 'very helpful' in providing information.

In relation to supporting documentation through the process, 42% reported that this was 'very helpful' and 55% that it was 'somewhat helpful'.

Just under half of successful respondents thought the process was 'somewhat' time consuming and complex.

Figure 17: Successful applicant views on funding agreement negotiation and execution process



Q: Considering the funding agreement negotiation and execution process:

Source: CSBS Successful Applicant Survey

Base: Successful applicants (n=38)

Further Applicant comments about Program administration

Applicants were provided the opportunity to provide further comments through the surveys.

Successful applicants expressed gratitude for the Female Friendly Community Sports Facilities and Lighting Upgrades Grants Program. The Office of Sport staff were considered easy to deal with and able to help through the application, delivery and acquittal processes. Remote local government areas (LGAs) noted the benefit of such funding schemes, however noted the difficulty in finding money for co-contributions due to small ratepayer bases.

Comments made by unsuccessful applicants highlighted the need for the application process to be less complex or difficult. It was also suggested that more work be done in independently rating and funding facilities based on need, as well as ongoing reporting on facility usage and female participation rates.

Incomplete applicants also reiterated a simpler process for applying for funding, particularly for non-profit clubs who are often run by volunteers. More time to get the required documentation (e.g. quotes and advice) was also requested. A couple of respondents also noted that they were unable to apply due to Development Applications (DAs) not being approved or stalled. More feedback on the progress of applications or reasons for failure to receive funding was suggested.

Council respondents recognised the need to provide more funding for equitable sports facilities, particularly in the light of population growth and female participation in sport being at an all-time high. One Council respondent noted that 50/50 funding is too much for their council at present and clubs also struggle when they need to already have plans/DAs for the project. Plans/DAs are also considered expensive and should only be required when funding is secured.

5.3. Summary of Findings

Every grant funding round presents an opportunity to learn from and improve on previous approaches.

The views of program staff are particularly valuable in identifying ways that grants administration processes can be continually improved, as they have unique insights into the systems and processes involved. The following section summarises findings from program staff feedback.

Program staff feedback on the grants administration process

Staff involved in receiving and/or answering questions from potential applicants about the Program reported receiving a lot of enquiries about fundamental program information, such as how to access documents and information as well as information about eligibility. This could be viewed positively, in that Office of Sport staff are seen as approachable and knowledgeable. However, it can be frustrating for staff to be contacted a lot about fundamental program information that is publicly available on the website.

Staff were generally satisfied with time allocated for many aspects of the grants administration process but there was some dissatisfaction expressed in relation to the level of resourcing during the assessment process.

The challenges of funding projects awaiting Development Consent was highlighted. This is a challenging area as the timeframes are generally outside the control of the applicant and are a risk area for all infrastructure projects requiring a Development Application.

Program staff ideas on ways to improve the grants administration process

Staff had a range of ideas about ways to improve the information session so that applicants got the maximum benefit from the information session including:

- Providing opportunities for applicants to put questions in writing in advance of the information session so that responses to the issues raised could be addressed in the session.
- Providing more information on supporting documents and how they should be used.
- Providing more information on universal design.
- Finding ways to make the session interesting and engaging for potential applicants.

Staff shared many ideas about how various aspects of the program could be improved, which are summarised in Section 5.1 above. Some of these ideas align to feedback provided by applicants, including:

- Streamlining and simplifying program guidelines and application forms, with more targeted questions and avoiding questions that result in duplication.
- More guidance or examples to support applicants to understand expectations for a successful application.
- Longer lead times for applicants to understand the requirements and prepare their applications for submission.

Additional ideas shared by staff to improve grants administration include:

- Increased resourcing and time for the assessment process.

- Increased use of experts to assess elements of the application, such as universal design requirements.
- Streamlining of form layouts across the process and across the grants administration process so that information from the application flow through each stage
- Automation of additional processes in the grants administration cycle
- Strengthened guidance on milestone and acquittal evidence requirements for successful applicants.
- Strengthened guidance and business rules for on grant variations.
- Inhouse testing by non-grants administration staff of assessment forms.

Applicant feedback on the grants administration process

Applicant feedback on specific elements of the grants administration process not covered in other sections of this report was explored in this section.

Successful applicants reported that the Office of Sport staff were easy to deal with and able to help through the application, delivery and acquittal processes. In relation to the funding agreement negotiation and execution process, most successful applicants reported that the Office of Sport staff were very helpful in providing information and the supporting documentation was in the main helpful.

A variety of challenges related to program requirements and the nature of infrastructure projects were raised by applicants, including:

- Being able to find money for co-contributions, particularly in more remote areas of the state, by volunteer sporting organisations and councils with limited budgets.
- Community-based clubs are mostly run by volunteers with limited resources.
- The amount of time needed to compile the required documentation, such as quotes and expert advice, can be a barrier to applying.
- Challenges associated with the costs, timeframes and reliance on external parties for Development Application approvals.

Applicant ideas on ways to improve the grants administration process

Applicant and/ or council suggestions for future improvements included:

- A needs and prioritisation approach could be considered in future.
- More feedback on the progress of applications or reasons for failure to receive funding.
- Further funding opportunities for equitable sports facilities, particularly in the light of population growth and female participation in sport being at an all-time high.
- As design / architectural plans and Development Applications are expensive, perhaps they should only be required when funding is secured.

Applicants also shared their view on the types of feedback unsuccessful applicants should receive in future funding rounds. Suggestions included:

- More information on the reason for the outcome of applications, tailored to the applicant.

- More detail around unsuccessful applications to assist with preparing a more successful future application.
- Information about how unsuccessful applications were lacking compared to successful applications.

6. Increasing female participation in sport

6.1. Views of applicants

Through relevant surveys, successful and unsuccessful applicants were asked what else could be done, in addition to sport facility and lighting upgrades, to increase female participation in sport and active recreation. Applicants suggested the following:

- Access to and promotion of female sports role models e.g. use of CALD athletes to help break down community participation barriers; invite prominent female athletes to mentor young girls.
- Education/active marketing around the benefits of female participation in sport so uptake is supported and encouraged.
- Encouraging schools to open up their sports infrastructure so that it can be used by the community.
- Female focused sporting gala events that assist in networking of females within sports.
- Funding that supports partnerships and direct engagement between sports clubs and schools.
- Funding to ensure paths of travel (cycling and pedestrian) to and from sporting fields are safe and well-lit, as well as upgrades to carparks accessing these facilities to ensure safety for female participants.
- Grow the female coaching and club administrators ranks.
- Increased funding through existing sports grant programs (such as Level the Playing Field and Sport Her Way initiatives).
- Increased media coverage of women's sport, both locally and nationally.
- Initiatives targeted at mental health awareness, positive club culture and social connectedness.
- More child friendly sport events and facilities, including co-located playgrounds, footpaths, shading, child minding and change rooms.
- More free sports programs, including those that encourage young women to continue in sport.
- Active sports vouchers.
- More child-friendly, free events, fun.
- Reduce red tape for grants located on Office of Sport held land.
- Subsidies for registration fees for sporting codes.
- Support packages for travel or competition costs for both individual and team sports.
- Training and programs for older women, such as aerobics, yoga and tai chi.

6.2. Views of Program Staff

Program staff were also asked via survey what the Office of Sport could do to increase female participation in sport. Suggestions provided included:

- Subsidies for children and parents to play as cost is becoming a barrier to participation.
- Partner with community health related organisations to improve physical, mental health, self-esteem and wellbeing.
- Dedicated programs for women from under-represented groups e.g. First Nations, women with disability and multicultural women.
- Fund skills and knowledge development programs to increase the number/ percentage of female umpires, coaches, managers and board members.
- Holistic strategy (with funding attached) that assesses the major barriers around leadership and female sports participation.

6.3. Summary of Findings

A range of ideas have been put forward by applicants and program staff on ways to increase female participation in sport. These included:

- Reducing the cost of participation through free events, subsidies, support packages, or vouchers.
- Partnerships between and with other organisations with an interest in physical activity, health and wellbeing.
- Dedicated programs or strategies to:
 - Encourage sport participation by under-represented or under-active groups of women and girls.
 - Promote the benefits of female sports participation and the achievements of female sports participants.
 - Grow, upskill and develop female umpires, coaches, administrators and board members.
 - Engage female sports roles models to help break down barriers and inspire girls and young women to participate in sport.
 - Target mental health awareness, positive club culture and social connectedness.
 - Reduce the drop off of young women in sport.
- Enabling use of other community and sports infrastructure (eg. opening up school infrastructure) and reducing red tape for use of Office of Sport land for projects.
- Broader infrastructure improvements that make it safer for female participants to travel to and from sports activities (eg. Cycle paths, pedestrian access, carpark upgrades).
- More child friendly sport events and facilities, including co-located playgrounds, footpaths, shading, child minding and change rooms
- Development of a funded female sports participation and leadership strategy.

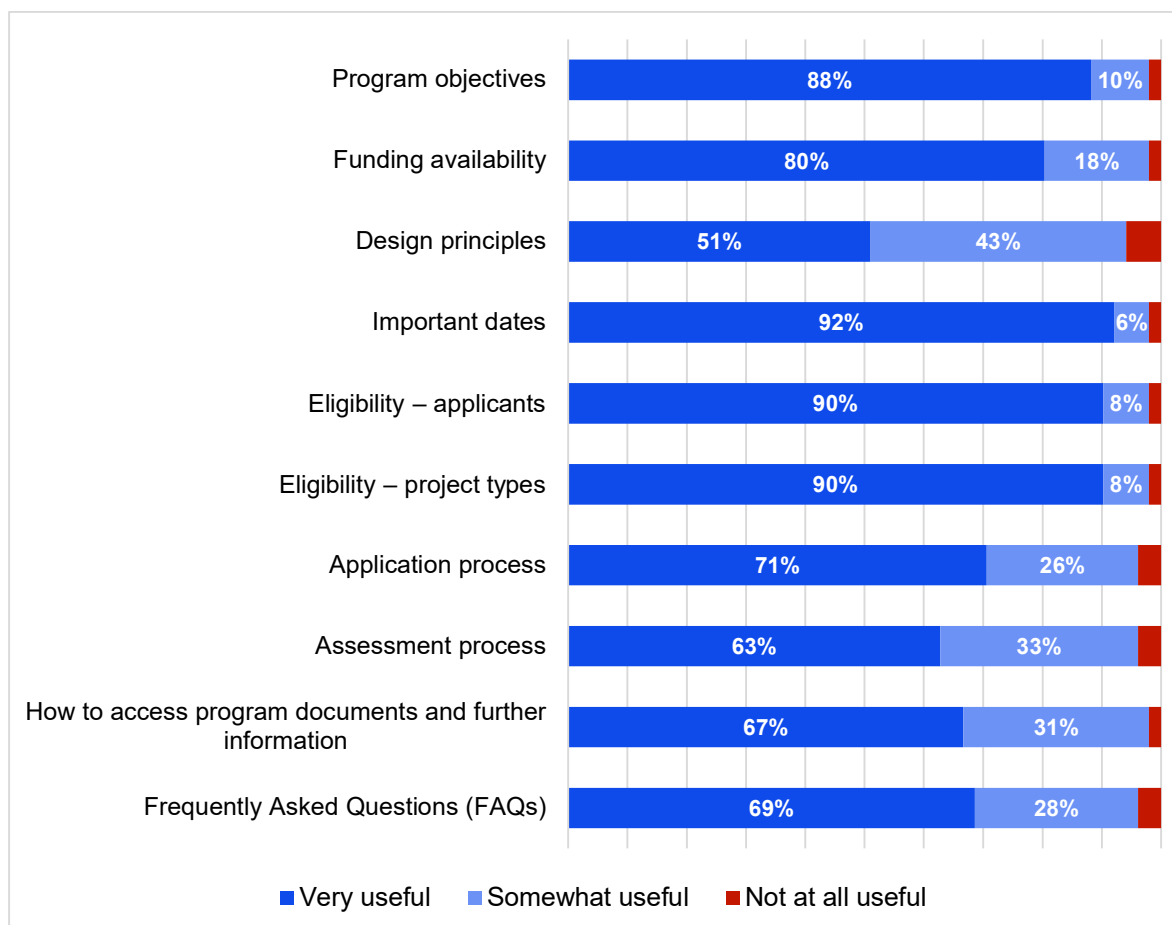
7. Communication – Transparency and Clarity

7.1. Program guidelines

All applicants (successful and unsuccessful) were asked via survey how useful the information in the Program Guidelines were in helping them understand what was required for a successful application.

Most applicants found all sections of the Program Guidelines useful. Those that were considered very useful by almost all applicants were sections on program objectives, eligibility and important dates (See Figure 18). Design principles was an area of the Guidelines that was considered useful but may need improvement in future programs.

Figure 18: Usefulness of Program Guidelines in helping applicants to understand what was required for a successful application



Q.: How useful was the information in the [Program Guidelines](#) in helping you to understand what was required for a successful application? (select one option per row)

Source: CSBS Successful Applicant Survey and CSBS Unsuccessful Applicant Survey

Base: All applicants (successful and unsuccessful) (n=51)

When asked whether their questions about the Program were answered as a result of the Program Guidelines and FAQs, 90% of successful and unsuccessful applicants said that they were answered, while 10% stated that they were not answered (See Table 4).

Table 4: Whether questions about the Program were answered by Program Guidelines and FAQ information

	Yes	No
Successful Applicants	36	4
Unsuccessful Applicants	9	1

Q.: Were your questions about the Program answered as a result of the information in the Program Guidelines and FAQs?

Source: CSBS Successful Applicant Survey and CSBS Unsuccessful Applicant Survey

Base: All applicants – successful (n=40) and unsuccessful (n=10)

When probed about what questions they did not have answered by the Program Guidelines or FAQs, successful applicants suggested including more information on ‘how to apply to register for GST as a not for profit’ and ‘the payment to clubs’. Another successful application suggested ‘clarity on the ability to fund projects on land owned by the Office of Sport’.

All applicants provided a range of suggestions on how the Program Guidelines and FAQs could be improved:

- Keep it simple and straight to the point.
- Ensuring that gender specific questions asked during the grant process are not too intrusive.
- Shortening the name of the grant program.
- Providing example images and descriptions of past successful projects.
- Clearer guidance on what constitutes a ‘partnership’.
- Greater clarification on applications for multiple sports facilities which are owned or managed by one council.
- Live chat function.
- Contact number or email address for grant enquiries.
- Longer application timeframes as small clubs struggle to get all the information together.
- Greater clarity about eligibility requirements e.g. eligibility of university affiliations.

