

Kingston Grants Program Policy

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1 Document Control

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RESPONSIBLE GENERAL MANAGER	General Manager Community Strengthening		
POLICY OWNER	Manager Inclusive Communities		
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2 Purpose

This Policy sets out the approach to Council's provision of financial assistance to the community through *grants*, as offered through the Kingston Grants Program.

3 Scope

3.1 Grants

This Policy applies to the *grant streams* listed below and further detailed at Appendix A: 'Kingston Grants Program – Grants Streams Overview' of this Policy.

- Community Small Grants
- Community Bi-Annual Grants
- Operational & Partnership Grants
- Community Festivals, Events & Creative Activities Grants
- Individual Development Grants.

This Policy also applies to any additional *grants* to those listed above that Council approves provision of in response to community need at any given time.

3.2 Council Representatives

This Policy applies to all Council officers, Councillors and external personnel who have responsibility for planning, assessing, deciding, managing and/or evaluating *grants* for any *activities* of any dollar value for, or on behalf of, Council.

3.3 Community Representatives

This Policy applies to community members who apply for (*applicants*) and/or receive (*recipients*) a Council *grant* for any *activities* of any dollar value, or who at Council's

discretion, are engaged by Council to contribute to assessing and making recommendations for *grants*.

4 Policy Details

The Kingston Grants Program plays an important role in enabling the delivery of *activities* for the benefit of the Kingston community, in alignment with Council's strategic directions, objectives and priorities (*strategic priorities*) as identified in the Council Plan and other strategic documents.

4.1 Strategic Context

Council provides *grants* consistent with the following Council *strategic priorities* under the Council Plan 2021-2025:

- Liveable: Our city will be a vibrant, enjoyable, and easy place to live.
- Sustainable: We prioritise our environment and reduce our impact on the earth.
- **Prosperous:** We will embrace the concept of a 20-minute neighbourhood, support the ongoing process of decentralisation and support people to live and work locally.
- **Healthy and Inclusive:** We are progressive, inclusive and prioritise wellbeing of all members of our community.
- Safe: Our community will feel safe, and be safe, in all aspects of their lives.
- Well-Governed: Council will be collaborative, accountable, transparent, well-informed and efficient.

The latest published Council Plan, together with supporting policies, strategies, and action plans can be found on Council's website at: www.kingston.vic.gov.au/council/council-documents/plans-policies-and-reports.

4.2 Objectives

The Kingston Grants Program aims to:

- Assist the delivery of Council's strategic priorities
- Provide fair, inclusive, and equitable opportunity for the Kingston community to seek financial assistance through *grants* from Council
- Support a diverse range of *organisations*, individuals, and *activities*, that respond to identified local needs and achieve positive outcomes for the Kingston community
- Commit to processes that support sound management and governance of *grants*.

4.3 Guiding Principles

The following principles underpin Council's overall approach to the provision of *grants*:

- Access: Our community should be aware of grant opportunities. The application
 process should be easy, and applicants should have the resources and support to
 apply
- **Equity:** Our *grants* will meet the needs of those in the community who will get the greatest benefit from financial support
- **Inclusion:** Application and assessment processes should remove barriers and reduce discrimination for people with disabilities, young people, older people, women, LGBTQIA+, Indigenous people, and people from multicultural backgrounds

- Diversity: People from diverse backgrounds should be specifically made aware of grants, and recipients should represent the diversity of Kingston's community
- **Good Governance:** The administration of *grants* should provide equity of *grant* allocations and reduce risk to Council.
- **Strategic Alignment:** Grants programs should be aligned with Council's strategic direction.

4.4 Funding Priorities

Council supports the best use of funds through *grants* to maximise benefits for the Kingston community. Council may establish funding priorities from year-to-year for consideration in the *assessment* process across the Kingston Grants Program and available *grant streams*. Any applicable funding priorities will be set out in published Program Guidelines.

4.5 Eligibility

Grants provided by Council have minimum eligibility requirements set out below. Detailed guidance on who can apply and what can be applied for in each applicable *grant stream* is set out in published Program Guidelines.

