

# Funding Application Guide

## Innovation Fund

### (Round Two)

March 2017



## Table of Contents

About this Guide.....	3
About the Innovation Fund .....	3
Who can help? .....	3
Innovation.....	4
What is Innovation?.....	4
Types of Innovation.....	4
The Innovation Process .....	5
Generating Ideas and Selection.....	6
Implementation .....	7
Evaluation and Adjustment .....	8
Sustaining the New Approach and Knowledge Sharing.....	9
Managing Risk .....	10
Innovation Fund – Round One Projects .....	10
Useful Links/Resources .....	11
Writing Grant Applications.....	13
Prepare .....	13
Plan.....	13
Write.....	14
Review .....	14
Submit.....	15
Useful Links/Resources .....	15
Completing the Online Application Form .....	16
1. Applicant Details .....	17
2. Project Details .....	17
3. Assessment Criteria.....	18
4. Implementation .....	19

## About this Guide

This guide is designed to assist councils to apply for a grant under the Innovation Fund (Round Two). It is strongly recommended that this guide be read in conjunction with the Innovation Fund Guidelines (Round Two) available at [www.fitforthefuture.nsw.gov.au](http://www.fitforthefuture.nsw.gov.au)

The guide is divided into three sections:

1. Innovation – information about the concept of innovation and the process for developing and implementing ideas.
2. Writing Grant Applications – guidance on the development of proposals and writing applications for grant funding.
3. Completing the Online Application Form – tips for completing an application under the Innovation Fund (Round Two) and a list of all the questions contained within the online form.

## About the Innovation Fund

The NSW Government is pleased to make available a further \$2 million in funding through Round Two of the Innovation Fund. This is in addition to the \$2 million already allocated through the first round, with 13 projects funded to promote innovation across 19 communities.

The Innovation Fund is a targeted program that supports small councils in regional NSW (population <10,000) develop new ideas and innovative ways of working to improve their performance to benefit their communities.

Applications for Innovation Fund (Round Two) are now open and close on **9 June 2017**.

## Who can help?

The Office of Local Government's (OLG) Relationship Manager is available to answer questions about the Innovation Fund (Round Two). Relationship Managers are also available to discuss proposals and provide clarification about the application and assessment process.

Contact details for OLG Relationship Managers, along with further information, are published on the Fit for the Future website at [www.fitforthefuture.nsw.gov.au](http://www.fitforthefuture.nsw.gov.au). Or alternatively, email the One Stop Shop at [OneStopShop@fitforthefuture.nsw.gov.au](mailto:OneStopShop@fitforthefuture.nsw.gov.au) or call OLG on 02 4428 4100 and ask to speak to the relevant Relationship Manager.

# Innovation

Innovation provides an opportunity for organisations to consider how things might be done differently. Finding a balance between continuing with what works effectively now and what could be done better in new and improved ways is crucial to the sustainability of an organisation. This balance can be difficult for organisations to obtain, as new ideas or ways of working often involve taking risks and have the potential to fail. This can be particularly challenging for regional councils who often operate with limited resources.

## What is Innovation?

Innovation, at its simplest, is about identifying new ideas and generating them into something that creates value. It may involve major changes or small improvements. Innovation is not only about new products or technology, but also new or improved services or service delivery models, business models and systems and processes. It is these later elements of innovation that are often most relevant for local councils, and continuing to meet the needs of the community. There are many benefits for organisations to gain from being innovative. Innovation can lead to improved organisational efficiency, the provision of higher quality and more effective services, a reduction in business costs and enabling new methods of operation. It can also drive better performance and lead organisations in new directions.

Collaboration and sharing is fundamental to innovation – working with others and leveraging capabilities and strengths helps with understanding what ideas might succeed and what might not. Given the experimental nature of innovation, it might be seen as risky and disruptive. However, careful planning and project management will help drive the successful achievement of innovation outcomes.

## Types of Innovation

Innovation can be transformational or incremental. Incremental innovation is the most common and involves gradual growth through improvements to existing processes, services or technologies. Transformational innovation is more radical, exploring new approaches and involving higher levels of uncertainty and risks, with potential for higher returns.

The Australian Bureau of Statistics (ABS)<sup>1</sup> identifies four types of innovation:

- Goods or services – Any good or service or combination of these that is new to a business (or significantly improved). Its characteristics or intended uses differ significantly from those previously produced/offered. For local councils, this may be

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<sup>1</sup> See Explanatory notes – ABS, *8158.0 - Innovation in Australian Business, 2014-15*, Australian Government, Canberra, 2016

<http://www.abs.gov.au/ausstats/abs@.nsf/Products/8158.0~2014-15~Glossary~Glossary?OpenDocument#1624271622109955>

expanding operations to deliver a new service to the community or enhancing the way a service is delivered.