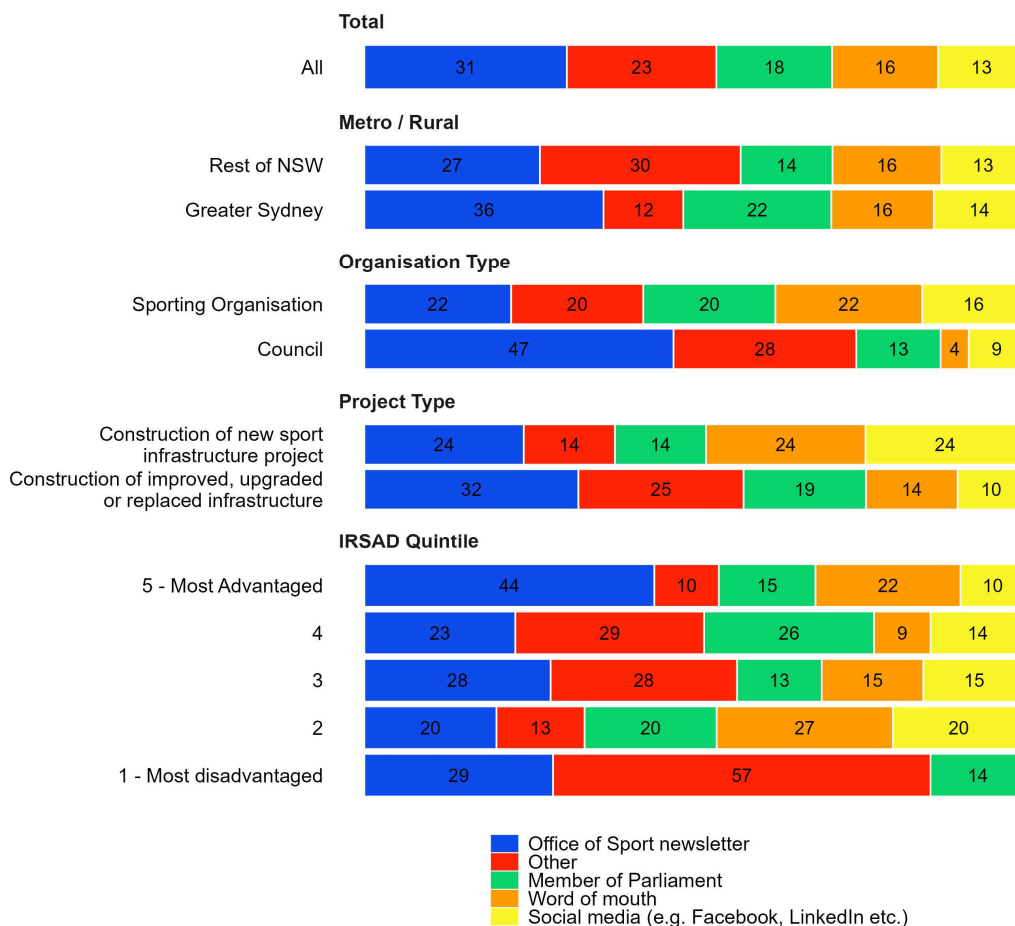
7.2. Feedback on communication at the time of application

How did you find out about the program?

The Office of Sport newsletter was the most common avenue through which respondents found out about the Program. Notably, this was the primary method for nearly half of all council organisations (47%) and organisations from the most advantaged areas (44%), and for more than a third of organisations in greater Sydney (36%).

By contrast, other sources – which were predominantly made up of sporting bodies and associations – were the most commonly used source for hearing about the Program in the rest of NSW and in the most disadvantaged LGAs.

Figure 19: How applicants found out about the Program



7.3. Provision of information by the Office of Sport

Applicants were asked via surveys whether they attended or viewed the online information session for the Program.

31% of successful and unsuccessful applicants respectively attended the online information session. The majority of successful applicants (64%) and unsuccessful applicants (46%) stated that they did not attend an online information session for the Program (See Table 5).

Table 5: Attendance or viewing of the online information session for the Program

	Yes	No	No Response
Successful Applicants	13 (31%)	27 (64%)	2 (5%)
Unsuccessful Applicants	4 (31%)	6 (46%)	3 (23%)

Q: Did you attend or view the online information session for the Program?

Source: CSBS Successful Applicant Survey and CSBS Unsuccessful Applicant Survey

Base: Successful Applicants (n=42) and unsuccessful applicants (n=13)

Applicants were also asked what they found beneficial about the online information session and what could be improved.

Many applicants stated that the online information session was beneficial as it gave them an overview of the key areas of the Program and clarified the eligibility requirements early in the process.

Respondents also found the online information session a good opportunity to ask questions and hear questions from other participants.

A small number of survey respondents did not find the session useful, however others suggested some minor improvements such as more options for application support and project scoping.

When asked whether they contacted the Office of Sport to enquire about the Program or application process, only 31% of successful applicants and 23% of unsuccessful applicants stated that they had initiated contact (See Table 6).

For those that did enquire, most did so via email (61% of successful applicants; 50% of unsuccessful applicants) and to a lesser degree, phone (39% of successful applicants; 50% of unsuccessful applicants). All applicants found this support from the Office or Sport either 'very helpful' or 'somewhat helpful'.

Table 6: Contact with the Office of Sport about the Program or application process

	Yes	No	No Response
Successful Applicants	13 (31%)	27 (64%)	2 (5%)
Unsuccessful Applicants	3 (23%)	7 (53%)	3 (23%)

Q: Did you contact the Office of Sport to enquire about the Program or application process?

Source: CSBS Successful Applicant Survey and CSBS Unsuccessful Applicant Survey

Base: Successful Applicants (n=42) and unsuccessful applicants (n=13)

7.4. Summary of Findings

The Program Guidelines were considered useful by almost all applicants that responded to the survey.

Some were provided suggestions on ways to improve the Guidelines, including keeping the Guidelines simple, providing more information to assist in understanding what is required for a

successful application, and longer application timeframes. A live chat function was also suggested for enquiries.

The Office of Sport newsletter was identified as the primary communication channel for hearing about the Program by survey respondents, followed by a mix of other sources (which appear to be secondary sources – ie. sport organisations). Members of Parliament, social media and word of mouth were also important communication channels.

Less than a third of survey respondent applicants attended the online information session and contacted the Office of Sport to make enquiries about the Program. Those that did report attending the information session, found it to be beneficial and an opportunity to ask and hear others' questions.

The helpfulness of the Office of Sport staff in responding to enquiries was also indicated in the responses from applicants that advised they had contacted the Office.

8. Spread of Applications and Funding

8.1. Submitted applications

The application data collected by the NSW Office of Sport contained information from both submitted and unsubmitted applications.

In total, there were 137 submitted applications valued at over \$33 million. After removing duplicated entries, there were 139 unsubmitted applications.

Of the 137 submitted applications, 94 were approved (69%), 42 were declined (31%) and one was withdrawn. The total value of approved applications was \$24.8 million, with an average value of allocated funding of \$265,634. The value of unsuccessful applications was almost \$9 million.

8.2. Project types

Project types

Applicants were able to apply for funding for projects focused on one or a combination of the following project types:

- Construct a new amenities facility
- Redevelop an existing amenities facility
- Construction of new lighting
- Upgrade of existing lighting

Of the 94 successful applicant projects, 77 were of a single project type, and 17 involved two or more project types.

Table 7 compares projects that included a lighting component (new or upgraded) with projects that included an amenities facility component (new or upgraded).

Table 7: Comparing projects – lighting component / amenities facility component

Project types included lighting or facilities	Total Allocated (\$m)	Average Allocated (\$k)	Approved No.	Total No.	Success %
Lighting – new or upgrade	13.7	233	59	73	81
Amenities facility – construction, improved, upgraded, or replaced	14.6	304.1	48	83	58

Noting that while these categories are not mutually exclusive, projects that involved constructed or upgraded lighting had a higher success rate (81%) compared to projects that included improved, upgraded or replaced amenities facilities (58%).

Projects that included improved, upgraded or replaced amenities facilities, on average received more funding per successful application (\$304,100 compared to \$233,000).

Project types – New infrastructure compared with upgraded and improved

Projects were classified into mutually exclusive categories of 'improved, upgraded, or replaced infrastructure' or 'new sport infrastructure'. Any project that involved new community sport infrastructure was allocated to the new sport infrastructure category. This definition does not include new lighting.

Applications for projects that did not involve new infrastructure were substantially more common (108 compared to 29) and had a higher rate of success (71% compared to 59%). Projects that did not involve new sport infrastructure were allocated \$19.4 million in funding, and projects involving new infrastructure were allocated \$5.5 million.

New construction projects had higher average funding allocations of \$326,000 compared to those that did not include new construction, which averaged \$252,300. This would be expected as the cost of constructing new facilities is generally higher than the cost of improvements, upgrades and replacements.

Table 8: Projects – new infrastructure or improved, upgraded or replacement

Project type – new or upgrade/replace	Total Allocated (\$m)	Average Allocated (\$k)	Approved No.	Total No.	Success %
Improved, upgraded or replaced infrastructure	19.4	252.3	77	108	71
New sport infrastructure	5.5	326.0	17	29	59

Projects were also classified as 'constructing new infrastructure', 'upgrading existing infrastructure', or 'constructing new infrastructure and upgrading existing infrastructure'. In these definitions, both amenity facilities and lighting are included in the term infrastructure.

Projects focusing solely on upgrading existing infrastructure made up nearly two-thirds of all applications, followed by a quarter of applications which came from projects focusing on constructing new infrastructure. Projects focusing on both made up just nine percent of applications.

While projects focusing on making upgrades were allocated the majority of funding, projects seeking to construct new infrastructure were awarded, on average, \$105,500 more. These projects were also more likely to have their applications approved (73%) than those focusing on constructing new infrastructure (60%) or those focusing on both constructing new infrastructure and upgrading existing infrastructure (58%).

Table 9: Comparing projects – new and existing infrastructure

Project type – new or upgrade/replace	Total Allocated (\$m)	Average Allocated (\$k)	Approved No.	Total No.	Success %
Constructs new infrastructure	7.3	346.3	21	35	60
Upgrades existing infrastructure	15.9	240.8	66	90	73
Constructs new infrastructure and upgrades existing infrastructure	1.8	257.3	7	12	58

Project types – amenities or lighting

There were three possible options for project types with respect to whether they were focusing on developing an amenities facility, lighting, or both. Projects that solely focused on constructing new or redeveloping existing amenities facilities were less likely to be successful (56% of projects approved) but these received \$11.2 million in funding, which was slightly higher than the amount disbursed to projects focusing on lighting (\$10.4 million) which were more likely to be approved (87% success rate). However, there were also fewer amenities projects approved than lighting projects (35 compared to 46), which means that the average value of each approved amenities project was substantially higher than that of lighting projects (\$321,000 compared to \$225,000). In comparison, there were only 13 successful applications from projects focusing on both amenities and lighting (62% success rate), and these received \$3.4 million in funding, for an average of \$259,000 per project.

Table 10: Projects – amenities, lighting, or both amenities and lighting

Project type	Total Allocated (\$m)	Average Allocated (\$k)	Approved No.	Total No.	Success %
Amenities facility only	11.2	321	35	63	56
Lighting only	10.4	225	46	53	87
Amenities facility and lighting	3.4	259	13	21	62

Projects part of a masterplan precinct

Out of the 137 applications, 79 (58%) were from projects that were part of a precinct. The success rate of these applications was slightly lower than for projects that were not part of a precinct – 66% compared to 74%, and the average amount of funding allocated to precinct-based projects was \$72,900 less.

Table 11: Projects part of a broader masterplan precinct

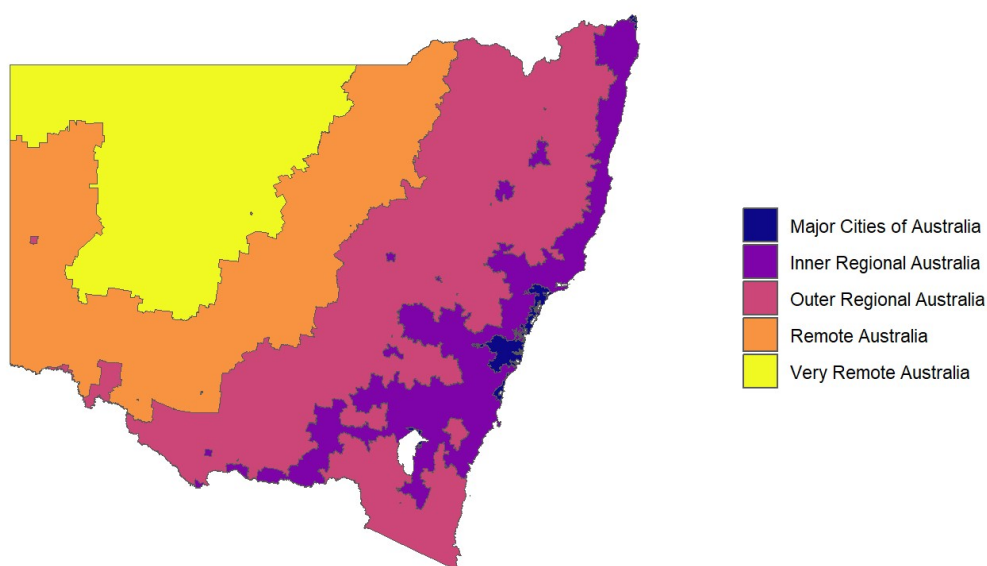
Part of a broader masterplan precinct	Total Allocated (\$m)	Average Allocated (\$k)	Approved N	Total N	Success %
Yes	11.8	232.3	51	79	66
No	13.1	305.2	43	58	74

8.3. Project locations

The Australian Bureau of Statistics (ABS) scale of remoteness was used to analyse the spread of applications according to 5 categories of remoteness.

Nine-in-ten applications came from projects in major cities (54%) or in inner regional areas (36%), and of these applications 64% from major cities and 74% from inner regional NSW were successful. However, there were only 11 applications (eight percent, with a 73% success rate) from outer regional NSW, only two from remote NSW (both of which were approved), and no applications from very remote NSW.

Figure 20: Map of ABS Remoteness Areas



While there was an underrepresentation of applications from outer regional and remote NSW, more than half of all applications (58%) came from local government areas beyond greater Sydney. These applications were also more much likely to be successful than those coming from greater Sydney (76% compared to 59%). As a result, successful projects in greater Sydney received \$10.1 million in funding (average of \$297,900) and projects in the rest of NSW received \$14.8 million (average of \$247,300).

Table 12: Projects by ABS Remoteness Areas

ABS – Remoteness Area	Total Allocated (\$m)	Average Allocated (\$k)	Approved No.	Total No.	Success %
Major Cities of NSW	12.9	275.2	47	74	64
Inner Regional NSW	9.0	244.1	37	50	74
Outer Regional NSW	2.5	307.8	8	11	73
Remote NSW	0.5	270.9	2	2	100

Table 13: Projects – Greater Sydney compared to the Rest of NSW

ABS GCCSA Structure	Total Allocated (\$m)	Average Allocated (\$k)	Approved No.	Total No.	Success %
Greater Sydney	10.1	297.9	34	58	59
Rest of NSW	14.8	247.3	60	79	76

Just over a third of all applications came from Metropolitan Sydney, of which 62% were successful. As a result, this region received the most funding (\$9.2 million) and projects here received \$32,400 more than the average. The numbers of applications and success rates were similar across the Central West and Orana, Hunter, Illawarra-Shoalhaven, North Coast, Riverina Murray, and South East and Tablelands regions – ranging from 8-18 applications and a success rate of 64% to 78%. There was however nearly a \$130,000 difference between the average amount allocated to the Riverina Murray region (\$203,700) and the Central West and Orana region (\$330,400).

In contrast, the Far West only had three total applications from organisations, two of which were successful. The Central Coast also only had two successful applications, however there were seven applications in total from this region – a success rate of just 29%.

