



CITY OF

YaRRA

Community Grants Handbook



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Glossary

CALD	Culturally and Linguistically Diverse
EFT	Electronic Funds Transfer
EOI	Expression of interest
NFP	Not-For-Profit organizations
SPG	Small Project Grant
VAGO	Victorian Auditor-General's Office
VLGA	Victorian Local Government Association
CGP	Yarra Community Grants Program

Note

This Handbook is intended to complement the Grant Program Guidelines for each of the Community Advocacy Programs and to provide the rationale and policy basis for the guidelines.

It should be read together with the Guidelines to provide a full picture of the Yarra Community Grants Program.

Cover Image

Chinese Youth Society Association, performing at cohealth's Lunar New Year event 2017. The Lions' Dance is a token of happiness and wealth, and health, pictured here with the Laughing Boudha. The beautiful round Lettuce is a symbol of the earth and of the lovely sustained healthy environment.

Image courtesy of cohealth.

1. Introduction

The City of Yarra Community Grants Program (CGP) provides financial support to the local community and is one of the key ways that Yarra City Council recognises and supports the contribution of the Not-For-Profit (NFP) voluntary and community sector.

There is a strong, diverse and active NFP sector in the City of Yarra. Council has a proud history of working with the sector and continues to work together in partnership with these organisations to meet the needs of local residents and to deliver the best services possible. The NFP sector enriches the social fabric of Yarra and promotes active community participation. Council is committed to providing financial support, through CGP and in-kind support, and places a high value on the NFP sector's ongoing contribution to the Yarra community.

Providing grants funding to NFP organisations and community groups assists Council to address municipal aims identified in the Council Plan, as well as other plans and strategies. The NFP sector has a rich history of innovation in promoting community participation and civic engagement. The contribution of community organisations to developing, coordinating and managing the many activities funded by CGP is recognised and respected by Council.

2. Purpose of the Yarra Community Grants Program

The reason Council provides financial support to locally-based NFP groups and community organisations is to support the development and implementation of initiatives that strengthen the community and promote community health and wellbeing.

The grant program aims to address the social needs of the community across a range of areas including arts and culture, the environment, community development, sport and recreation, youth and community justice initiatives.

The ultimate aim of the grant program is to improve the long term economic outlook for local families and businesses by strengthening the capacity of the local NFP sector as well as investing in local festivals and events that attract visitors.

3. Community Grants Policy

The CGP provides financial and in-kind support for community initiatives and projects that work to address local needs, build local capacity, strengthen local diversity and enhance the health and wellbeing of residents. These objectives are consistent with the aims of the *Local Government Act 1989* (the Act) and the Yarra Council Plan.

The CGP supports the strategic objectives set within Council documents, such as the Council Plan, and enables Council to fulfil its roles, listed in the Act, which are:

- advocating in the interests of the local community to other communities and governments;
- acting as a responsible partner in government by taking into account the needs of other communities; and
- fostering community cohesion and encouraging active participation in civic life.

4. Community Grants Strategic Objectives

The Yarra Community Grants Program is based on community development principles such as community empowerment, civic participation and the promotion of human rights.

The strategic objectives of the grants program are designed to support the values of social justice, social inclusion, procedural transparency, accessibility, effectiveness and equity.

Yarra Community Grants Program Strategic Objectives

Partnerships and Collaboration

- Develop partnerships between Council and community groups to achieve the strategic direction of Yarra City Council.
- Support ongoing partnerships between community groups and Council.

Capacity Building

- Support community groups in their functions, develop leadership skills and increase community participation rates.

Social Inclusion

- Direct resources towards identified needs, emerging and specific, that support disadvantaged groups.

Adding Value

- Direct Council resources in ways that advance community expertise, capacity, networks, resources and innovation.

Transparent and Accountable Organisation

- Comply with the Victorian Auditor-General's Office requirements and Yarra City Council's audit requirements.
- Build community trust in the grants process.

Innovation

- Develop a positive approach to the resolution of local social issues.

Reflection and Learning

- Evaluate and implement learning for continual improvement of CGP.

5. Context of the Yarra Community Grants Program

Yarra City Council has gained considerable knowledge and understanding in the administration and provision of community grants over many years. This is reflected in the grants program which is made up of a variety of grants and other capacity building programs that either stand-alone (i.e. Small Grants Program) or are related to each other.