4.5.1 Minimum eligibility for organisations

Organisations must:

- Be legally constituted as an incorporated association, company limited by guarantee, or Aboriginal Corporation, or auspiced by another legally constituted organisation (auspice) for the activity proposed in the application
- Be not-for-profit and managed by a volunteer board/committee of management or auspiced by a not-for-profit organisation managed by a volunteer board/committee of management
- Be financially solvent
- Be physically located within the City of Kingston geographical boundaries or if located outside the City of Kingston geographical boundaries, have a majority number of Kingston residents (e.g. more than 50% of active members or participants) or be able to demonstrate significant benefit to the Kingston community
- Provide current public liability insurance with a level of cover appropriate to the activity/program (new community group applicants seeking start-up support are exempt)
- If a Council tenant, be in compliance with all requirements within the tenancy agreement
- Have no overdue grant acquittals and have successfully acquitted previous grants received
- Have no outstanding debts owing to Council, or have entered into a payment plan
- Have no active breaches against the obligations of Consumer Affairs Victoria, the Australian Not-for-Profit and Charities Commission, or the Australian Securities and Investment Commission, as applicable
- Have not received a grant for the same or similar activity from another Kingston
 Grants Program grant stream or other Council funding source in the same financial
 year running July to June

- Submit a complete application within the advertised application opening period, including attachments or other supporting information requested by Council. Late applications due to exceptional circumstances can be assessed by the Manager Inclusive Communities. Further information is outlined in the in published Program Guidelines
- Meet any nominated co-funding requirement set out in published Program Guidelines

4.5.2 Minimum eligibility for individuals

Individuals must:

- Be a resident of the City of Kingston, meaning anyone who lives in Kingston
- Have no overdue grant acquittals and have successfully acquitted previous grants received
- Have no outstanding debts owing to Council, or have entered into a payment plan
- Have not received a grant for the same pursuit or activity from the Kingston Grants
 Program or other Council funding source in the same financial year running July to
 June.

4.5.3 Ineligibility for organisations and individuals

Council will not consider:

- Applications to different grant streams by any one applicant for the same activity in any one financial year running July to June
- Applications that do not comply with public health directions, and human rights and responsibilities
- Religious or political organisations for core operating and administration costs not directly related to the activity
- Religious or political organisations for *activities* related to worship, congregation, secular promotion, protest, or campaigns
- Schools for curriculum-based activities or where the outcome is confined to the school property or school community
- Operational funding for Organisations where this is considered the core responsibility
 of State or Commonwealth Government or non-government entities, or that seek to
 replace or substitute discontinued or decreased funding from State or
 Commonwealth Government or non-government entities
- Activities for Organisations where this is considered the core responsibility of State or Commonwealth Government or non-government entities, or that seek to replace or substitute discontinued or decreased funding from State or Commonwealth Government or non-government entities
- Organisations that receive a direct income from gambling activities, undertake or promote gambling
- Activities that undertake or promote gambling
- The lease/hire or use of a venue with gaming machines or other forms of gambling, unless the venue offers a unique setting and there is no viable alternative
- The purchase of fireworks, alcohol, tobacco, or e-cigarettes
- Costs incurred by an applicant in preparing an application or due by an applicant if

their application is successful, including professional grant writer fees¹

- Recurrent or ongoing building maintenance costs
- Capital works for assets that are of a commercial nature, not accessible to the community, or outside the geographical boundaries of the City of Kingston
- Major capital works
- Permanent public art installations
- The purchase of trophies, prizes, awards or items related to fundraising activities
- Hire of venues that are inappropriate for the nature of the activity, owned by the applicant, or outside the geographical boundaries of the City of Kingston
- Funding requests above the published amount available
- Retrospective funding i.e. spending of funds for activities that have already occurred before notification of a grant being approved and a funding agreement entered into
- Applications not made through the official Council application process.

4.6 Good Governance

Council will ensure high standards of governance are upheld in the provision of *grants*. Our approach to *grants* governance activates the Guiding Principles at <u>section 4.3</u> of this Policy, and is guided by Australian Standard AS 8000 that sets standards in relation to governance, including probity assurance.

Transparency and accountability

- o All grants available will be promoted to the community.
- Approved grants will be published to the community².
- Program Guidelines will be developed and published for all grant streams and grant categories determined by Council.
- o Program Guidelines will provide information about:
 - All grant streams and grant categories available
 - The application process
 - Eligibility requirements as to who can apply and the types of activities and expenses that can be considered
 - Assessment criteria and process
 - Funding priorities
 - Timelines
 - General conditions that apply to grants
 - Reporting and acquittal requirements
 - Support available for applicants.
- Unsuccessful applicants will be able to seek feedback on the reasons their application was unsuccessful.
- o Recipients must enter into a funding agreement with Council before any

¹ Council officers can provide support to interested *applicants* with writing an *application* to the Kingston Grants Program.