Table 14: Projects – NSW Government Regions

ABS GCCSA Structure	Total Allocated (\$m)	Average Allocated (\$k)	Approved No.	Total No.	Success %
Central Coast	0.5	249.6	2	7	29
Central West and Orana	2.3	330.4	7	11	64
Far West	0.5	233.6	2	3	67
Hunter	3.2	229.2	14	18	78
Illawarra-Shoalhaven	2.6	235.9	11	11	100
Metropolitan Sydney	9.2	298.0	31	50	62
North Coast	2.5	252.3	10	13	77
Riverina Murray	2.2	203.7	11	15	73
South East and Tablelands	1.9	314.2	6	8	75

8.4. Organisation types

Nearly all council-related applications were approved (94%). Successful council projects were valued, on average, \$83,000 more per project than sporting organisations. While there was a greater number of sporting organisation projects, these types of projects had an approval rate of 56%. The majority of applicants were from community based organisations or local councils. Very few were from State Sporting Organisations.

Table 15: Projects by organisation type

Organisation type of applicant	Total Allocated (\$m)	Average Allocated (\$k)	Approved No.	Total No.	Success %
Council	13.6	309.8	44	47	94
Sporting Organisation	11.3	226.8	50	90	56

Table 16: Organisation types – state or local organisations

State or local organisation	Total Allocated (\$m)	Average Allocated (\$k)	Approved No.	Total No.	Success %
State	1.1	360.5	3	4	75
Local	23.9	262.5	91	133	68

8.5. Sport types

There was a mix of sport types across applications with 26 unique primary sporting categories amongst submitted applications, with 21 sport types across the successfully funded projects. The sport types with multiple applications were football, rugby league, Golf, AFL, Netball, rugby union, hockey, touch football, basketball, tennis, Athletics, lawn bowls, futsal, little athletics, PCYC, sailing, skateboarding, softball, and swimming.

All of these sports had multiple projects funded except for lawn bowls, little athletics, sailing, and skateboarding.

The primary sports for projects that were unsuccessful were: motorcycling, pistol, surf live saving, university sports, and an open-ended answer (“function groups”).

Figure 21: Primary sport type of project

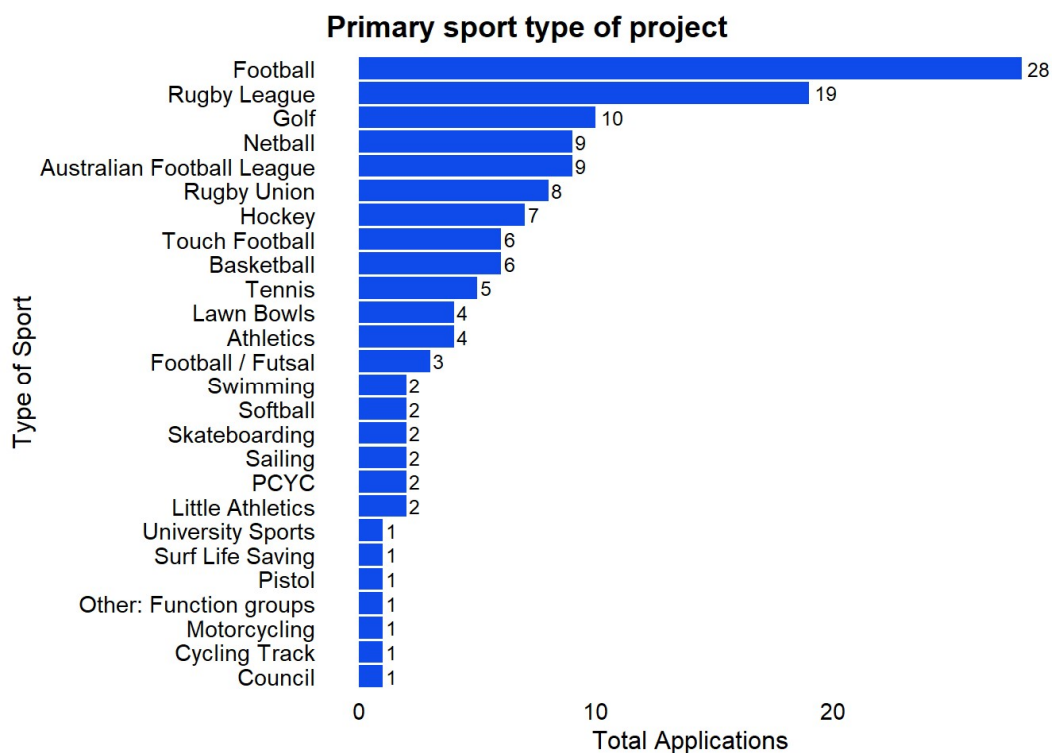


Table 17: Analysis of applications and funding allocation by type of sport

Sport type	Total Allocated (\$m)	Average Allocated (\$k)	Approved No.	Total No.	Success %
Athletics	1.3	336.3	4	4	100
AFL	2.7	386.7	7	9	78
Basketball	0.7	147.0	5	6	83
Council	0.5	500.0	1	1	100
Cycling	0.5	500.0	1	1	100
Football	4.1	214.7	19	28	68
Football / Futsal	0.5	252.0	2	3	67
Golf	0.7	144.2	5	10	50
Hockey	1.3	251.8	5	7	71
Lawn bowls	0.1	92.4	1	4	25
Little athletics	0.4	393.7	1	2	50
Netball	1.3	183.7	7	9	78
PCYC	0.9	429.9	2	2	100
Rugby league	3.9	301.9	13	19	68
Rugby union	2.3	329.1	7	8	88
Sailing	0.2	162.0	1	2	50
Skateboarding	0.1	128.3	1	2	50
Softball	0.6	300.0	2	2	100
Swimming	1.0	498.9	2	2	100
Tennis	0.7	163.3	4	5	80
Touch football	1.2	304.5	4	6	67
Motorcycling	0	0	0	1	0
Other – Function groups	0	0	0	1	0
Pistol	0	0	0	1	0
Surf life saving	0	0	0	1	0

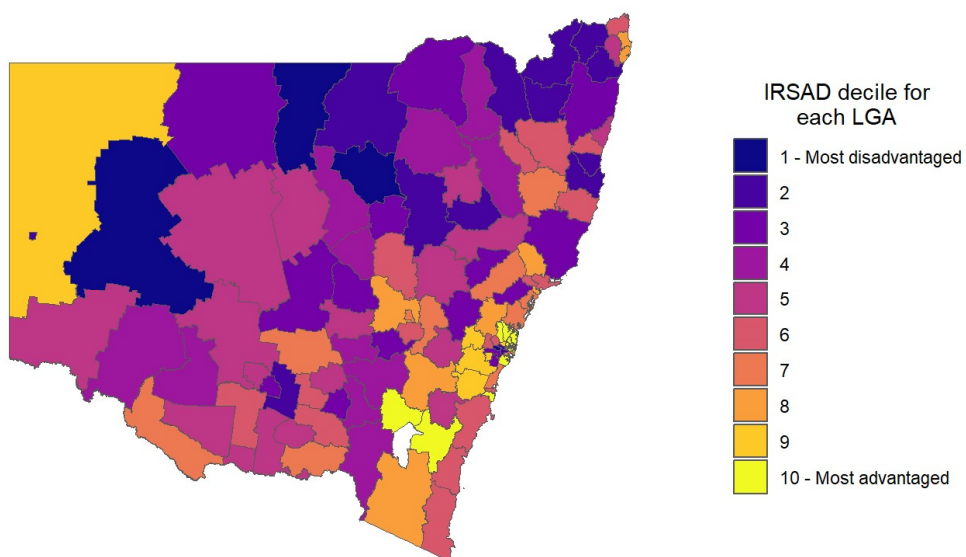
Sport type	Total Allocated (\$m)	Average Allocated (\$k)	Approved No.	Total No.	Success %
University sports	0	0	0	1	0

8.6. Applications by LGAs – ABS SEIFA Index

Socio-Economic Indexes for Areas (SEIFA) – Deciles

For this analysis, the Australian Bureau of Statistics (ABS) SEIFA Index of Relative Socio-economic Advantage and Disadvantage (IRSAD) at the level of the Local Government Area (LGA) was chosen to capture the range of both advantage and disadvantage within LGAs, as opposed to focusing solely on disadvantage.

Figure 22: Index of Relative Socio-economic Advantage and Disadvantage – LGA (deciles)



Only seven completed applications (five percent of the total) were received from projects in the two most disadvantaged deciles. However, all three applications from LGAs in the most disadvantaged decile were approved, and the average amount of funding supplied to these projects was the highest among all IRSAD deciles. By contrast, of the four applications from projects in the second decile, none were approved. This may indicate that these organisations lacked the adequate resources – either human, social, or financial – to effectively navigate the grants process.

The details of projects in deciles three-eight show only minor variations. The approval rate ranges from 58% to 89%, and the average funding from \$152,400 to \$263,200. Although deciles five, six,

and seven make up nearly half of all applications (65 total applications) and only the tenth, most advantaged, decile had more applications than any of these individually (31 total applications).

Due to the tenth decile having the largest number of applications, projects in this decile received approximately \$1 million more in funding than any other decile, although the average amount was only slightly above average (\$278,800 per project). Notably, projects in the ninth decile received the second largest amount per-project (\$343,600).

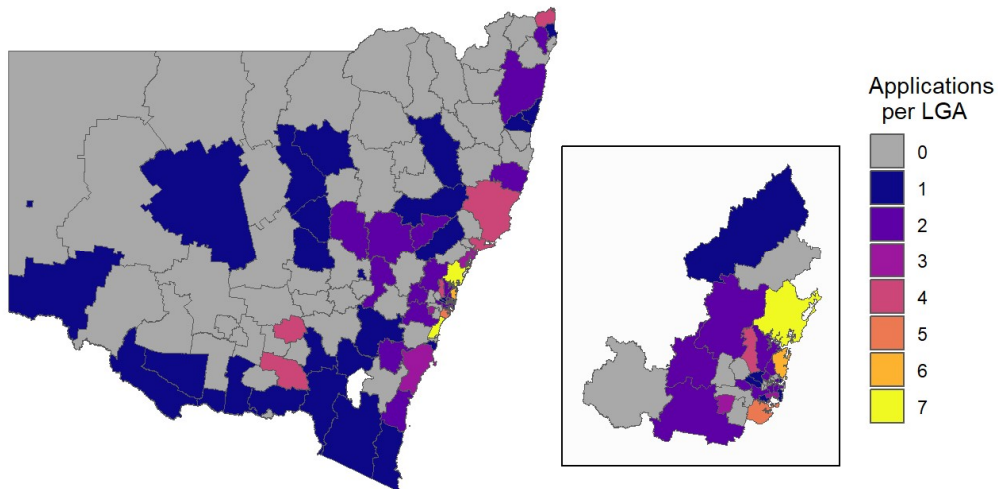
Table 18: Analysis of applications and funding allocation by SEIFA IRSAD deciles

IRSAD Deciles	Total Allocated (\$m)	Average Allocated (\$k)	Approved N	Total N	Success %
1 – Most disadvantaged	1.4	463.7	3	3	100
2	0	0	0	4	0
3	2.4	263.2	8	9	89
4	0.9	152.4	4	6	67
5	2.3	205.0	11	16	68
6	4.6	240.9	19	23	83
7	3.6	243.0	15	26	58
8	1.5	248.9	6	9	67
9	2.7	343.6	8	10	80
10 – Most advantaged	5.6	278.8	20	31	65

8.7. Spatial distribution of applications

Figure 23: Spatial distribution of number of applications from each LGA

A spatial breakdown of the number of applications from each LGA



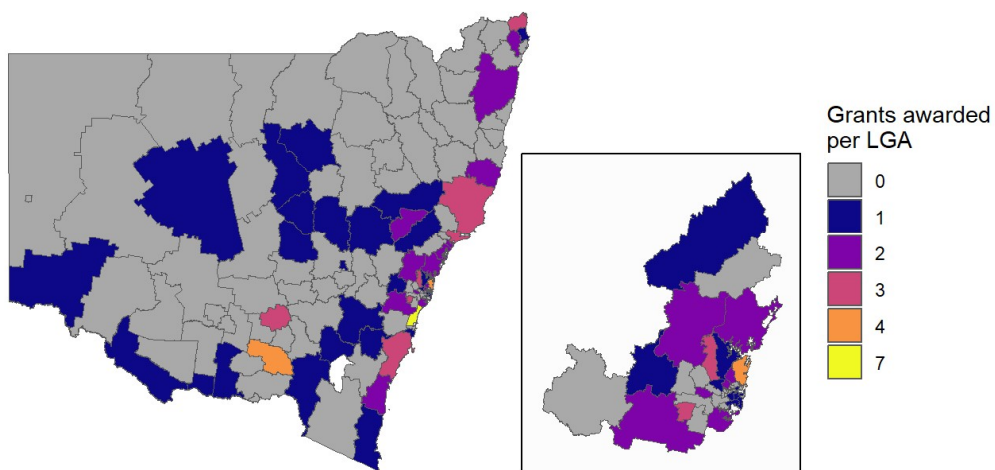
Greater Sydney LGAs are above.

Spatial distribution of approved applications

The spatial distribution of successful applications highlights some of the problems with the spread of the Program to remote areas, as mentioned above. Notably, there is an absence of successful applications from Northern, North-West, and Central NSW.

Figure 24: Spatial distribution of number of approved applications from each LGA

A spatial breakdown of the number of grants awarded to each LGA



Greater Sydney LGAs are above.

8.8. Unsubmitted applications

The breakdown of unsubmitted applications largely matches the characteristics of submitted applications. There is no difference in the split between greater Sydney and the rest of NSW between submitted and unsubmitted applications – both has 42% from greater Sydney and 58% from the rest of NSW.

Using the ABS's remoteness areas categorisation, it appears that unsubmitted applications were marginally more likely to be from either major cities or from outer regional NSW and less likely to come from inner regional NSW. However, there appears to be a noticeable trend amongst IRSAD categories. Unsubmitted applications were much more likely to come from the bottom three IRSAD quintiles and much less likely to come from the top two. This may indicate that organisations in these disadvantaged areas lacked the requisite resources to successfully complete the application.

As there is no data on the point at which applicants stopped the application, it is not possible to speculate on the specific causes of this phenomenon.