Sitting within the broader Yarra Community Development Programs, there are five funding streams that make up CGP. The seven separate funding streams are as follows:

- Small Project Grants
- Annual Grants
- Investing in Community Grants
- Richmond and Collingwood Youth Program Grants
- Creative Yarra Grants
- Community Partnership Grants
- Discounted Town Hall Use for Community Events

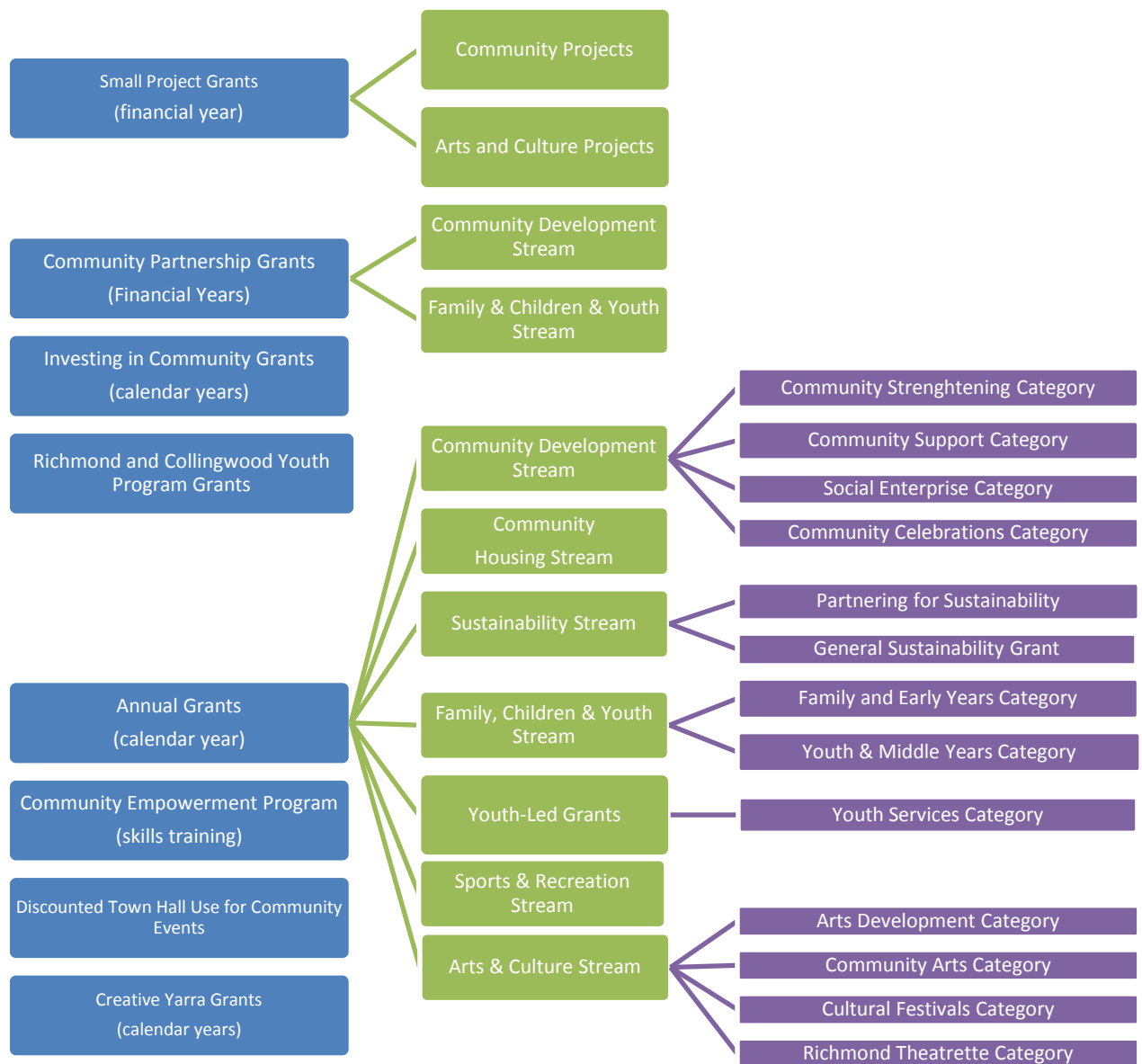


Figure 1 – Yarra Community Development Programs

6. Community Development Aims

The CGP plays a powerful role in supporting community development. Grants are an investment in the community, which seek to strengthen community organisations and build relationships between these groups and Council. Community grants are an important part of the suite of community development tools that include training, networking and advocacy. Together, these community development tools build community capacity and strengthen community connections with Council.