² Council will not publish the names or other details of individual *recipients* without permission, for privacy and safety reasons.

- monies are released.
- Any variation to a *grant* approved by Council must be requested in writing by the *recipient* and approved by Council officers. A variation may relate to time, value or scope.
- Recipients must acquit their grant to ensure that the grant received has been spent in accordance with this Policy, the published Program Guidelines, and in accordance with the funding agreement.
- Unspent funds must be returned to Council.

Fairness and equity

- Council will ensure that grants are equitably available to a diverse range of organisations and individuals across a broad range of activities that are consistent with Council's strategic priorities.
- Available grants will be widely promoted to the community using multiple channels to reach as many people as possible. This includes (but is not limited to) Council's website, Council's eNews, Council's social media, advertisement in local newspapers, direct e-mail to previous applicants and recipients, notices across Council's community hub locations, and provision of information sessions.
- Council will provide application development support and links to language and accessible services to assist applicants who are from non-English speaking backgrounds, or have a vision or audio impairment.
- Council will make its best efforts to remove barriers and discrimination in the grants process. This includes (but is not limited to) where barriers arise due to language, culture, mobility, disability, age, gender, safety, and technology access and literacy.
- Application, assessment, funding agreement, and acquittal requirements will be proportionate to the monetary value and risk level of a grant requested or received.
- All applications will be considered using the same eligibility and assessment criteria for the applicable grant stream set out in published Program Guidelines.
- Applicants and recipients must demonstrate that their activity is made available to the community without discrimination on the basis of access, equity, and human rights and responsibilities.
- Whilst Council's funding decisions are final, applicants can choose to contact Council to appeal a funding decision, to be dealt with in accordance with Council's Complaints Policy.

• Impartiality and ethical conduct

- Council will offer grants without bias to maintain trust in the application and assessment process.
- Council will ensure that collusive or otherwise unethical behaviours that may lead to bias or undue influence are well-managed by ensuring that applications are considered on their merits consistent with published Program Guidelines.
- The assessment process will ensure separation between those that assess and make recommendations on applications and those that decide on applications.
- Council will establish a Grants Assessment Panel to assess and make

KINGSTON GRANTS POLICY CITY OF KINGSTON recommendations on *applications* that are determined to be higher value/higher risk (i.e. *applications* to Operational & Partnership Grants, Community Bi-Annual Grants, and Community Festivals, Events and Creative Activities Grants). This panel will operate to a documented Terms of Reference.

- Council will appoint an independent probity representative to observe meetings of Council's Grants Assessment Panel, where this panel is used in the assessment process and in accordance with the Terms of Reference of this panel.
- All funding decisions will be recorded. If a funding decision is inconsistent
 with a funding recommendation, the reason for this difference will also be
 recorded.
- Letters of support from Councillors submitted with an application by applicants will not be considered during the assessment process.
- No funding recommendations will be presented to Councillors for decision at the time of Council elections, in accordance with Council's Election Period Policy.
- As recommended in the VAGO Fraud Control Over Local Government Grants report, Council will develop mandatory training for staff and Councillors that covers:
 - Declaring and managing conflicts of interest
 - Fraud risks specific to grant programs
 - The council's relevant policies and procedures.

Value for money

- Council will obtain best value in the use of public funds in the way it provides grants. This will be done in accordance with Council's strategic priorities set out in the Council Plan, and in alignment with published Program Guidelines and agreed processes set out in Council's Grants Practice Manual.
- Applications will be considered against financial and non-financial value-formoney considerations, expressed in formula funding approaches and as assessment criteria set out in published Program Guidelines.
- Council will consider the monetary value of grants in its expectations of community benefit that can reasonably be delivered through the activity.
- Council will ensure that periodic evaluation of the benefits and outcomes achieved from *grants* is undertaken.

Conflict of interest management

- In line with expected conduct standards for Councillors and Council officers, Council will proactively manage actual, potential or perceived conflicts of interest when assessing, making recommendations, and deciding on applications.
- Any person involved in assessing, making recommendations, and deciding on applications will be subject to Council's conflict of interest declaration and management process for grants set out in Council's Grants Practice Manual and in accordance with Council's Conflict of Interest Policy.
- Councillors will be subject to standing conflict of interest declaration and management processes where recommendations are presented to a meeting of Council for decision.