Table 19: Breakdown of unsubmitted applications by geographical regions and SEIFA

Category	N unsubmitted	% of total unsubmitted	Comparison to 'Submitted' (%)
GCCSA			
Greater Sydney	56	42	0
Rest of NSW	78	58	0
Remoteness Areas			
Major Cities of Australia	77	57	+3
Inner Regional Australia	41	31	-5
Outer Regional Australia	15	11	+3
Remote Australia	1	1	0
SEIFA – IRSAD Quintile			
1 – Most disadvantaged	11	8	+3
2	16	12	+1
3	44	33	+5
4	31	23	-3
5 – Most advantaged	33	24	-6

Source: Unsubmitted applications data & ABS correspondence tables

8.9. Spatial distribution of unsubmitted applications

Figure 25: Spatial distribution of unsubmitted applications

A spatial breakdown of the number of unsubmitted applications in each LGA

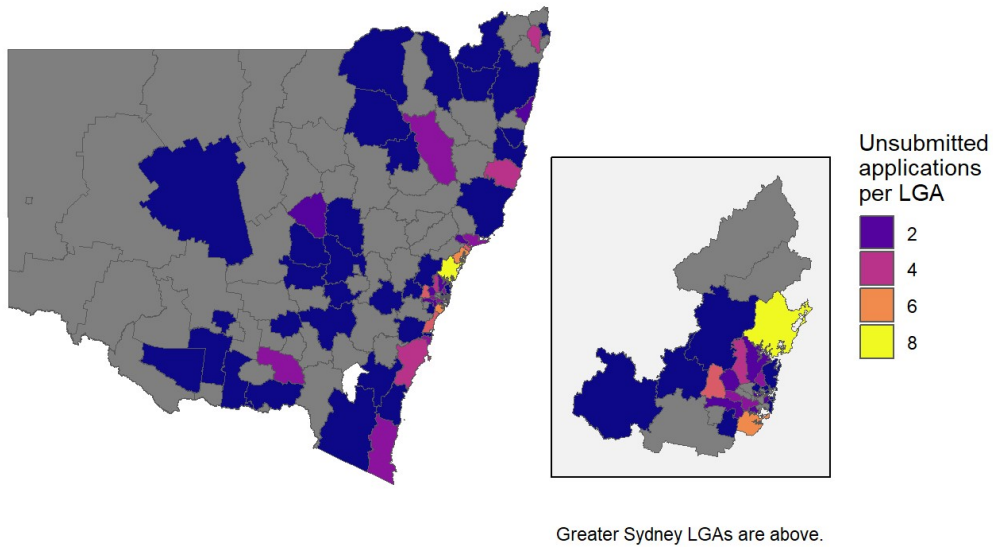
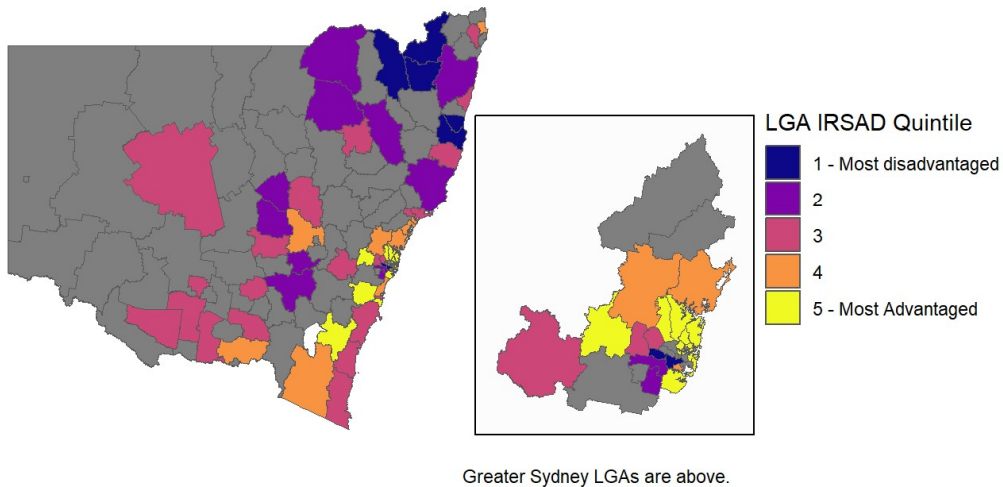


Figure 26: Spatial breakdown of unsubmitted applications by ABS SEIFA Index

A spatial breakdown of the IRSAD Quintile of each LGA which had an unsubmitted application



8.10. Summary of Findings

This section has explored the spread of applications and funding achieved through the Female Friendly Community Sport Facilities and Lighting Upgrade Program.

High demand for community sport infrastructure funding

The volume and value of applications indicates that there is significant demand for programs of this type. The demand for new and improved community sports infrastructure to support sports female participation and meet growth in female sports was also highlighted in survey responses. Both sports organisations and councils identified the need for funding opportunities to support new or improved community sport infrastructure.

The spread of applications across project types

Overall, the program achieved a spread of applications when assessed across a range of categories.

There was a mix of applications submitted to the Program with 60% of all applications involving an amenities facilities component and 53% involving a lighting component. Projects with a lighting component had a higher success rate than those without a lighting component. Projects involving improved, upgraded, or replaced amenities facilities were allocated a slightly higher volume of funding and on average received more funding per successful application. This may reflect the greater complexity and risk levels associated with constructing or upgrading amenities facilities.

Community sport infrastructure that was being improved, upgraded or replaced accounted for 82% of funded projects and new community sport infrastructure represented 18% of all approved projects.

Over half of applications were for projects that were part of a masterplan precinct, indicating that applicants are utilising the Program as an opportunity to progress existing planned projects.

The spread of applications across locations

The majority of applications were for projects in major cities and inner regional areas. Over half of all applications came from LGAs outside of greater Sydney. There was a relatively small number of applications for outer regional and remote NSW, and no applications from very remote NSW.

The reasons for underrepresentation of these areas are not obvious and could be driven by a range of factors such as levels of awareness of the program, resources and capacity to apply (eg. volunteer run sport organisations, capacity for co-contributions) or the extent to which there is existing community sport infrastructure that could be improved.

There were relatively high success rates for projects from all location types, with particularly high success rates for applications from inner regional NSW and outer regional NSW and remote NSW. Regional NSW benefited from the program with successful projects in greater Sydney received \$10.1 million in funding and projects in the rest of NSW received \$14.8 million.

High success rates in the context of high demand

The Program parameters allowed a flexible approach with almost one in five successful projects involving combinations of upgrades and/or new construction.

Over two-thirds of applications were successfully approved, with an average allocation to successful projects of over \$250,000 – just above half the maximum funding contribution allowed under the program.

There was a close to even split in the allocation of funding across Council led projects (55%) and sporting organisation led projects (45%).

Councils submitted almost half the number of applications than sporting organisations did, and almost all council applications were funded (94%). Very few applications came from State Sporting Organisations and these applications also had higher success rates than community sporting organisations. These higher success rates may be accounted for by generally higher level of access to resources for preparing applications and for co-contributions compared to volunteer-based community sport organisations.

The spread of sport types across applications and funded projects

There was a mix of sport types across applications with 26 unique primary sporting categories amongst submitted applications, with 21 sport types across the successfully funded projects. A majority of sport types (19) had multiple applications and most of these (15) had projects funded .

The sport types with four or more successful applications were football (19), rugby league (13), AFL (7), Netball (7), rugby union (7), hockey (5), basketball (5), golf (5) touch football (4), tennis (4), and athletics (4).

The spread of applications by ABS SEIFA

There was a mix on the volume of applications across LGAs in each of the SEIFA deciles. There was also a mix in success rates across the deciles. However, only 16% of applications came from LGAs in the four most disadvantaged deciles. Around 30% of applications came from LGAs in the two most advantaged deciles. There was a 100% success rate for the three projects in the LGAs in the most disadvantaged decile, and the average amount of funding supplied to these projects was the highest among all deciles. By contrast, none of the four applications from projects in the second decile were approved.

It is likely that there are a range of reasons for the limited number of applications from LGAs in the most disadvantaged deciles. This may warrant further investigation by the Office of Sport.

9. Analysis of Application Elements

All project applications were required to provide a minimum 25% financial co-contribution of the grant amount.

Applicants that could not meet the funding co-contribution expectation could apply for financial hardship and seek exempt from the requirement to provide a minimum 25% financial co-contribution of the grant amount requested.

Financial hardship was considered where a project was located in a disadvantaged area of NSW and/or was recovering from a significant natural disaster or pandemic (e.g., COVID-19 or other exceptional circumstances).

Applicants were encouraged to use the Socio-Economic Index for Areas (SEIFA), published by the Australian Bureau of Statistics (ABS), to assist in measuring disadvantage

9.1. Contributions and financial hardship

Applicant cash co-contribution

Due to the large amount of variation across cash-contributions, the mean, median, and maximum amount of co-contribution has been reported to provide a more detailed overview of the patterns across a range of categories (see Table 20 **Error! Reference source not found.** **Error! Reference source not found.**).

Among all applicants who provided a valid answer, the average amount of cash contribution proposed to projects was \$155,074.

This figure, among applicants in greater Sydney, was more than three times the amount that organisations from the rest of NSW contributed (\$264,158 compared to \$74,986). However, these values are being distorted by a few large projects as the median values in all cases are between 3.5-5 times less than the mean values.

Table 20: Cash co-contributions – All Applications

Category	Mean	Median	Max
Total	\$155,074	\$38,501	\$5,140,243
GCCSA			
Greater Sydney	\$264,158	\$51,714	\$5,140,243
Rest of NSW	\$74,986	\$22,400	\$1,284,839
Organisation Type			
Council	\$174,982	\$88,975	\$1,284,839
Sporting Organisation	\$144,677	\$34,384	\$5,140,243
Project Type			
Amenities facility only	\$200,046	\$35,184	\$5,140,243
Lighting only	\$53,538	\$34,267	\$220,000
Amenities and lighting	\$276,412	\$60,000	\$3,500,000

Table 21 provides a breakdown of the mean, median and maximum co-contribution included in applications by sport types. The highest maximum value co-contributions reported by sport type were in Football, Skateboarding, AFL, Rugby Union, Softball and Cycling Track related projects. Comparing the financial co-contributions across sport types is challenging as many sport types were present in only one application for funding.

Table 21: Applicant co-contributions by type of sport – All applications

Sport	Mean	Median	Max
Athletics	\$114,854	\$119,708	\$220,000
Australian Football League (AFL)	\$284,283	\$88,975	\$1,284,839
Basketball	\$47,509	\$47,472	\$75,664
Cycling Track	\$790,758	\$790,758	\$790,758
Football	\$254,352	\$45,000	\$5,140,243
Football / Futsal	\$57,779	\$47,350	\$99,828
Golf	\$31,025	\$27,750	\$53,050
Hockey	\$76,344	\$55,324	\$262,000
Lawn Bowls	\$20,395	\$17,323	\$35,184

Sport	Mean	Median	Max
Little Athletics	\$109,903	\$109,903	\$121,375
Motorcycling	\$142,000	\$142,000	\$142,000
Netball	\$66,814	\$40,000	\$200,000
PCYC	\$143,293	\$143,293	\$160,734
Rugby League	\$45,986	\$20,000	\$203,852
Rugby Union	\$193,554	\$88,847	\$998,445
Sailing	\$27,838	\$27,838	\$40,675
Skateboarding	\$1,772,752	\$1,772,752	\$3,500,000
Softball	\$505,110	\$505,110	\$985,220
Surf Life Saving	\$13,880	\$13,880	\$13,880
Swimming	\$7,500	\$7,500	\$15,000
Tennis	\$47,097	\$11,250	\$177,971
Touch Football	\$48,124	\$28,527	\$116,688
University Sports	\$93,496	\$93,496	\$93,496

Total other cash contribution

While this question was not mandatory, there were still 100 valid responses. Among these, 82 applications indicated that they would not receive any additional contributions from the various levels of government or from sporting organisations (see Table 22).

Again, applications from organisations in greater Sydney reported receiving substantially more contributions from other sources than organisations from the rest of NSW (\$62,970 compared to \$36,486).

Table 22: Other cash contributions – all applications

	Mean	Median	Max
Total	\$47,344	\$0	\$1,400,981
Greater Sydney	\$62,970	\$0	\$1,400,981
Rest of NSW	\$36,486	\$0	\$559,479

Total in-kind contributions

Half of all applications that provided a valid response reported that they would not receive any in-kind contributions. Despite this, the average amount of in-kind contributions was estimated to be

\$8,167 across all projects, and \$12,168 and \$5,346 in greater Sydney and the rest of NSW, respectively (see Table 23).

Table 23: In kind contributions – all applications

	Mean	Median	Max
Total	\$8,167	\$500	\$100,000
Greater Sydney	\$12,168	\$1,000	\$100,000
Rest of NSW	\$5,346	\$0	\$65,000

Financial Hardship

If an application failed to meet the 25% co-contribution expectation, then they were prompted to complete a 'hardship application' to allow the project to proceed without this co-contribution.

Of the 137 submitted applications, 28 (20%) were not able to meet the 25% co-contribution, and of these 28, only 19 had their application approved for funding (68%) (see Table 24).

Of note, despite there being seven applications from organisations in the most disadvantaged areas of NSW only two of these made a hardship application, with one being approved.

By contrast among those in the second most disadvantaged quintile, 60% of applications requested consideration of financial hardship – of which 78% were successful.

There were 4 applications from the most advantaged areas that made financial hardship requests, however none of these projects were approved.

Table 24: Financial hardship applications by SEIFA Index (quintiles)

IRSAD Quintiles	Total Applications	Applied for Hardship	Approved	Success %
1 – Most disadvantaged	7	2	1	50
2	15	9	7	78
3	39	9	8	89
4	35	4	3	75
5 – Most advantaged	41	4	0	0

Reasons for financial hardship consideration

The 28 respondents who were applying for a financial hardship consideration were asked to provide a reason and then an open-text justification for this consideration.

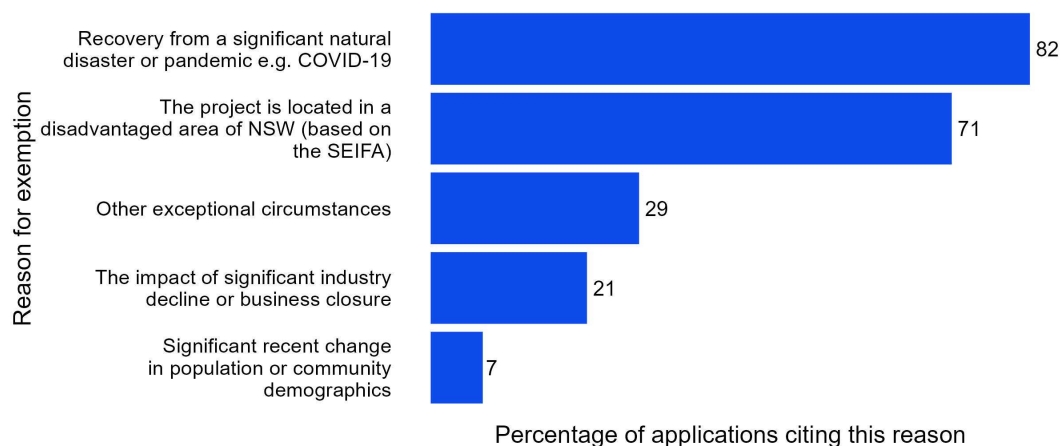
Among the five options provided, 23 of the 28 applications cited that the organisation was recovering from a significant natural disaster or from the COVID-19 pandemic (see Figure 27: Financial hardship consideration – reason for exemption from co-contribution Figure 27 Table).

Similarly, 20 of the 28 reported that their project was located in a disadvantaged area of NSW based on the SEIFA indices. The other three options – other exceptional circumstances, the area having been hit by significant industry decline, or recent changes to the population and demographics of the area – were only chosen eight, six, and two times, respectively.

This information is displayed a percentage of the total number of applications for financial hardship below in Figure 27

Figure 27.

Figure 27: Financial hardship consideration – reason for exemption from co-contribution



Note: Respondents could select multiple instances of financial hardship, so the numbers here do not sum to 100 percent.

To better understand the circumstances of the eight applications that requested financial hardship consideration using the ‘other exceptional circumstances’ option, we analysed the themes present in their responses. It should be noted that two of the applications came from the same organisation and provided the same response, therefore we analyse these as if seven responses were received. Of these seven, only three were successful in their application.

Among those requesting financial hardship consideration due to exceptional circumstances, only one organisation did not have an additional supporting reason. Likely because of this, the application was not successful.

Only one of the seven applications relied solely on the use of ‘other exceptional circumstances’ to justify their application for financial hardship:

- 2 rely on being remote and being the only facility in a substantial distance.
- 1 relies on population growth.
- 1 is paying for demolition works of the existing facilities, and requesting this to be considered.