The CGP provides the opportunity for community members to bring their own project ideas into reality. The grants program enables individuals, groups and organisations to run projects that meet community needs they have identified, that benefit specific groups and the broader Yarra community. These benefits include:

- **Relationship Building:** The CGP facilitates collaborative relationships between Council and community members in order to achieve mutual goals.
- **Good Stewardship:** The CGP enables Council to mitigate the financial risk that many NFO organisations and community groups face; and to direct public funds in a responsible manner to fund relevant and contemporary community activities and projects.
- **Community Ownership:** The CGP facilitates novel and tailored responses to sometimes complex community issues, so that individuals, community groups and NFP organisations, who know their own community needs, can find their own solutions which Council can then endorse.
- **Grassroots Support:** Council supports the community by providing the resources with which to pursue original ideas, regular events and community building projects. Being community led, grant funded projects also alert Council to newly emerging matters.
- **High Social Return:** The CGP makes a variety of community projects possible; the program also supports community members and groups to run successful activities and events. This builds the skills base within community organisations and equips volunteers.

Council also offers discounted use of town hall meeting rooms, for one event per year, to NFP community groups in the City of Yarra under the **Discount Town Hall Use for Community Events** scheme. For further information and to obtain an application form, please contact Venues and Events on 9205 5220.

Council may cover the full cost of hall hire for annual grant recipients who apply for the **Annual Grant Council Facility Subsidy** at the time of making their annual grant application. This application is submitted as part of the annual grant application.

Under both these schemes, a refundable bond is still required and Venues & Events may also require groups to pay for insurance and security in line with their policies.

6.1. Purchasing Services versus Community Grants

It is important to note that CGP is a grant's funding program, and does not involve the purchase of services. The Community Grants Program is an investment which seeks to strengthen community groups and organizations and build relationships between these groups and Council.

The main differences between community grants and purchasing services can be summed up as follows.

Purchasing Services	Community Grants
<ul style="list-style-type: none"> ▪ The purchase of products and services is directed by Council on behalf of the community. ▪ Community members and organisations are not involved in this process, unless Council is able to purchase goods or services from a local community provider. ▪ Council enters into an agreement with the supplier when it purchases a product or service. ▪ Council manages delivery of the product or service under its procurement process. 	<ul style="list-style-type: none"> ▪ Community groups and organisations provide direction for the CGP funding. ▪ CGP applicants identify community needs, and design and carry out the project to meet that need. ▪ The application must fall within the parameters set by Council, i.e. Council policy. ▪ CGP allows applicants to develop projects through a set of criteria set by Council and consistent with Council policy. ▪ The funding agreement is used to ensure that grant monies are spent as agreed under the contract by the parties.

6.2. Best Practice

Yarra City Council is committed to providing high quality service in all its operations. The CGP was developed to provide the local community with a grants funding program that is readily accessible, open and transparent.

The Victorian Local Government Association (VLGA) best practice framework¹ provided the basis for grant making and clarified the role and value of local government as providers of community grants.

The framework acknowledges the value to communities of projects that are delivered by local people and the important part that grants play in facilitating activities and programs that strengthen communities.

We strive for continual improvement in the design and management of our grant programs in line with current best practice guidelines of the Australian Institute of Grants Management.²

*Communities are strengthened by local people coming together to run activities and deliver programs **developed by them for their community**. This is the essence of the important social capital needed to break down isolation, build neighbourliness and strengthen communities. This kind of community infrastructure has been linked to positive outcomes in terms of supporting families and reducing crime.*

(Best Practice Framework, 2002. P.7)

¹ *Best Practice in Local Government Community Grants Programs, A framework for community grants programs that enhance democracy and strengthen community* (2002).

² AIGM, *Grant Making Manifesto* (2011).