Confidentiality management

- Notwithstanding Council's commitment to transparency, some information collected, developed and held in relation to applications, applicants, recipients, and acquittals, needs to remain confidential as per the Local Government Act 2020 (VIC), to uphold grants process integrity.
- Council will use appropriate systems and procedures, including access permissions and controls, to ensure the security and disposal of *grants* information.
- o Information about *grants* will only be shared on a need-to-know basis with time limits imposed to access certain information, as appropriate.
- Any person involved in assessing, making recommendations, and deciding on applications or otherwise having access to grants-related information will be subject to Council's conduct and policy requirements for handling Council information.

4.7 Budget

Council allocates an annual funding pool for distribution across the nominated *grant streams* in accordance with Council's annual budget planning process.

For nominated multi-year *grant streams*, Council makes a multi-year budget commitment for allocation through the annual funding pool for distribution.

Council will reserve the right to target funding to areas that align with its *strategic priorities* or other identified emerging need. The community will be notified of such preferences through published Program Guidelines.

4.8 State of Disaster, State of Emergency or Critical Incidents

Council will reserve the right to adopt streamlined and flexible *grants* processes to facilitate an immediate response to an emergency, crisis or disaster.

This includes, but may not be limited to, instances where a State of Disaster or a State of Emergency is declared under the *Emergency Management Victoria Act 2005* (Vic) or *Public Health and Wellbeing Act 2008* (Vic).

For all such events and incidents, Council officers are required to deliver *grants* as directed by Council's Chief Executive Officer, or their delegate, and in accordance with Council's Instruments of Delegation.

4.9 Relationship to Other Funding Programs

4.9.1 Kingston Charitable Fund

Established in 2006, the Kingston's Charitable Fund operates as a not-for-profit independent organisation from Council. Its purpose is to raise and distribute funds to community organisations with Deductible Gift Recipient (DGR) and Tax Concession Charity (TCC) status (i.e. charitable organisations).

The Kingston Charitable Fund is responsible for setting its own guidelines regarding its funding priorities, application methods, assessment and approval processes, and final distribution of funds. While Council is represented on the Charitable Fund Committee and

plays an integral supporting role including promotion of funding opportunities available, it does not have direct management over the use and distribution of the funding pool.

4.9.2 Other Funding Sources

Where appropriate, Council at its discretion may:

- Transfer or delegate a funding request to another Council program for consideration
- When assessing a request for any Council grant, consider and advise an applicant
 of alternative means of funding or in-kind support that may be appropriate for the
 nature of the application submitted. This support may be within or external to
 Council.

4.10 Review and Evaluation

From time to time, circumstances may require minor administrative changes to this Policy. Changes to this Policy that are not considered material, will be made administratively, such as updates to Council department or position title names, legislative amendments affecting the name of the legislation, updates to *strategic priorities* aligned to the latest Council Plan, or operational details relevant to *grant streams* or *grant categories* including (but not limited to) names and funding amount thresholds. Any other changes that materially impact this Policy's intent must be considered by Council.

The Kingston Grants Program and its *grants streams* will undergo periodic review to ensure they remain responsive to Council's *strategic priorities* and the community's needs. Council uses information collected in the *grants* process and through targeted consultation as required to inform continuous improvement in how *grants* are provided. The information will be considered against the objectives for the Kingston Grants Program outlined in this Policy.

Every four years, in line with Council Plan timeframes, Council will undertake a formal review of its *grants* against an evaluation framework. This evaluation will help guide future decisions about *grants* by Council.

5 Delegation Authority and Decision Guidelines

Authority for any decisions in relation to this Policy vests with:

General Manager Community Strengthening.

5.1 Delegations/Authorisations

Operational & Partnership Grants, Community Bi-Annual Grants, and Community Festivals, Events and Creative Activities Grants will be assessed by a Grants Assessment Panel who make recommendations to Council for their authorisation by way of funding decision.

Council delegates the making of funding decisions to:

- The Manager Inclusive Communities, Team Leader Community Capacity and partnerships, and Coordinator Community Capacity for Individual Development Grants; and as per below for Community Small Grants:Successful funding outcomes by Council officer(s)
 - Not recommended funding outcomes to be by decision at a meeting of Council.
- The Chief Executive Officer, or their delegate, in the event of a State of Disaster, State

of Emergency or Critical Incidents in accordance with section 4.8 of this Policy.