- 3 rely on disasters.
- 2 (one council) rely on substantial decline in industry due to mining and power plant closures.

9.2. Project lifetime and maintenance responsibility

Effective project lifetime

Applicants were required to identify the estimated useful lifetime of the proposed facility in their grant application.

Error! Reference source not found. Figure 28 depicts the estimates of the useful lifetime of the facilities associated with each application project. There is a clear clustering around values of 25 and 50 years, and the median value for successful projects was 25 years, while for unsuccessful projects it was 20 years.

Figure 28: Estimated effective project lifetime of proposed facility – all applications

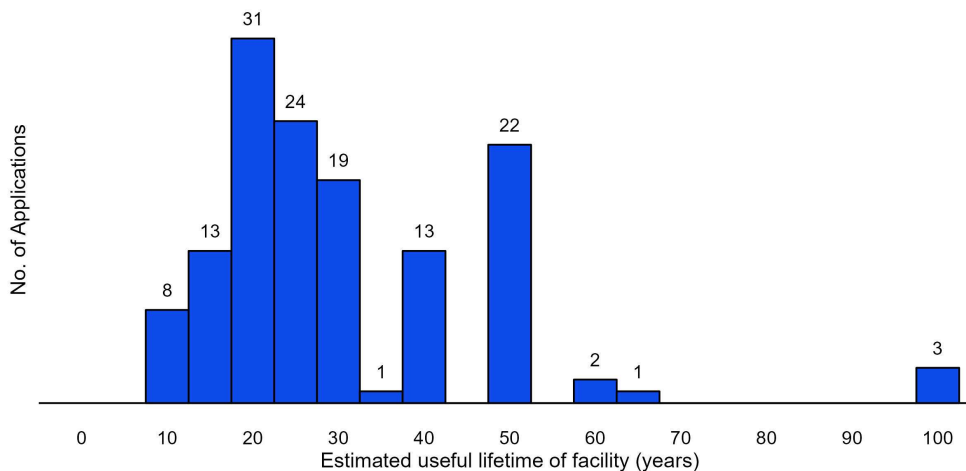
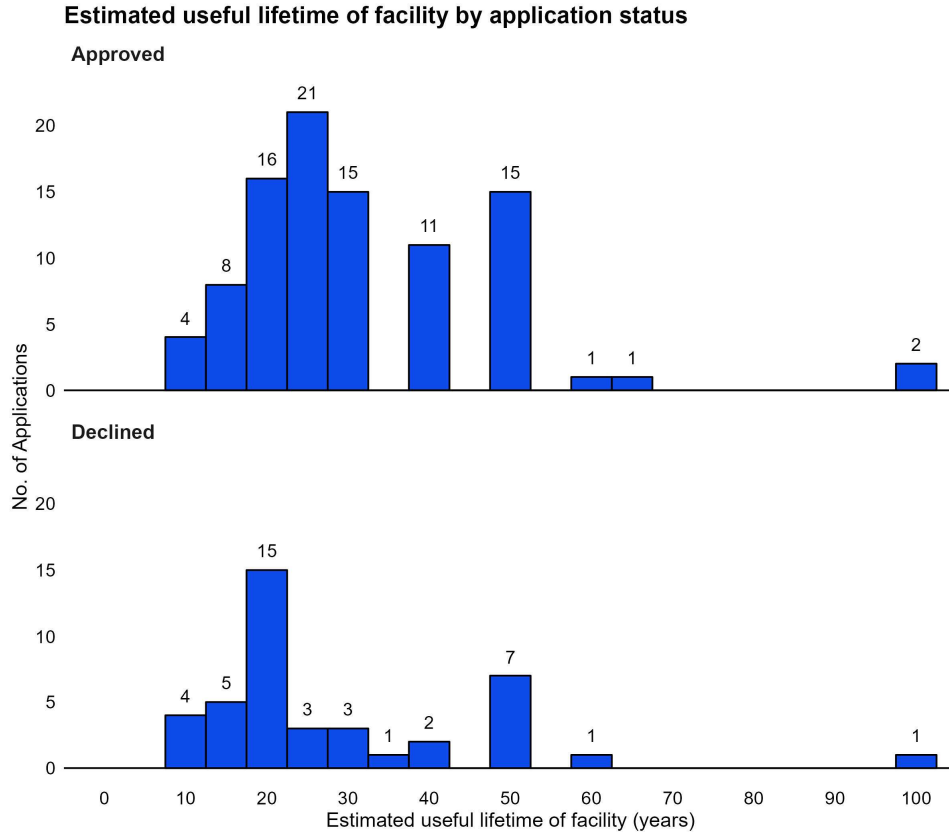


Figure 29 depicts the estimates of the useful lifetime of the facilities associated with each project by application status. Across both approved and declined applications, there is a clear clustering around values of 20-25 years and 50 years. However, there appears to be a greater proportion of projects with longer estimated lifetimes in approved applications. The mean and median values for successful applications were 32 and 25 years, respectively, compared to 29 and 20 years for unsuccessful projects.

Figure 29: Estimated effective project lifetime of proposed facility – by application status



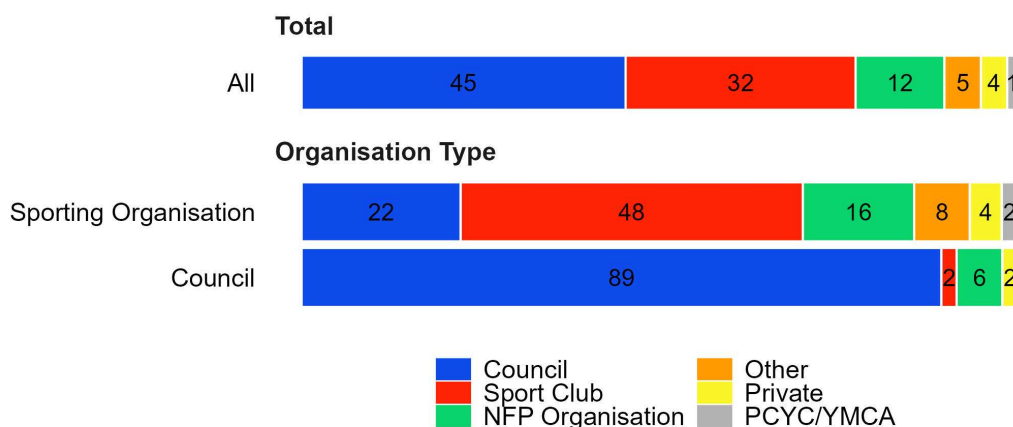
9.3. Responsibility for maintaining the facility upon completion

Applicants were asked to identify who would be responsible for the maintenance of the facility upon completion of the project.

Nearly half of applicants (45%) reported that their local council would be responsible, while a third indicated that the responsibility would be taken up by a sport club (see Figure 30).

There is a clear split when looking at responses by organisation type. Just under half of the applications from sporting clubs (48%) indicated that a sport club would be primarily responsible for the maintenance of the facility. Applications from sporting organisations also reported relying on the council (22%) and a not-for-profit organisation (16%) for future maintenance. In contrast, nearly nine-in-ten (89%) council applications reported that the council would maintain the facilities.

Figure 30: Responsibility for maintaining the facility upon completion by organisation type



9.4. Applications requiring development consent

Applications requiring development approval/consent

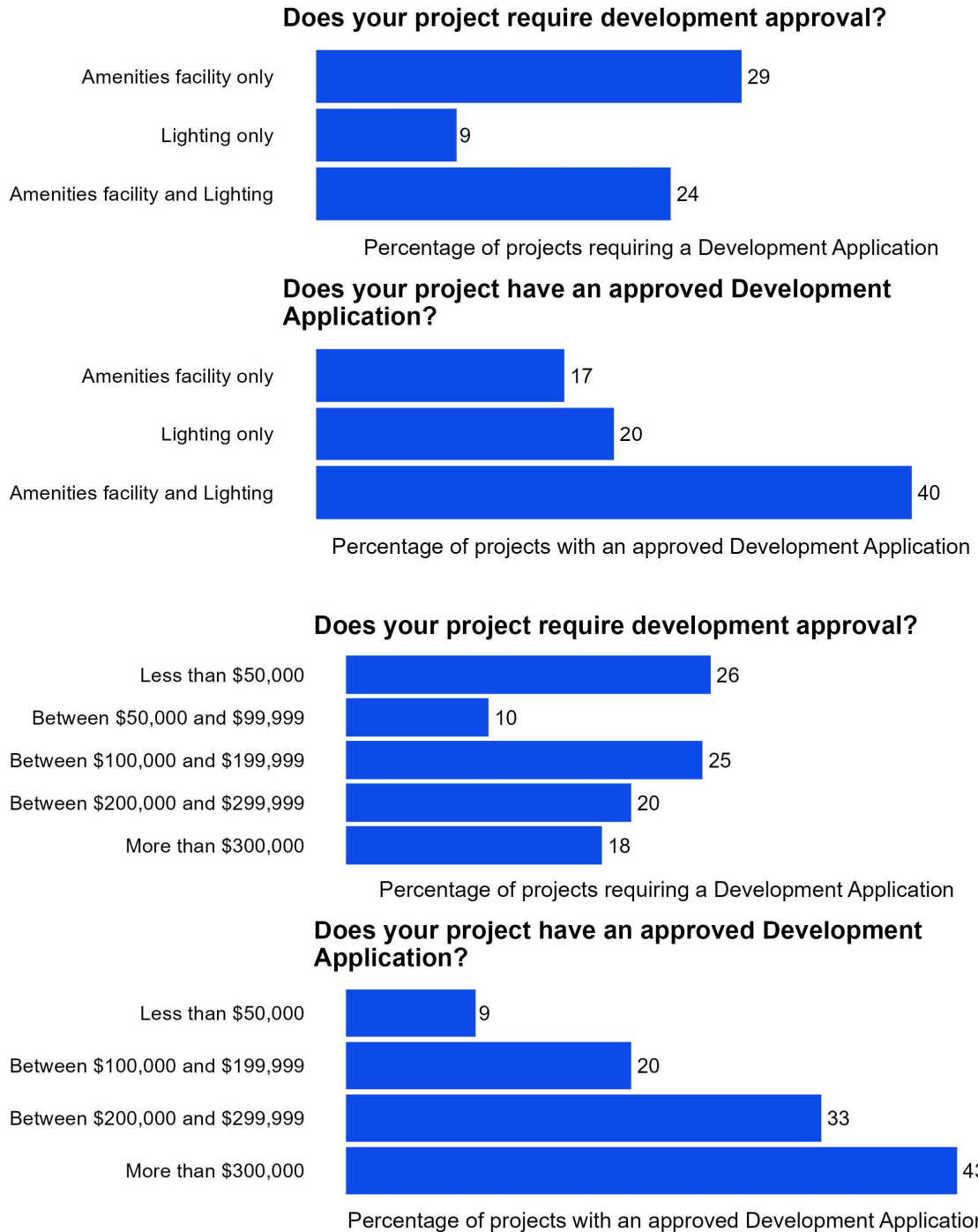
Applicant data indicates that only 20% of all projects reported that they required a Development Application (see Table 25). Of these 28 projects, only six (27%) had already received an approval.

Projects that would be part of a precinct were more than twice as likely as those that would not be to require a Development Application (29% compared to 14%). Despite this, only three had received a development approval at the time of submitting their application.

Table 25: Projects requiring development approval – all applications

	Yes	No	Yes %
Of all projects:			
Does your project require development approval?	28	109	20
Does your project have an approved Development Application?	6	22	27
Of all projects that are part of a precinct:			
Does your project require development approval?	17	41	29
Does your project have an approved Development Application?	3	14	21

Figure 31: Percentage of projects with or requiring development approval – all applicants



9.5. Job creation

Applicants were provided with four questions about the number and type of jobs that would be created from the project, however only the first question required an answer. On average, applicants reported that there would be seven full-time equivalent (FTE) jobs created by the

design and construction of the project and two FTE jobs created after the project's completion as operators or managers of the facilities (see Table 26)Figure 31.

Applicants were also asked how many part-time equivalent (PTE) roles would be generated from the project, but were asked to convert these figures to FTE – so there may have been some confusion amongst respondents. On average, applicants reported that they would create or retain two PTE roles in both the design and construction and in the operation and management phases of the project.

Table 26: Type of jobs that would be created – all applications

Type of Job	Mean	Median	Max
Full-time – design & construction	7	2	450
Full-time – operation & management of facilities	2	0	95
Part-time – design & construction	2	0	50
Part-time – operation & management of facilities	2	0	100

9.6. Facility usage numbers

Applicants were required to provide current and predicted future facility visit / usage numbers when completing their online application. This data has been analysed by CSBS to provide an overview of visit / usage numbers provided by applicants through their online application.

When interpreting the following findings on usage numbers for the current and proposed facilities, it is worthwhile to be cognisant of the fact that 80 applications (58%) cited that their measures and/or estimates were deduced by “Applicant estimate”. As such, an appropriate level of caution should be used.

Current visits – all applications

The mean number of visits to facilities applying to this grant program was 66,099. However, this figure was greatly influenced by a small number of venues which received substantially more visits. For instance, the median value was 18,360 visits. This trend remains when breaking usage data down by whether it was a male or female attending the facility.

The median value for female visits was 5,840, compared to 9,653 for men. Similarly, females made up just 35% of total visits to the sports facilities within this grant scheme.

Table 27: Current visits – all applicants

	Mean	Median	Max	Total
Total visits	66,099	18,360	1,484,000	9,055,628
Visits from females	23,366	5,840	414,700	3,201,083

Visits from males	42,734	9.653	1,400,000	5,854,545
-------------------	--------	-------	-----------	-----------

Table 28 outlines summary statistics for the predicted visits provided by applicants. More importantly, it presents these values as a percentage change from the current usage numbers applicants have provided.

Across the predicted total visits to facilities applying to the grant program, the average increase in the number of expected visits is 39% while the median increased by 58%. This highlights that applicants predicted a proportionally larger increase in visitations occurring amongst smaller venues.

When viewing these figures by the sex of visitor, female visitations are expected to increase, on average, by 64% compared to just 25% for male visits. Similarly, the maximum number of expected visits by females increased by 238% compared to just 20% for expected visits by males. This represents a substantial increase in the aggregate venue usage numbers by females.

However, it should be noted that applicants were not provided with a specific time frame for when they should be estimating these predicted visit numbers by. As such, there will be non-trivial variation between applicants in their interpretation of this question.

Table 28: Predicted future visits to facility

	Mean	Median	Max	Total
Predicted total visits	91,926	28,994	3,082,800	12,593,846
<i>Change from current</i>	+39%	+58%	+108%	+39%
Predicted visits from females	38,297	9,410	1,400,800	5,246,679
<i>Change from current</i>	+64%	+61%	+238%	+64%
Predicted visits from males	53,627	14,970	1,682,000	7,347,167
<i>Change from current</i>	+25%	+55%	+20%	+25%

An overview of the volume of predicted future visits by number of applications is provided for females in Figure 32 and for males in Figure 33 provides an overview of the number of applications by percentage of predicted total visits to new facilities from females. Almost half of applications have between 40-50% of increased visit coming from females.