<http://www.ourcommunity.com.au/files/aigm/AIGMGrantmakingManifesto.pdf>

6.3. Pilot Projects and Seeding Grants

Yarra City Council is able to build relationships and trust with community groups and organizations through the CGP. By providing 'seeding' grants, pilot projects can be started that present an opportunity for community groups to form and build a relationship with Council. An example might be a new or relatively unknown group who apply for a Small Project Grant (SPG) that enables them to get a project off the ground. Council provides the small initial sum that the group needs to deliver the project, and in the process Council and the community group develop a working relationship and learn about one another.

These pilot projects can lead to bigger, more complex projects once trust and expertise are established. SPGs allow project managers to develop small projects, appropriate to the level of experience and skills development.

Later, further projects can be supported with larger grants as skills are developed and the relationship is strengthened.

Together Council and the community group have invested and achieved a shared aim by providing the project to the community. Council contributed funding, expertise and contract administration. The community organisation contributed project planning, staff/volunteers, coordination, creativity and a suitable skills base.

6.4. Managing Risk



Risk management is an integral part of effective public administration of a grants program. The importance of appropriate risk analysis to informing sound grants administration is reflected in principles which focus on achieving the outcomes required by government in a manner that maximises transparency, accountability and cost-effectiveness from the perspective of both the community and the Council. Risk management involves the systematic identification, analysis, treatment and allocation of risks, both in relation to the overall design of a grant program and in the assessment and, where relevant, administration of individual grants. Some risks are associated with providing community grants; however there are also a number of opportunities to mitigate any risks which may be encountered.

Risk Management Strategies CGP

Grant Size:	<ul style="list-style-type: none">• The amount of funding provided and the duration of the project can vary depending on the applicant's demonstrated capacity to deliver.• This depends upon the applicant's ability to demonstrate:<ul style="list-style-type: none">– financial management capability, and– the need for the project to the community.
Spot Audit:	<ul style="list-style-type: none">• Random audits³ are conducted on 10 per cent of grants and help to identify any potential issues early in the process.• This means that any issues arising can be investigated and support provided to ensure the project is successful.
Objectivity:	<ul style="list-style-type: none">• By ensuring that all applications are assessed through open and transparent processes, the parties are protected.• Any potential conflicts of interest or bias are mitigated.

6.5. The Yarra Community Grants Application Process

All CGP applications are assessed according to a rigorous process. Assessors are required to identify any conflict of interest that may arise. If a conflict of interest is identified assessors are required to exclude themselves from the decision making process

Applications are assessed in a two-stage process. Some grants rounds applications are also assessed by Community Panels comprising suitable experts. Community Panellists remain anonymous until the end of the process, when a confidential report is presented to Council. This ensures that the process is open and transparent.

6.5.1. Identifying Trends

Yarra City Council awards more than 200 community grants each year. This means that assessors are well placed to identify trends, including areas of emerging need, across all grants streams and rounds. This also helps Council to avoid possible duplications and to be aware of areas of high need so that funding priorities and responses can be adjusted accordingly.

Community grants applications are also considered against criteria that reflect Council priorities as identified in its plans and strategies, including the Council Plan, where previous consultation and engagement has identified community needs and trends. This information is provided with each round of grants and grant streams to assist applicants to align their projects with these priorities.

6.5.2. Incorporated Associations

Grants are generally provided to NFP community groups and organisations who are incorporated associations. Grants are only available to individuals in the artist grant categories. In order to be a duly accountable group or organisation, applicants must be:

- an incorporated association,
- a formally recognised NFP organisation, or
- auspiced by an incorporated NFP organisation.

Either the applicant or the auspicing organization must also have an active ABN. The ABN must be registered to the same name as the applicant or auspicing organisation name. If the applicant or auspicing organization name appears as a registered trading name, this is also acceptable.

³ This is a requirement of the Victorian Auditor-General's Office

6.5.3. Auspice Organisations

Groups that are not incorporated can apply for grants through an auspice arrangement. An auspice agreement is an agreement where one organisation ('the Principal Organisation') agrees to apply for funding on behalf of a second organisation ('the Auspiced Organisation'). If the funding application is successful, the Principal Organisation then receives, holds and administers the funding for the Auspiced Organisation, so that the Auspiced Organisation can complete the funded project or activities.

Principal organisations may charge a grants administration fee to perform the role of an auspice agent. The recommended grants administration fee is 15% of the total approved project budget. Issues to be considered in an Auspice Agreement can be found at https://www.nfplaw.org.au/sites/default/files/media/Auspicing_Guide.pdf.