Where funding decisions differ from Assessment Panel recommendations, Council will provide their reasons for amending recommendations.

5.2 Exemptions

Exemption to this Policy must be requested in writing to the Manager Inclusive Communities, with information outlining:

- The requesting Council officer and department
- The nature of the grants
- Reason(s) as to why an exemption required
- Sign-off by the Manager of the requesting department.

Requestors should note that exemption is not automatic and is subject to consideration in accordance with Council's Grants Practice Manual and will only be considered in exceptional circumstances.

5.3 Human Rights Charter

This policy has been reviewed against and complies with the Charter of Human Rights and Responsibilities 2006.

6 Related Documents and Resources

Legislation / External Documents

Key relevant legislation and external documents include (but are not limited to):

- Local Government Act 2020 (Vic), with specific reference to:
 - o s47 Delegations by Chief Executive Officer
 - o s49 Code of conduct for members of Council staff
 - o s53-54 Audit and risk committee
 - o s55-58 Community accountability
 - o s70 Prohibition of Councillor discretionary funds
 - o s107 Complaints policy
 - o s123-125 Improper conduct
 - o s126-131 Conflict of interest
 - o s137-138 Gifts
 - s139-140 Councillor conduct
- Associations Incorporation Reform Act 2012 (Vic)
- Australian Standard AS 8000
- Charities Act 2013 (Cth)
- Charter of Human Rights and Responsibilities
- Child Safe Standards
- Corporations Act 2001 (Cth)

- Emergency Management Victoria Act 2005 (Vic)
- Equal Opportunity Act 2010 (Vic)
- Gender Equality Act 2020 (Vic)
- Associations Incorporation Reform Act 2012 (Vic)
- Occupational Health and Safety Act 2004 (Vic)
- Privacy Act 1988 (Vic)
- Privacy and Data Protection Act 2014 (Vic)
- Public Health and Wellbeing Act 2008 (Vic)
- Racial and Religious Tolerance Act 2001 (Vic)

Internal Documents

Key relevant internal documents include (but are not limited to):

- Child Safe Policy
- Complaints Policy
- Conflict of Interest Policy
- Council Plan 2021-2025 and supporting policies, strategies and action plans
- Election Period Policy
- Fraud and Corruption Policy
- Grants Practice Manual
- Grants Assessment Panel Terms of Reference
- Grant stream:
 - Application form
 - o Eligibility check form
 - o Assessment form
 - o Funding agreement
 - Acquittal form
 - Conflict of interest declaration
- Instruments of Delegation
- Leasing Policy
- Program Guidelines

Resources

For all Kingston Grants Program information including this Policy, the Program Guidelines, and supporting guidance, please refer to Kingston's website: https://www.kingston.vic.gov.au/community/grants

This Policy is available in a variety of formats including hard copy, electronic, and large print from Council's website and Community Grants Officers - 1800 635 356. For translation services please call TIS on 131 450.

7 Definitions

Activity A service, program, project, festival, event, or other pursuit that is

the subject of an application or grant.

Acquittal Information provided by a *recipient* that ensures that funds have

been spent and administered in line with the conditions of

the *grant*.

Applicant An organisation or individual who applies for a *grant*.

Application The formal documented request for a *grant* submitted by an

applicant, typically in response to a set of questions and

information requested.

Auspice An agreement where one organisation agrees to apply for and

manage a grant on behalf of another organisation. The auspice is

responsible for financial and acquittal requirements.

Funding agreement

Sets out the general terms and conditions, additional terms and conditions and schedules relevant to the funded *activity*.

Grant Money given to organisations or individuals for a specified

purpose that is consistent with and helps achieve priority objectives and outcomes of both Council and the organisation or

individual.

Grant category Refers to a specific offering under a *grant stream*. At times, they

may have further specified objectives.

Grant stream A specific offering under an umbrella *grants* program tied to

specific objectives.

Incorporated Incorporated under the Associations Incorporation Reform Act

2012 (Vic) or other relevant legislation.

Major capital works

In the context of this Policy, includes any one-off new, extension, or improvement works to buildings or grounds assets where:

 the value of the works is more than 5% of the value of the asset that would be received at the time of disposal by Council, and/or

 Council has already committed budget for the works in Council's forward Capital Works Program.