Figure 32: Predicted number of future visits by females

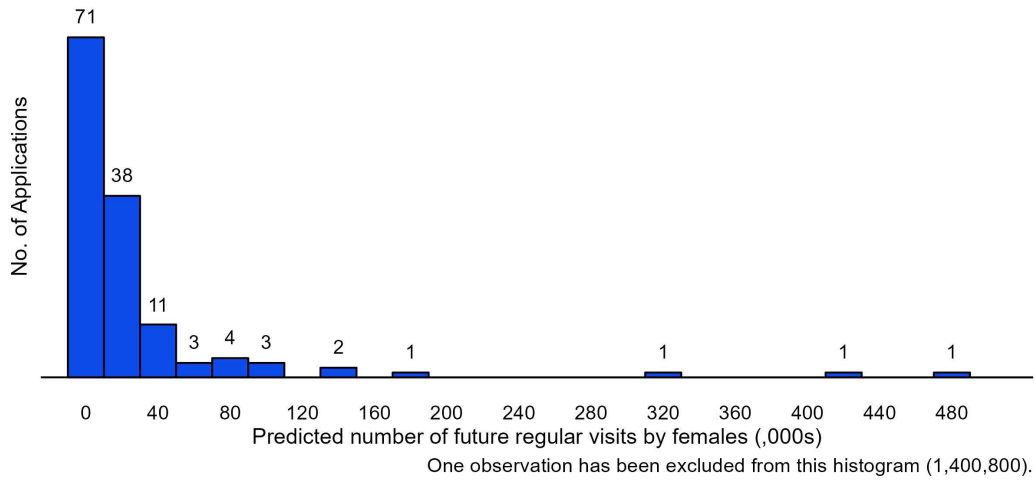


Figure 33: Predicted number of future visits by males

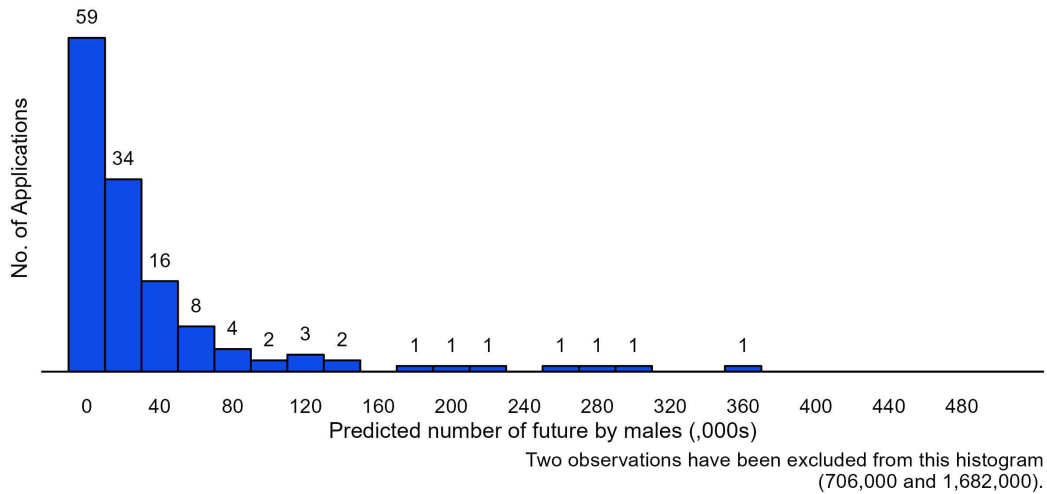
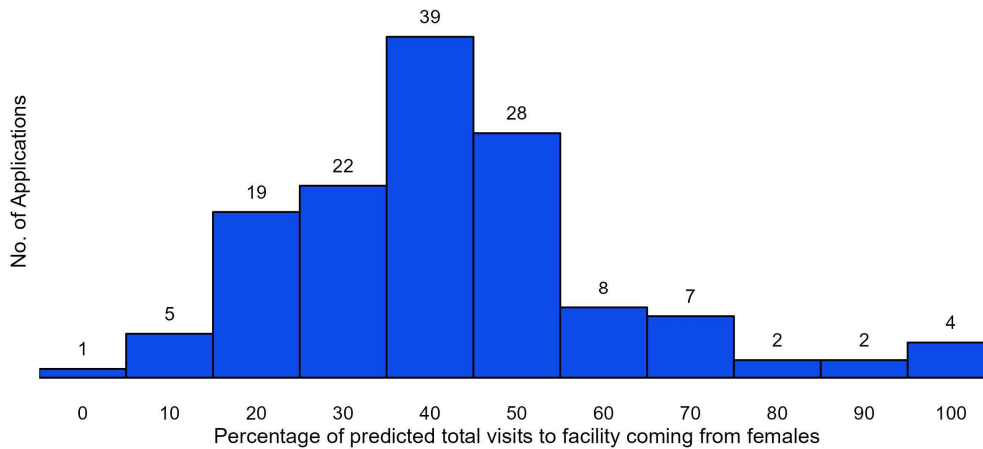


Figure 34: Number of applications by percentage of predicted total visits from females



9.7. Summary of Findings

Financial contributions and hardship exemptions

There was a wide range in the value of financial co-contribution amounts across applications, with an average of over \$150,000. The values for the median (\$38,501) and maximum (\$5.1 million) co-contribution demonstrate the breadth of the spread of financial co-contributions.

Around 1 in 5 applications included a request for exemption from the co-contribution requirement due to financial hardship. Just over two-thirds of projects seeking financial hardship were successful with their funding application.

Most financial hardship requests were due to recovery from a significant natural disaster or pandemic. Over 70% of financial hardship requests were for projects located in disadvantaged areas of NSW.

Given the number of extreme weather events, bushfires and the COVID-19 pandemic over the last three years, it is assumed that these rates of application are appropriate. However, it could be useful for the office to undertake a benchmarking exercise across other grants programs to identify any patterns and inform the design of future programs.

It may also be useful to consider factors such as remoteness and/or lack of existing sport and active recreation infrastructure in future programs to incentivise more projects in locations where the cost of construction can be much higher and in areas of need.

Responsibility for maintaining the facility

Councils were identified as being responsible for maintaining a significant portion of facilities that received funding through the program.

Applications requiring development consent

One in five applications required development approval and the majority of these did not have an approval in place at the time of application. Over 40% of applications involved projects that were part of a precinct and almost a third of these required a developmental approval. Around one fifth of these projects already had a development approval in place.

It would be useful to monitor the extent to which successful projects that required and did not have a current developmental approval were impacted in the negotiation of the funding agreement and throughout implementation.

Job creation and facility usage numbers

Applicants were asked to provide estimated of the number and type of jobs that would be created through the project and estimates of predicted future visits to the new or upgraded facilities. The outcomes evaluation process will be designed to monitoring these numbers and assess the level of increase in female participation at the facilities that received funding.

Applicants were not provided set timeframes for estimating predicted future visits. It would be useful for future programs to include guidance on the timeframe for estimating these.

The Office of Sport has advised that it will collate information on visits to new of upgraded facilities funded through the Program, which will inform the outcomes evaluation for the Program.

Regular reporting by grant recipients can be used to encourage successful applicants to consider how they can make changes or put in place strategies to increase female participation in sport and physical recreation at their new or upgraded facilities.

10. Recommendations

The Process Evaluation findings have provided several opportunities and points of leverage to further enhance future grants programs, if they become available. Some findings also support consideration of additional activities to support increased female sports participation. These are outlined below in a series of recommendations for consideration by the Office of Sport.

It is important to recognise that some recommendations suggest further exploration to better understand key issues or points of contention. It will also be important to consider the recommendations as part of overall findings from the outcome and economic components of the overall project evaluation.

10.1. Continue to invest in meeting demand

Recommendation 1: Continue to meet the demand for new and improved community sports infrastructure that contributes to facilitating female sports participation

Overall, the evaluation findings show that there is demand for new or improved community sports infrastructure, as well as demand for investment to support female sports participation.

Respondents were overwhelmingly positive about the purpose, objectives and outcomes sought through the program. The program was valued by applicants and supporting councils in helping to bring forward new and improved community sports infrastructure projects and enabling projects that would not otherwise proceed. The program was also valued as a contributor to welcoming, safer and positive community places and spaces for women and girls to engage in sport and active recreation.

Demand was also clear in the survey results, with 80% of survey respondents stating that they would consider applying for future grants if they became available. This indicates that there is strong demand for funding for new and improved sport infrastructure that supports increased female participation in sport and active recreation.

It is recommended that the Office of Sport explores opportunities to facilitate increased investment in community sports infrastructure and to support female sports participation. This could include working in collaboration with other relevant NSW Government agencies, local government and sporting bodies to influence planning for and investment in community sport infrastructure, and initiatives that support female sport participation.

CSBS notes that a new \$30 million Level the Playing Field Program was introduced in October 2023 to support the continued growth of women's and girls' sport and recreation. The new program was also designed to fund new and upgraded facilities and deliver fit-for-purpose amenities, such as change rooms and improved lighting, to foster a safe and inclusive environment for women and girls.

10.2. Options for enhancing future program funding design

Recommendation 2: Consider opportunities to enhance future program grant funding design for this or similar programs

Increasing minimum and maximum thresholds to meet demand for larger scale projects

The program attracted a significant range of project proposals that fall within the minimum and maximum thresholds of the available grants (\$50,000 and \$500,000 respectively). The average value of allocated funding was \$265,634.

Evaluation results show that views on the maximum and minimum grant thresholds varied across applicants. Almost two-thirds of all applicants considered the maximum grant amount to be about right and around three-quarters considered the minimum grant amount to be about right. This suggests, along with the overall application numbers, that this program has attracted a significant range of project proposals that fall within the current program thresholds. However, there is likely to be unmet demand for larger scale projects that would benefit from an increase in maximum funding thresholds.

CSBS notes that the Level the Playing Field grant program was subsequently introduced after this program, with significantly higher minimum and maximum funding thresholds targeting larger scale projects. The new Program is likely to assist in addressing this aspect of demand.

Consider a tiered approach to funding design

There is also an opportunity to consider a nuanced or tiered approach to future program funding design, in conjunction with future design of the application and assessment process. A tiered approach could incorporate two or more levels of maximum funding amounts, with lower funding levels for smaller, lower risk and less complex projects and higher funding thresholds for more substantial, higher risk and more complex projects. Smaller and less complex projects could also have more streamlined application processes proportionate to the level of complexity and risk.

A tiered approach could be beneficial to ensuring applications received are more targeted in their content. Further, it would address some of the feedback provided around challenges with the application process in terms of documentation and certification, or additional information required for larger, more complex projects compared with smaller more straight forward projects. A tiered funding approach also has the potential to streamline the application process for those submitting multiple applications in terms of costing structure or staging.

Explore level of need and any barriers affecting potential applicants from disadvantaged locations or more remote areas of NSW

Evaluation results showed a relatively small number of applications for outer regional and remote NSW, and no applications from very remote NSW that were received in the current funding round. There was a mix on the volume of applications across LGAs in each of the SEIFA deciles. There was also a mix in success rates across the deciles. However, only 16% of applications came from LGAs in the four most disadvantaged deciles. Around 30% of applications came from LGAs in the two most advantaged deciles.

As noted in the findings, the reasons for under representation of these areas are not obvious and could be driven by a range of factors such as levels of awareness of the program, resources and capacity to apply (eg. volunteer run sport organisations, capacity for co-contributions), or the extent to which there is existing community sport infrastructure that could be improved.

It would be useful for the Office of Sport to consider exploring this issue further, to understand drivers and/or barriers contributing to this lower level of applications from disadvantaged and more remote areas of NSW.

Recommendation 3: Assess the extent of the benefits of including a co-contribution requirement, and where there are benefits, how best to approach co-contributions

Findings from the evaluation highlighted that it was a challenge for some applicants to find money for co-contributions. A minimum co-contribution of 25% was required for each project application, with some exemptions considered for financial hardship. Furthermore, financial pressures were expressed around reliance on external parties for Development Applications.

The evaluation also identified a high number of applications for financial hardship, that is from organisation that reported that they were unable to make a co-contribution. It would be useful for the Office to further explore the nature of, and other trends behind, these requests.

It could also be useful for the Office of Sport to undertake a benchmarking exercise across other grants programs to identify any patterns and use this to inform this component of the future design of programs.

10.3. Opportunities to enhance the grants administration process

The evaluation surveys asked participants about several aspects of the program's grant administration process, including opportunities for improvement. Findings show that overall, most applicants identified the application process as time consuming and most identified the process as complex. CSBS notes that there needs to be a level of rigour applied to grants programs involving significant capital investment, including where there are risks associated with external factors such as Development Applications that can impact delivery of successful projects.

The following recommendations address key pain points identified by applicants and program staff related to the program's application process.

Recommendation 4: Consider opportunities to further promote the program during the application process and enhance the online information session

Program promotion

The Office of Sport newsletter was the most common avenue through which respondents found out about the program. Notably, this was the primary method for nearly half of all council organisations (47%) and organisations from the most advantaged areas (44%), and for more than a third of organisations in greater Sydney (36%).

By contrast, other sources – which were predominantly made up of sporting bodies and associations – were the most commonly used source for hearing about the program in the rest of NSW and in the most disadvantaged LGAs.

Given these findings, it is recommended that the Office of Sport further explore the reach and impact of their promotional channels to better understand how best to ensure all potential applicants, including disadvantaged applicants, are able to learn about program funding and the application process.

Online information session provided for potential applicants

This recommendation is also related to Recommendation 6, whereby program staff reported frequent contact from potential applicants about fundamental program information that was publicly available on the website, including instructions around the application process.

Given the majority of successful applicants (64%) and unsuccessful applicants (46%) stated that they did not attend the provided online information session, it is recommended that further exploration into the usefulness and appropriateness of the online information session is undertaken to inform future program design and delivery.

The evaluation results did indicate that the online information session has the potential to assist with managing program staff workload and ensuring applicants feel well informed and supported during the application process. It is recommended that this be explored further.

Staff offered a range of ideas about ways to improve the information session, which it is recommended that the Office of Sport should consider:

- Providing opportunities for applicants to put questions in writing in advance of the information session so that responses to the issues raised could be addressed in the session.
- Providing more information on supporting documents and how they should be used.
- Providing more information on universal design.
- Finding ways to make the session interesting and engaging for potential applicants.

Recommendation 5: Consider ways that application timeframes can allow for bidders' resource constraints and the collection of information required

The program application timeline provided applicants with five weeks (19 October to 23 November 2022) to complete and submit a grant application. Both staff and applicants surveyed indicated that longer lead times could better support the application process in the future.

Applicants noted that both staffing / resourcing and competing priorities were barriers to the application process and to submitting their application on time.

It is recommended that the Office for Sport investigate options for a longer lead time for application submissions, specifically to take into account the variety of potential community sports infrastructure projects. In particular, those with greater complexity or that may require a greater lead in time for submitting an application.

Specific benefits noted in survey findings for extended timeframes included:

- Applicants could have time to better understand the requirements and prepare their applications for submission.
- The amount of time needed to compile the required documentation, such as quotes and expert advice, can be a barrier to applying.

An option would be to wherever possible, provide early information about upcoming funding or grants rounds so that applicants can plan ahead.

Survey responses highlighted the challenges of seeking funding for projects awaiting Development Consent. This is a complex area as the timeframes are generally outside the control of the applicant and are a risk area for all infrastructure projects requiring a Development Application. It is recommended that this issue is further explored to identify how best to enable projects requiring Development Consent to be considered for funding while balancing risks

associated with timeframes and third party decision making processes in future community sports infrastructure grant programs.