Council values the role that organisations play in supporting grassroots community groups through auspice arrangements. They assist in preparing community grants applications and help with the reporting requirements for projects by assisting the development of project plans, management of funds and assisting in the acquittal process. Without this valuable support many small projects might be excluded from the grants process.

6.5.4. Strengthening Relationships

The CGP facilitates the building of community capacity and developing useful skills within community organisations and Council. Council officers also benefit through training in the assessment process, including the online grants management system, and in providing feedback to applicants.

Council officers and community members learn to understand and navigate the CGP system together. Through the grants process Council officers also learn about the diversity of community projects supported by the program.

6.5.5. Eligibility

Eligibility criteria apply to all CGP applications, including any additional criteria applicable to the particular grant round being applied for.

Common eligibility criteria require the applicant to:

- be an incorporated or registered NFP organisation;
- have a bank account with at least two signatories and electronic funds transfer (EFT) facilities so that funds can be deposited directly into the bank account;
- have an active ABN;
- have an appropriate level of Public Liability Insurance;
- meet project deadlines (the project must take place within the agreed time period);
- meet and abide by the conditions of the funding agreement; and
- have no outstanding debts to Yarra City Council, or outstanding paperwork from previous grant applications, such as overdue acquittals.

6.5.6. Funding Agreements

Successful applicants are provided with a funding agreement. Both parties are required to sign the agreement (Council representative and the applicant) and no monies are released until the signed agreement is received by Council.

A funding agreement specifies the grant payment schedule (how the monies are to be paid), the terms of payment, any future reporting requirements and details the responsibilities of the parties to the agreement. Funding agreements can be tailored to suit the particular conditions of the grant.

6.6. Yarra Council Plan and Community Grants

*“Community grants programs can be powerful tools for local governments when they are **strategically developed and implemented**... When Councils support and resource community groups in seeking funds and achieving outcomes, the relationship between local governments and local communities is strengthened.”*

(Best Practice Framework, 2002)

The CGP facilitates outcomes for the community that have been identified as priorities in Yarra City Council’s plans, policies and strategies. Grants program priorities are aligned to and support these Council objectives, and the community is invited, through the grants program, to work together with Council to deliver these shared goals.

The CGP is an annual program. As the grants cycle begins each year, Council is provided with details of the CGP funding rounds being offered. This includes information about the funding rounds, and how these rounds align with the priorities and objectives identified in Council plans and policies. Community grants rounds are offered only after Council has endorsed the new program details.

Aligning Council and community goals in this way also supports best practice in grant making, and supports the process of open and transparent governance. The broader community can be assured that community grants are awarded based on the quality of the projects proposed.

6.6.1. Council Process

Yarra City Council provides CGP subject to due process of Council, which includes the following requirements:

- transparent submission based processes with clear program budgets;
- applications clearly aligned to Council’s strategic objectives as outlined for that particular grant’s stream;
- applications meet eligibility criteria as outlined for the particular grant’s stream;
- applications must meet the assessment criteria;
- no canvassing or lobbying of officials, Councillors or community panel assessors in relation to any grant application;
- all Council decisions are final;
- funding is only released when original signed Funding Agreements are returned to Council; and
- all funding agreements are signed by the applicant/s and authorised Council representative, and scanned and registered in the electronic record keeping system, and original documents archived.

6.6.2. Acquittal

At the end of the project the grant must be duly acquitted and Council provided with a report. Applications and acquittals processes ensure that each project is duly evaluated. Previous grants must be acquitted otherwise the recipient will not be able to apply for future grants rounds.

*“...payments to non-government organisations (NGOs) to support activities outside the public sector which are **directed at achieving goals and objectives consistent with government policy.** The payments are normally conditional upon the grant recipients using these funds for specific purposes set out in grant agreements and are not required to be return or reciprocated.”*
(VAGO Review 2005)

The CGP acquittal process includes:

- a report on project activity;
- copies of any photos and promotional materials where possible; and
- copies of receipts for budget items over \$200 dollars.

6.7. Achieving Best Practice

The CGP achieves best practice by adhering to the recommendations of the Victorian Auditor-General and by continuous review of its internal processes. A process of continual review is undertaken to make improvements to procedures where possible and to promote accessibility to grants. The community grants program supports and promotes social inclusion principles.