Minor capital works

In the context of this Policy, Minor Capital works includes the renewal of fitted or fixed equipment or furnishings for community use (such as netting behind goal posts, goal post installation, fencing, carpet replacement, lighting upgrades, playing surface upgrades, kitchen upgrades, electronic scoreboards, painting a hall, and seating), where the total project value is less than \$50k.

Organisation An entity consisting of a group of people that has a shared purpose

and carries out *activities* in support of the shared purpose. In context of this Policy, it includes community groups and clubs.

Recipient An organisation or individual who receives a *grant*.

Strategic priorities

Collective term referring to Council's strategic directions, objectives and priorities as set out in the Council Plan and supporting policies, strategies, and action plans.

Grant stream	Operational & Partnership Grants	Community Bi-Annual Grants	Community Small Grants	Individual Development Grants	Community Festivals, Events &
Orani Stream	Operational & Farthership Grants	Community Bi-Aimaai Grants	Community Chian Crants	marvada bevelopment Grants	Creative Activities Grants
Focus	Operational/activity support	One-off activity support	One-off activity support	One-off activity support	Festival/event support
Description	Support provision and development of key community services, programs and other initiatives that align with Council's strategic priorities.	Support delivery of projects and activities that align with Council's strategic priorities.	Support smaller scale projects and activities that strengthen community participation, help the environment, improve group sustainability.	Support individuals to compete, perform or represent at a State, National or International level in their chosen discipline.	Support event organisers to establish and deliver safe, successful, and sustainably operated festivals events in Kingston that showcase Kingston's diversity, talents, and uniqueness.
Who the grants are for	Incorporated not-for-profit organisations	Incorporated, not-for-profit organisations; & Incorporated artists/creative businesses	Not-for-profit organisations; & community groups seeking Incorporation	Individual residents	Incorporated, not-for-profit organisations
Categories	Community Centres & Neighbourhood Houses	Community Projects & Programs Small Community Festivals & Events	Community Projects & Programs Community Celebrations Small Equipment Capacity Building Start-up Support	Achievement	No categories but can support larger community festivals, events and creative activities.
	 Multicultural / Seniors (all groups will be invited) 				
	Specialist Community & Welfare Service Organisations	Minor Capital WorksArts Projects & Programs			
	Community Interest Organisations				
Amount (ex GST unless specified)	Council will commit 3 years of funding to be paid annually. No Annual Indexation will be applied to the funding amount granted. Funding amounts will be determined by category.	\$2,001-\$10,000	Up to \$2,000	Up to \$600 incl. GST (+25% financial hardship benefit, if applicable)	Up to \$25,000 per annum. No Annual Indexation will be applied to the funding amount granted.
	The following categories will be based on funding formula: Community Centres & Neighbourhood Houses				
	 Multicultural / Seniors (all groups will be invited) 				
	The following categories will be based on the amount requested and assessment against funding criteria: Community Welfare Service Organisations				
	Community Interest Organisations				
Term	3 years in the first year, 2 years in the second year, 1 year in the third year of the 3 yearly funding cycle.	1 year	1 year	On activity completion	3 years in the first year, 2 years in the second year, 1 year in the third year of the 3 yearly funding cycle.
Frequency offered	Always open (assessed once a year)	Bi-annual (assessed every 6 months)	Always open (assessed every month until monthly funding pool is exhausted)	Always open (assessed every 4 weeks or until quarterly funding pool is exhausted)	Always open (assessed once a year)
Application process	Invited, formula-based funding allocation	Open, merit-based assessment Application form, online.	Targeted, merit-based assessment	Open, merit-based assessment Application form, online.	Targeted, merit-based assessment

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on. Panel recom	mendation. Councillors at a meeting Successful fur Council officer Not recommer outcomes by 0 meeting of Co	nding outcomes by r(s) per delegations. Indeed funding Councillors at a souncil. ed to Council on Decision by Councidelegations. Report provided to funding outcomes.	Panel recommendation. Decision by Councillors at a meeting of Council.
Funding Agr	eement Letter of Offer	Letter of Offer	Funding Agreement
Final Report Financial Ac	' '		
es Inclusive Co	mmunities Inclusive Com	munities Inclusive Communi	ities Inclusive Communities
•	Financial Acc s Inclusive Col	Financial Acquittal Financial Acquittal Financial Acquittal Inclusive Communities Inclusive Com	Financial Acquittal Financial Acquittal (Light) Financial Acquittal