Recommendation 6: Investigate further opportunities to streamline the application process, proportionate to the complexity of projects and the grant value

Evaluation findings showed that there is an opportunity to streamline the application process by minimising duplication in the application form and for smaller, lower cost, lower risk and less complex projects reducing, where appropriate, the level of rigor required in the application process.

Several suggestions were provided in the evaluation to improve the future design of the program's application process. Two key opportunities for consideration include:

- Streamline the application process by reducing duplication in questions with similar information required, as well as enabling the application information to flow through each stage.
- Structure the application process according to the complexity and size of project and funding application value. This would mean that only projects with greater complexity and risk are required to provide extensive supporting documentation, which could allow for a more efficient process for smaller less complex projects.

If these types of changes were incorporated into future grants programs, it would be important for additional guidance to be provided for applicants around what detail is required, and the expectations for a successful application.

Incorporating these changes could help to facilitate high quality applications with detail proportionate to the project and value of grant funding sought.

Recommendation 7: Consider enhancing support for applicants during the application process

Both program documentation and the provision of information by Office of Sport staff were considered helpful by applicants. This included positive feedback about the online information session provided during the application process. Further, the majority of applicants were in favour of the SmartyGrants system.

However, survey respondents suggested several ways in which the Office of Sport could enhance support for applicants during the application process. It is recommended that the following be considered in the future design of community sports infrastructure grants program:

- Encouraging potential applicants to email questions in advance to the online information session so that they could be added into the FAQs.
- Taking written questions before the online information session so they have an answer at the time of the information session.
- Adding a phone contact number for enquiries (in addition to the email address) and having a live chat function, if resources allowed
- More information on supporting documents and how they should be used.
- Finding ways to make the online information session more interesting and engaging for potential applicants.

- Providing more information on universal design.

Furthermore, respondents suggested that it would be useful to have both a phone number and email address on the grant information form, not just an email address, to allow them to query any challenges that they encountered. A live chat function could also be considered, if resources allowed.

Recommendation 8: Consider implementing a formal feedback process for unsuccessful applicants, in future grants programs

Applicants, and in particular unsuccessful applicants, indicated they found value in receiving formal feedback on their applications. However, findings indicate that formal feedback could be strengthened in the future. It is recommended that the following be considered in future feedback provided:

- More information on the reason for the outcome of applications, tailored to the applicant.
- More detail around unsuccessful applications to assist with preparing a successful future application in the future.
- Information about how unsuccessful applications were lacking compared to successful applications.

In relation to the funding agreement negotiation and execution process, most successful applicants reported that the Office of Sport staff were very helpful in providing information and the supporting documentation was in the main helpful. Successful applicants also noted that the Office of Sport staff were easy to deal with and able to help through the application, delivery and acquittal processes.

10.4. Continue to involve councils

Recommendation 9: Continue to keep councils involved in sport infrastructure grants

Councils participated in the Program as applicants and / or by offering letters of support for projects, often as landowners. The evaluation findings indicate that councils are keen to support future applicants in the program. It is recommended that the Office of Sport consider further ways in which to engage councils in the assessment process.

Given the critical role of councils in land ownership, ongoing maintenance costs and wider future spatial and community planning, it is recommended that they continue to be engaged in community sports infrastructure programs. For example, as councils are key stakeholders in planning for and maintaining community sports infrastructure, the Office of Sport could also engage councils to assist with identifying and prioritising needs based on their local understanding of community needs.

10.5. Considerations for further contributions to the female participation in sport agenda

Recommendation 10: Consider opportunities for further investment and partnerships to support female participation in sport

While this program focused on constructing new or improving existing community sports infrastructure to facilitate female sports participation, the views of applicants, supporting councils and program staff were sought on what else could be done to increase female participation in sport.

A range of ideas were put forward by applicants and program staff on ways to increase female participation in sport. It is recommended that these are considered by the Office of Sport as part of wider program or policy design:

- Reducing the cost of participation through free events, subsidies, support packages, or vouchers.
- Partnerships between and with other organisations with an interest in physical activity, health and wellbeing.
- Dedicated programs or strategies to:
 - Encourage sport participation by under-represented or under-active groups of women and girls.
 - Promote the benefits of female sports participation and the achievements of female sports participants.
 - Grow, upskill and develop female umpires, coaches, administrators and board members.
 - Engage female sports roles models to help break down barriers and inspire girls and young women to participate in sport.
 - Target mental health awareness, positive club culture and social connectedness.
 - Reduce the drop off of young women in sport.
- Enabling use of other community and sports infrastructure (eg. opening up school infrastructure) and reducing red tape for use of Office of Sport land for projects.
- Broader infrastructure improvements that make it safer for female participants to travel to and from sports activities (eg. Cycle paths, pedestrian access, carpark upgrades).
- More child friendly sport events and facilities, including co-located playgrounds, footpaths, shading, child minding and change rooms.
- Development of a funded female sports participation and leadership strategy.

Appendix A – Office of Sport Female Friendly Community Sport Facilities and Lighting Upgrade Grants Program – Program Logic

Current situation/Needs	Evidence	Components / Activities	Mechanism of Change	Outputs	Short-Term (1 year)	Outcomes Medium-Term (2-3 years)	Long-Term Impact 3 Years+
<p>A significant proportion of NSW's sports infrastructure and facilities do not provide sufficiently safe, accessible and inviting environments for women and girls to pursue opportunities to participate in sport and active recreation.</p> <p>Communities with inadequate or no facilities lack financial resources to support the design and development of new and improved spaces and environments to attract and retain women and girls.</p>	<p>Lack of inviting, safe and accessible sport and active recreation facilities understood to be a barrier to participation among women and girls.</p> <p>Lack of gender equitable policies or practices with respect to facility access and use also remains a limiting factor in providing female participation opportunities.</p> <p>"Better provision of sports facilities is generally associated with increased sport participation, but SES and region are also contributing factors".</p> <p>NSW is below the national average in sporting sites that have field lighting and those that have change</p>	<p>Program planning and development (guidelines, application, acquittal and reporting forms, communications, and assessment plans).</p> <p>Administer grant round/s, including assessing the applications and collecting applicant/project data.</p> <p>Confirm funding agreements and award grants.</p> <p>Contract management grant acquittal and reporting.</p> <p>Evaluate grant program.</p> <p>INPUTS</p> <p>Female Friendly Sport Facilities and Lighting Upgrades Program budget of \$25 million</p> <p>Staffing and operational resource and expertise</p> <p>External evaluator resource and expertise.</p>	<p>Encouraging the co-design with women and girls, creation of accessible, equitable and inviting sport and recreation facilities through the provision of grants will increase participation opportunities, participation and facility utilisation among women and girls.</p>	<p>Executed funding agreements for approved projects.</p> <p>Establishment of new female-friendly sport facilities.</p> <p>Female friendly enhancement of existing sports facilities.</p>	<p>Applications received and grants awarded are of a high quality as determined by alignment to program objectives and needs.</p> <p>Increased understanding of the geographic and demographic distribution of applications received and grants awarded.</p> <p>Increased understanding of the distribution of grants awarded by:</p> <ul style="list-style-type: none"> sport type of projects (new/upgraded) type of facility (amenities/lighting) applicant type applicant size <p>All projects are initiated, and funding agreements executed.</p> <p>Grants awarded demonstrate good value for money for NSW government (as measured by the co-contribution amount).</p>	<p>The quality and safety of new and existing facilities is improved.</p> <p>Partnerships between NSW government, Councils, applicants, and community stakeholders are strengthened.</p> <p>Project milestones are met, and deliverables achieved with minimal variations.</p>	<p>Increased and sustained increase in facility utilisation and sport and active recreation participation overall and particularly by women and girls.</p> <p>Enhanced environmental sustainability, efficiencies, and climate resilience of facilities.</p> <p>Creation and enhancement of welcoming, supportive and safe community spaces and environments.</p> <p>Direct contribution to the evidence base of participation strategies/plans and best-practice</p>

Current situation/Needs	Evidence	Components / Activities	Mechanism of Change	Outputs	Short-Term (1 year)	Outcomes Medium-Term (2-3 years)	Long-Term Impact 3 Years+
	facilities regarded as female friendly.						of female inclusive design.

Appendix B – Surveys

Survey 1 – Successful Applicants

Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program Survey

This independent survey aims to gather feedback on the NSW Office of Sport’s Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program.

This survey is seeking the opinions of sporting organisations and local councils that successfully applied for grant funding.

It is part of an independent evaluation being undertaken by the Centre for Sport Business and Society (CSBS) at the University of Technology Sydney. We are interested in your opinions on the program and the process for applying for funding. Your feedback will help to improve future funding programs. Data collected from this survey will inform the process evaluation report that CSBS will prepare for the NSW Office of Sport.

The survey will take approximately 10 minutes to complete. There are a mix of multiple choice, short answer and yes/no questions.

You will only be asked questions relevant to you based on your previous answer. You can opt out of the survey at any time.

The survey can be completed on a desktop, laptop, or a mobile device.

For more information about the project, please click [here](#).

The survey is open until **dd/mm/yyyy**. Please respond to the questions as best you can.

We appreciate you taking the time to respond.

Survey Consent

I have read and understood the [Participant Information Sheet](#) provided for this survey or have had it read to me in a way that I can understand. I freely consent to participating in this survey.

- Yes
- No

Program Design and Objectives

To what extent do you agree with the following statements about the Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program? *(select one option per row)*

Impact on sport and community

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Allows new or improved sport facilities to be delivered that would not have otherwise proceeded.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides more opportunities for female participation in sport and active recreation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides more welcoming, safe and supportive community places and spaces for women and girls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact on my organisation

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Enables us to provide better sport and active recreation facilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helps bring forward planned projects for new or improved sport facilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages us to consider ways to increase and maintain participation in sport and active recreation by women and girls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increases the number and type of safe, equitable, accessible, and inclusive sport and active recreation facilities we offer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enables positive sport and active recreation experiences for women and girls through our welcoming, safe and supportive community places and spaces.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Program Guidelines

How useful was the information in the [Program Guidelines](#) in helping you to understand what was required for a successful application? (select one option per row)

	Very useful	Somewhat useful	Not at all useful
Program objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design principles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Important dates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eligibility – applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eligibility – project types	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessment process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How to access program documents and further information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequently Asked Questions (FAQs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Were your questions about the program answered as a result of the information in the Program Guidelines and FAQs?

- Yes
- No

What questions did you have about the program that were not answered in the Program Guidelines or FAQs?

How could the information in the Program Guidelines and FAQs be improved?

In relation to the program funding levels outlined in the [Program Guidelines](#), how would you rate the following? (select one option per row)

	Too high	About right	Too low	Don't know
Total funding available for the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minimum grant amount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maximum grant amount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding contribution required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provision of Information by Office of Sport

Did you attend or view the online Information Session for the program?

- Yes
- No

What did you find beneficial about the online Information Session?

What would you improve about the online Information Session?

Did you contact the Office of Sport to enquire about the program or application process?

- Yes
- No

How did you enquire? (*Tick all that apply*)

- Phone
- Email
- Other: Please specify _____

How helpful did you find the Office of Sport's support in enabling you to prepare and submit your application?

- Very helpful
- Somewhat helpful
- Not at all helpful
- N/A - Don't know

Application Process

Considering the application process:

	Very	Somewhat	Not at all
How complex was the application process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How time consuming was the application process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How helpful was the supporting documentation throughout the process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How helpful were the Office of Sport staff in providing information?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
--	-----------------------	-----------------------	-----------------------

In your opinion how could the application process be improved?

Funding Agreement Negotiation and Execution Process

Considering the Funding Agreement Negotiation and Execution process:

	Very	Somewhat	Not at all
How complex was this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How time consuming was this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How helpful was the supporting documentation throughout the process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How helpful were the Office of Sport staff in providing information?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion how could the Funding Agreement Negotiation and Execution process be improved?

Increasing Female Participation in Sport

What prompted you or your organisation to consider applying for this program?

In your opinion, in addition to sport facility and lighting upgrades, what else could be done to increase female participation in sport and active recreation?

Future funding rounds

Would you consider applying for future or similar rounds of the program if they were to become available?

- Yes
- No
- Don't know / not sure

Please tell us why you would consider making future grant applications. *(Tick all that apply)*

- Track record of success in securing Office of Sport funding
- Level of support from Office of Sport staff
- Design of Office of Sport grant programs
- Ease of use of SmartyGrants system
- Lack of alternative funding opportunities
- Other: Please specify _____

Please tell us why you would not consider making future grant applications. *(Tick all that apply)*

- Historic lack of success in securing Office of Sport funding
- Limited level of support from Office of Sport staff
- Poor design of Office of Sport grant programs
- Difficulty using the SmartyGrants system
- Other more appealing funding opportunities
- Other: Please specify _____

Further comments

Any further comments you would like to add about the program and/or the Office of Sport's grant programs more generally please add them here:

Survey 2 – Unsuccessful Applicants

Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program Survey

This independent survey aims to gather feedback on the NSW Office of Sport’s Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program.

This survey is seeking the opinions of sporting organisations and local councils that applied for grant funding.

It is part of an independent evaluation being undertaken by the Centre for Sport Business and Society (CSBS) at the University of Technology Sydney. We are interested in your opinions on the program and the process for applying for funding. Your feedback will help to improve future funding programs. Data collected from this survey will inform the process evaluation report that CSBS will prepare for the NSW Office of Sport.

The survey will take approximately 10 minutes to complete. There are a mix of multiple choice, short answer and yes/no questions.

You will only be asked questions relevant to you based on your previous answer. You can opt out of the survey at any time.

The survey can be completed on a desktop, laptop, or a mobile device.

For more information about the project, please click [here](#).

The survey is open until **dd/mm/yyyy**. Please respond to the questions as best you can.

We appreciate you taking the time to respond.

Survey Consent

I have read and understood the [Participant Information Sheet](#) provided for this survey or have had it read to me in a way that I can understand. I freely consent to participating in this survey.

Yes

No

Program Guidelines

How useful was the information in the [Program Guidelines](#) in helping you to understand what was required to submit an application? *(select one option per row)*

	Very useful	Somewhat useful	Not at all useful
Program objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design principles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Important dates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eligibility – applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eligibility – project types	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessment process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How to access program documents and further information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequently Asked Questions (FAQs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Were your questions about the program answered as a result of the information in the Program Guidelines and FAQs?

- Yes
- No

What questions did you have about the program that were not answered in the Program Guidelines or FAQs?

How could the information in the Program Guidelines and FAQs be improved?

In relation to the program funding levels outlined in the [Program Guidelines](#), how would you rate the following? (select one option per row)

	Too high	About right	Too low	Don't know
Total funding available for the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minimum grant amount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maximum grant amount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding contribution required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provision of Information by Office of Sport

Did you attend or view the online Information Session for the program?

- Yes
- No

What did you find beneficial about the online Information Session?

What would you improve about the online Information Session?

Did you contact the Office of Sport to enquire about the program or application process?

- Yes
- No

How did you enquire? (*Tick all that apply*)

- Phone
- Email
- Other: Please specify _____

How helpful did you find the Office of Sport's support in enabling you to prepare and submit your application?

- Very helpful
- Somewhat helpful
- Not at all helpful
- N/A - Don't know

Application Process

Considering the application process:

	Very	Somewhat	Not at all
How complex was the application process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How time consuming was the application process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How helpful was the supporting documentation throughout the process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How helpful were the Office of Sport staff in providing information?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion how could the application process be improved?