6.7.1. The Victorian Auditor-General’s Office (VAGO)

The role and functions of the Auditor-General are identified in the *Victorian Audit Act 1994* (the Act). The Act provides the authority for the Auditor-General to examine the use of public grants received by both private and public sector organisations.

Yarra City Council adheres to the VAGO recommendations by running training sessions for assessors, to ensure that they are properly prepared to assess community grant’s applications. This includes being able to provide useful feedback to community members and applicants.

The CGP administration staff keep abreast of best practice through networks like the Local Government Grant Maker Network.

Community members are invited to join the Yarra Community Grants and Training Opportunities Mailing List. Signing up to the mailing list allows Council to forward regular information on the grants programs, skills and training programs, and other relevant opportunities.

To join the mailing list, go to:

<https://confirmsubscription.com/h/t/7B6790591E477937>

For information about all Yarra Community Grants rounds go to:

<https://www.yarracity.vic.gov.au/about-us/grants>

6.8. Applying for a Community Grant

6.8.1. Online Applications

Online applications were introduced in 2011 through the SmartyGrants online grants management system. By 2013, 99 per cent of applicants were applying online. Regular training and assistance is provided to community members to help them become familiar with the system. Further details about the online application process are provided in Appendix 2.

6.8.2. Socially Inclusive Practice

Yarra is a vibrant, culturally diverse community, where almost 28 per cent of residents were born overseas. Multiculturalism contributes to Yarra's unique character and Council is committed to providing support to residents from culturally and linguistically diverse (CALD) communities.

This diversity means that some members of the community may need assistance when completing CGP applications. People from non-English speaking backgrounds, people with limited literacy and numeracy skills, people with a disability and people with limited computer literacy may require additional support.

Interpreter services are available for applicants who may require some assistance to complete the application in English. Please see the information panel at the end of the document for information on translation support.

6.8.3. Capacity Building

The CGP is regularly reviewed and evaluated to ensure it remains effective and relevant to the needs of the community. Community grants support and build community capacity together with a suite of related programs.

Related programs that support community capacity building are:

- **Recognising volunteers:** Yarra City Council values community members who volunteer and acknowledges community volunteers at an annual celebration.
- **Discount Town Hall Use for Community Events:** Council offers discounted hire of town hall meeting rooms to NFP community groups. The discounted community rate enables community groups to hire a town hall meeting room, once a year, for an event that benefits the local community, such as performances, celebrations, fundraisers and so on.
- **The Community Empowerment Program:** Council runs a Community Empowerment Program which helps develop practical skills through facilitated training sessions in running incorporated associations.
- **Access to additional sources of funding:** where appropriate, Council facilitates funding from other sources for community organisations. This may mean recommending the applicant to another funding organisation, known to fund in the specific area, or forwarding an application (with the applicant's permission) to other funding organisations whose priorities are similar. By aiding these partnerships Council supports community groups, and supports other funders to meet their funding priorities.
- **Social Enterprise:** social enterprises are eligible for some community grants in certain specified streams, and are also supported through Council's social procurement program.

6.8.4. Community Consultation and Feedback

Community members are regularly consulted and invited to provide feedback for community grants planning and design. Feedback can be provided anonymously or directly at Council's grant's information sessions, on site visits, skills and training events and other appropriate opportunities.

7. The Future for Yarra Community Grants

The grant making sector is continually evolving and Council constantly monitors new directions in the philanthropic, NGO sectors and other levels of government.

Opportunities to support social enterprises and microfinance are being considered for future. Future conversations about the evolution of grant making will take a multipronged approach to support community organisations by providing complimentary in-kind support such as training, marketing and networking opportunities.

Appendix 1

The Yarra Community Grants Program supports the *Local Government Act 1989*, s3D as undernoted.

Local Government Act 1989

Yarra Community Grants Program (CGP)

(1) Council is elected to provide leadership for the good governance of the Municipal district and local community.

CGP aligns funding priorities with the City of Yarra Council Plan, and other significant plans.

(2a) Acting as a representative government by taking into account the diverse needs of the local community in decision making;

CGP caters for a wide range of funding streams and ensures that wide sections of the community are supported to apply for grants.

(2b) providing leadership by establishing strategic objectives and monitoring their achievement;

CGP application and acquittal reports assist in monitoring the achievement of Council objectives (detailed in the Council Plan and other strategic documents).