In terms of any future grant funding applications you might make to the Office of Sport, what sort of feedback would be the most useful in the event that you were unsuccessful?

Increasing Female Participation in Sport

What prompted you or your organisation to consider applying for this program?

In your opinion, in addition to sport facility and lighting upgrades, what else could be done to increase female participation in sport and active recreation?

Future funding rounds

Would you consider applying for future or similar rounds of the program if they were to become available?

Yes

- No
- Don't know / not sure

Please tell us why you would consider making future grant applications. *(Tick all that apply)*

- Track record of success in securing Office of Sport funding
- Level of support from Office of Sport staff
- Design of Office of Sport grant programs
- Ease of use of SmartyGrants system
- Lack of alternative funding opportunities
- Other: Please specify _____

Please tell us why you would not consider making future grant applications. *(Tick all that apply)*

- Historic lack of success in securing Office of Sport funding
- Limited level of support from Office of Sport staff
- Poor design of Office of Sport grant programs
- Difficulty using the SmartyGrants system
- Other more appealing funding opportunities
- Other: Please specify _____

Further comments

Any further comments you would like to add about the program and/or the Office of Sport's grant programs more generally please add them here:

Survey 3 – Incomplete Applications

Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program Survey

This independent survey aims to gather feedback on the NSW Office of Sport’s Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program.

This survey is seeking the opinions of sporting organisations and local councils that applied for grant funding.

It is part of an independent evaluation being undertaken by the Centre for Sport, Business and Society (CSBS) at the University of Technology Sydney. We are interested in your opinions on the program and the process for applying for funding. Your feedback will help to improve future funding programs. Data collected from this survey will inform the process evaluation report that CSBS will prepare for the NSW Office of Sport.

The survey will take approximately 10 minutes to complete. There are a mix of multiple choice, short answer and yes/no questions.

You will only be asked questions relevant to you based on your previous answer. You can opt out of the survey at any time.

The survey can be completed on a desktop, laptop, or a mobile device.

For more information about the project, please click [here](#).

The survey is open until **dd/mm/yyyy**. Please respond to the questions as best you can.

We appreciate you taking the time to respond.

Survey Consent

I have read and understood the [Participant Information Sheet](#) provided for this survey or have had it read to me in a way that I can understand. I freely consent to participating in this survey.

Yes

No

My application

Why did you choose not to start or complete your application to the NSW Office of Sport’s Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program? *(tick all that apply)*

There was not enough information provided about the program to make a decision

- The program was not relevant to our organisation aims and objectives
- The timelines were too short for us to complete an application
- We were not aware of the program until too late in the application process
- The timing of the deliverables were not viable
- We were not eligible to apply for the program
- We could not find or establish an appropriate partnership
- We could not afford the in-kind contributions
- The application process was too complex
- The application process/guidelines/criteria were not clear
- We did not have staff resourcing or expertise to complete the application process
- We were not able to secure the required documentations or approvals (e.g. DA)
- The program guidelines and/or FAQs were too confusing or did not provide sufficient information
- Other priorities took precedence
- Other: Please specify _____

Increasing Female Participation in Sport

In your opinion, in addition to sport facility and lighting upgrades, what else could be done to increase female participation in sport and active recreation?

Future funding rounds

Would you consider applying for future or similar rounds of the program if they were to become available?

- Yes
- No
- Don't know / not sure

Please tell us why you would consider making future grant applications. *(Tick all that apply)*

- Track record of success in securing Office of Sport funding
- Level of support from Office of Sport staff
- Design of Office of Sport grant programs
- Ease of use of SmartyGrants system
- Lack of alternative funding opportunities
- Other: Please specify _____

Please tell us why you would not consider making future grant applications. *(Tick all that apply)*

- Historic lack of success in securing Office of Sport funding
- Limited level of support from Office of Sport staff
- Poor design of Office of Sport grant programs
- Difficulty using the SmartyGrants system
- Other more appealing funding opportunities
- Other: Please specify _____

Further comments

Any further comments you would like to add about the program and/or the Office of Sport's grant programs more generally please add them here:

Survey 4 – Councils

Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program Survey

This independent survey aims to gather feedback on the NSW Office of Sport's Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program.

This survey is seeking the opinions of Councils that provided a letter of support for an application for funding through the program.

It is part of an independent evaluation being undertaken by the Centre for Sport, Business and Society (CSBS) at the University of Technology Sydney. We are interested in your opinions on the program and the process for applying for funding. Your feedback will help to improve future funding programs. Data collected from this survey will inform the process evaluation report that CSBS will prepare for the NSW Office of Sport.

The survey will take approximately 10 minutes to complete. There are a mix of multiple choice, short answer and yes/no questions. All questions beyond the consent question are voluntary.

You will only be asked questions relevant to you based on your previous answer. You can opt out of the survey at any time.

The survey can be completed on a desktop, laptop, or a mobile device. **The survey is anonymous** and the feedback you provide will not be linked to you, or your organisation.

For more information about the project, please click [here](#).

The survey is open until **dd/mm/yyyy**. Please respond to the questions as best you can.

We appreciate you taking the time to respond.

Survey Consent

I have read and understood the [Participant Information Sheet](#) provided for this survey or have had it read to me in a way that I can understand. I freely consent to participating in this survey.

- Yes
- No

Councils supporting applications

What were the main reasons that your Council provided a letter of support to application(s) seeking funding through the Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program? *(Tick all that apply)*

- Council is a landowner
- Council is a project partner
- Council co-contributed to the funding
- Council is the consent authority for the project
- Council is responsible for maintenance
- Council is responsible for other recurrent costs
- Only provided a letter of support
- Other: Please specify _____

Is there any financial impact on your Council associated with projects that were provided a letter of support?

- Yes
- No

What types of financial impact? *(Tick all that apply)*

- In-kind contribution to the project
- Funding co-contribution to the project
- Recurrent costs for the facility/lighting (eg. Electricity bills)
- Maintenance costs for the facility/lighting
- Consent authority for the project
- Other: Please specify _____

What motivated or convinced your Council to provide a letter of support to a funding applicant?

Does your Council have any concerns about the financial impact of supporting projects seeking funding through the Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program?

- Yes
- No
- Don't know / not sure
- N/A

Please describe your concerns.

Program Design and Objectives

To what extent do you agree with the following statements about the Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program? (*select one option per row*)

Impact on sport and community

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Allows new or improved sport facilities to be delivered that would not have otherwise proceeded.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides more opportunities for female participation in sport and active recreation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provides more welcoming, safe and supportive community places and spaces for women and girls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
---	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Impact on my organisation

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Enables us to provide better sport and active recreation facilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helps bring forward planned projects for new or improved sport facilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages us to consider ways to increase and maintain participation in sport and active recreation by women and girls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increases the number and type of safe, equitable, accessible, and inclusive sport and active recreation facilities we offer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enables positive sport and active recreation experiences for women and girls through our welcoming, safe and supportive community places and spaces.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In relation to the program funding levels outlined in the [Program Guidelines](#), how would you rate the following? *(select one option per row)*

	Too high	About right	Too low	Don't know
Total funding available for the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Minimum grant amount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maximum grant amount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding contribution required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Increasing Female Participation in Sport

In your opinion, in addition to sport facility and lighting upgrades, what else could be done to increase female participation in sport and active recreation?

Future funding rounds

In your opinion how could Councils be involved in future rounds of the program, if they were to become available?

Would you consider supporting grant applications for future or similar rounds of the program, if they were to become available?

- Yes
- No
- Don't know / not sure

Please tell us why you would consider supporting future grant applications. *(Tick all that apply)*

- Track record of success in securing Office of Sport funding

- Level of support from Office of Sport staff
- Design of Office of Sport grant programs
- Ease of use of SmartyGrants system
- Lack of alternative funding opportunities
- Other :Please specify_____

Please tell us why you would not consider supporting future grant applications. *(Tick all that apply)*

- Historic lack of success in securing Office of Sport funding
- Limited level of support from Office of Sport staff
- Poor design of Office of Sport grant programs
- Difficulty using the SmartyGrants system
- Other more appealing funding opportunities
- Other :Please specify_____

Further comments

Any further comments you would like to add about the program and/or the Office of Sport's grant programs more generally please add them here:

Survey 5 – Staff Involved in Implementation

Introduction

This independent survey aims to gather feedback on the NSW Office of Sport’s Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program.

This survey is seeking the opinions of Office of Sport staff involved in the design, development and/or implementation of the Program and assessment panel members.

It is part of an independent evaluation being undertaken by the Centre for Sport, Business and Society (CSBS) at the University of Technology Sydney. We are interested in your opinions on the program and the process for applying for funding. Your feedback will help to improve future funding programs. Data collected from this survey will inform the process evaluation report that CSBS will prepare for the NSW Office of Sport.

The survey will take approximately 10 minutes to complete. There are a mix of multiple choice, short answer and yes/no questions. All questions beyond the consent question are voluntary.

You will only be asked questions relevant to you based on your previous answer. You can opt out of the survey at any time.

The survey can be completed on desktop, laptop, or a mobile device.

The survey is anonymous and the feedback you provide will not be linked to you, or your organisation. For more information about the project, please see the [LINK: Participant Information Sheet].

The survey is open between (insert date dd//mm/yyyy and dd//mm/yyyy)

Please respond to the questions as best you can.

We appreciate you taking the time to respond.

Consent Section

Consent

I have read and understood the Participant Information Sheet provided for this survey or have had it read to me in a way that I can understand. I freely consent to participating in this survey.

Consent = yes/no (binary question)

[If yes continue to next page](#)

[If no go to thank you page at end of survey](#)

Back/save/next

Page

Survey Questions

Question 1. Which of the following best describes your primary role in the Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program:

Note: only one option can be chosen. (multiple choice)

Office of Sport staff – Grants team member	Go to question 2
Office of Sport staff – Non-Grants team member	Go to question 4
Grant Assessment Panel (GAP) member	Go to question 7

[Go to question 2](#)

Back/save/next

Page

Question 2. Did you have a role in receiving and/or answering questions from potential applicants about the program?

(yes/no – binary question)

[If yes show question 2a on the same page](#)

[If no go to question 3](#)

Back/save/next

Page

Question 2a. How frequently did potential applicants ask questions about the following elements of the program?

	Alot	Sometimes	Never	Don't know / not sure
	1	2	3	4
Program objectives				
Funding availability				
Design principles				
Important dates				
Eligibility – applicants				
Eligibility – project types				

Application process				
Assessment process				
How to access program documents and further information				

Other = short answer question	
-------------------------------	--

Back/save/next

Page

Question 3. Were you involved in preparing for or did you attend the Information Session for the program?

(yes/no – binary question)

[If yes show question 3a on the same page](#)

[If no go to question 4](#)

Back/save/next

Page

Question 3a. In your opinion, are there any ways that the Information Session could be done differently or improved for any future funding rounds?

(long answer question)

[Go to question 4](#)

Back/next/save

Page

Question 4. How satisfied were you with the process for the following? Note: all feedback provided is anonymous.

	Satisfied	Neutral	Dissatisfied	Don't know / not sure	N/A
Planning and designing the program guidelines					

Designing the merit assessment criteria					
Designing the assessment scoring guide					
Identification and management of risks for the grant program					
Process for managing grant applications					
Assessment process preparation					
Assessment panel preparation					
Eligibility checking process					
Preliminary merit assessment process					
Process for seeking clarifications from applicants during assessment					
Other = short answer question					

Back/next/save

Page

Question 5. How satisfied were you with the amount of time allocated for the following activities?

	Satisfied	Neutral	Dissatisfied	Don't know / not sure	N/A
Planning and designing the program guidelines					
Developing the Assessment Plan					
Period for accepting applications					
Assessment process preparation					
Assessment panel preparation					
Eligibility checking process					
Preliminary merit assessment process					

Seeking clarifications from applicants during assessment					
Other = short answer question					

Back/next/save

Page

Question 6. How satisfied were you with the level of resourcing allocated for the following activities:

	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Don't Know
Planning and designing the program guidelines				
Developing the Assessment Plan				
Period for accepting applications				
Assessment process preparation				
Assessment panel preparation				
Eligibility checking process				
Preliminary merit assessment process				
Seeking clarifications from applicants during assessment				

Other = short answer question	
-------------------------------	--

Back/next/save

Page

Question 7. Were you involved in assessing applications?

(yes/no – binary question)

[If yes show question 7a on the same page](#)

[If no go to question 8](#)

Save/next

Page

Question 7a. Considering insights that you have from reviewing the applications submitted to this program, to what extent do you think the following

	Very	Somewhat	Not at all	Don't know	N/A
	1	2	3	4	5
The application form aligned to the program guidelines					
Program objectives were understood by most applicants					
Funding thresholds were appropriate					
Design principles were understood by most applicants					
Eligibility of applicants was understood by most applicants					
Eligibility of project types was understood by most applicants					
Application process was understood by most applicants					
Most applications were of a high standard					
There was a good spread of applications across sporting types					
There was a good spread of applications across organisation types					
Other = short answer question					

[Those that identified themselves as Grant Assessment Panel Members should move directly to question 12](#)

[All others, go to question 9](#)

Back/next/save

Page

Question 8. Considering the program

	Very	Somewhat	Not at all	Don't know	N/A.
How complex do you feel the application process was for applicants?					
How helpful do you feel the online materials (website/FAQs) were in enabling applicants to submit their application?					
How helpful do you feel the program guidelines were in enabling applicants to submit their application?					
In your opinion do you believe the minimum and maximum grant amounts are reasonable?					
In your opinion do you believe the scale of the required financial co-contribution is reasonable as part of the grant funding?					
In your opinion how complicated is the funding agreement negotiation and execution process for applicants?					

Back/save/next

Page

Question 9. In your opinion how could the Program Guidelines be improved?

(Long answer question)

Back/save/next

Page

Question 10. In your opinion how could the application process be improved? (Long answer question)

Back/save/next

Page

Question 11. In your opinion how could the assessment process be improved? (Long answer question)

Back/save/next

Page

Question 12. In your opinion how could the funding agreement negotiation and execution process be improved? (Long answer question)

Back/save/next

Page

Question 13. In your opinion how could the milestone reporting and payment process be improved? (Long answer question)

Back/save/next

Page

Question 14. In your opinion how could the grant variation process be improved? (Long answer question)

Back/save/next

Page

Question 15. What could the Office of Sport do differently or better to support successful implementation of the program?

(Long answer question)

Back/save/next

Page

Question 16. What could the Office of Sport do differently or better to support successful delivery of the projects funded through this program?

(Long answer question)

Back/save/next

Page

Question 17. In your opinion what else could the Office of Sport be doing to increase female participation in sport? (long answer question)

Back/save/next

Page

Question 18. Any further comments you would like to add about the program or implementation process please put them here:

(Long answer question)

Back/save/next

Page

Survey Close

Thank you for responding to this survey. Should you have any questions please contact Michelle Roberson at the UTS on michelle.roberson@uts.edu.au.

The Centre for Sport Business and Society is an independent, non-profit research and advisory partnership between the UTS Business School and the UTS Institute for Public Policy and Governance (IPPG)

This study has been approved by the IPPG Low Risk Ethics Program. If you have any concerns or complaints about any aspect of this research, please contact IPPG Ethics Manager on ippg@uts.edu.au. Any matter raised will be treated confidentially, investigated and you will be informed of the outcome.



Centre for Sport, Business & Society

University of Technology Sydney

15 Broadway, Ultimo

PO Box 123

Broadway NSW 2007

Australia

www.uts.edu.au