2c) maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner;

CGP ensures that funding is distributed in accordance with the grants policy.

Administration of CGP ensures that funds are managed in a responsible and accountable manner.

(2d) advocating the interests of the local community to other communities and governments;

CGP provides further support for the local community by advising of other funding opportunities in the philanthropic and business sectors, and other levels of government.

CGP provides support for partnership projects which includes writing letters of support for community organisations.

2e) acting as a responsible partner in government by taking into account the needs of other communities;

CGP provides liaison for joint applicants who may seek funding for projects that support more than one community group.

(2f) fostering community cohesion and encouraging active participation in civic life.

Community cohesion and active participation are key criteria in all rounds of CGP and are key in the ways that Council is able to achieve the strategic objective that relates to a Diverse and Dynamic Yarra.

Appendix 2

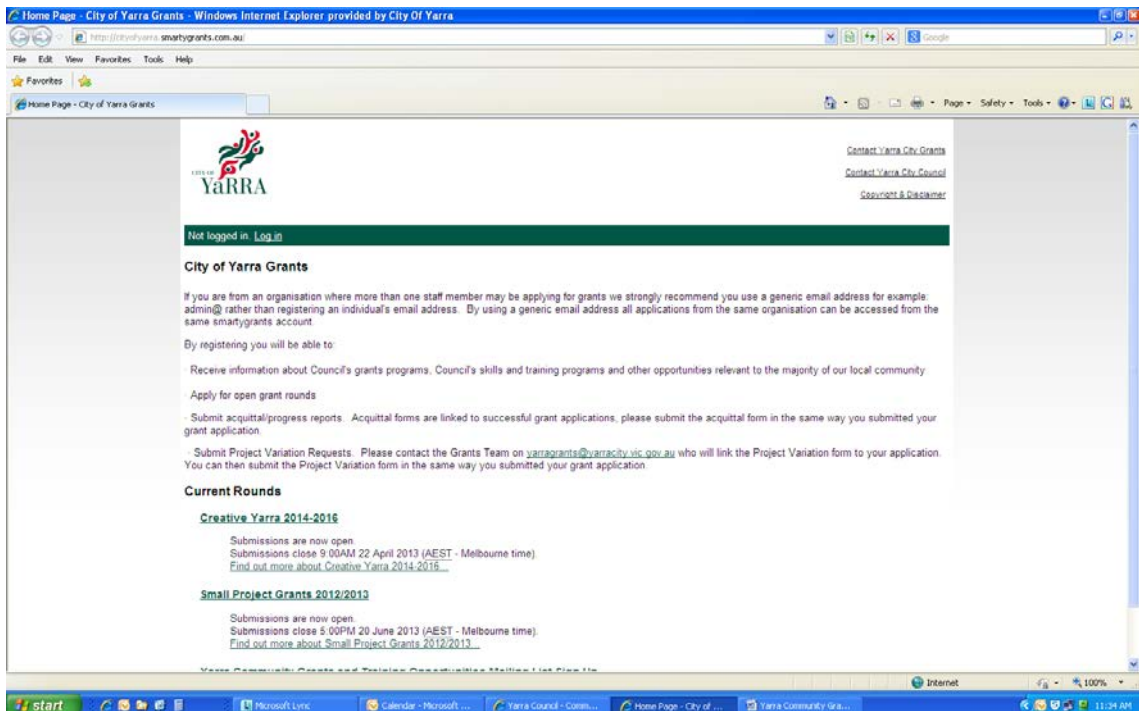
The Yarra Community Grants Program is accessible online at:

<https://www.yarracity.vic.gov.au/about-us/grants>



Applicants can apply online for a grant through the SmartyGrants Yarra website.

<http://cityofyarra.smartygrants.com.au/>



FOR INFORMATION IN YOUR LANGUAGE ABOUT THIS DOCUMENT OR ABOUT COUNCIL, PLEASE CALL 9280 1940 AND QUOTE THE **REF** NUMBER BELOW.

ARABIC

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GREEK

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ITALIAN

PER AVERE INFORMAZIONI IN ITALIANO SU QUESTO DOCUMENTO O SUL COMUNE, SI PREGA CHIAMARE IL NUMERO 9280 1931 E CITARE IL NUMERO DI RIFERIMENTO (**REF** NUMBER) SOTTOINDICATO.

SPANISH

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VIETNAMESE

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