- Operational processes – New or significantly improved methods of producing or delivering goods or services of a business (including significant change in techniques, equipment and/or software). An example for local government may be sharing resources across several councils or using technology to improve business operations, particularly where distance is a challenge.
- Organisational/managerial processes – New or significantly improved strategies, structures or routines of a business which aim to improve performance. From a local government perspective, this may be aligning functions across the organisation to improve operations/processes.
- Marketing methods – New or significantly improved design, packaging or sales methods aimed to increase the appeal of goods or services of a business or to enter new markets. While marketing is not a term usually associated with local government, this may include promoting services or events to the community using a better and/or different medium.

One organisation's transformational innovation may be seen as another organisation's incremental innovation, depending on the individual circumstances and situation.

## The Innovation Process

Much has been written about the concept of innovation, with various theories, models and frameworks available to support organisations manage the process. Essentially, innovation comprises of the following key stages:

- Generating ideas
- Selecting ideas to progress
- Implementation
- Evaluation and Adjustment
- Sustaining the New Approach
- Knowledge Sharing

These are described below. Remember the innovation process is continuous, that is, learning from our own innovation experiences and that of others, and applying this learning to future activities.

## *Generating Ideas and Selection*

Generating ideas is not usually an issue for organisations, particularly if innovation is embedded within the organisation and considered to be a normal part of day-to-day operations. Building organisational capability for innovation is the first step in establishing a sustainable culture of innovation. Regardless of their size and access to resources, organisations should be open to different ways of doing things – and thinking outside current practice. This can be achieved by questioning assumptions: asking how and why things are done a certain way, questioning if there is a better or different way of looking at things and asking whether others might be able to provide insight or an alternative perspective.

### *Innovation Strategy*

There are a number of ways that organisations can foster a culture of innovation such as encouraging staff to think about how they could improve the way they do their job or how the organisation undertakes certain functions, building innovation into their business strategies, reviewing current processes and/or practices and arranging regular training or networking opportunities for staff with an innovation focus. Active engagement with citizens, other councils, state government agencies and other stakeholders is also a key characteristic of being an innovative organisation.

Encouraging staff to take reasonable risks and pursue ideas that add value to the organisation can go a long way to ensure the organisation becomes more innovative. Organisations should recognise and reward new ideas and ensure employees feel they have sufficient authority and support to transform these into practice. Developing and adopting an innovation strategy that sets the direction for innovation and clearly articulates how all levels of the organisation contribute to its achievement will have a greater impact on raising innovation performance. This process need not be onerous, with the key aspects for inclusion:

- Identifying clear objectives and priorities (and linking these to the broader goals of the organisation)
- Nominating a sponsor or leader to champion innovation within the organisation
- Aligning the roles and responsibilities across the organisation (and their contribution to innovation)
- Allocating resources, both financial and operational to objectives/priorities
- Identifying monitoring and review mechanisms (to assess progress and guide refinements)

## *Selecting Ideas*

The next phase, selecting or prioritising the ideas to pursue, can present a real challenge for organisations. At this stage, some development of the idea needs to have been completed to support the selection process. Time needs to be taken to carefully assess the feasibility of each idea, and in particular alignment with the strategic aims and/or needs of the organisation. There may be any number of barriers to progressing with an idea such as cost, implementation timelines, technical feasibility or not the right time to advance.

The extent of the assessment will vary depending on certain parameters such as complexity, timeframe and outcome. A robust framework should be used to assess feasibility and build an evidence base for the way forward, if an idea proceeds. At a basic level, organisations should consider: evidence that the idea is likely to succeed, ensure there is a clear plan for further developing the idea and that the benefits correspond with the costs of implementation.

### Key points

- Importance of fostering a culture of innovation within organisations
- Innovation should be supported by a strategic framework addressing the key questions: where are we now, where do we want to be and how to we get there
- Rigorous assessment of ideas should be completed to ensure effective solutions

## **Implementation**

The implementation phase is crucial to successfully delivering an innovation project. This is the step in the innovation process where ideas are transformed into new services, processes or methods of delivery – i.e. putting the ideas into practice. Organisations should prepare an implementation strategy. This strategy should outline the steps to be taken to translate the new idea into outcomes. The extent of the strategy will depend on the complexity of the project but at a basic level, it should clearly articulate what success looks like, nominate timelines and project activities and milestones (and who is responsible), identify risks and mitigation strategies and specify monitoring arrangements for each stage of implementation.

The Department of the Prime Minister and Cabinet's [Guide to Implementation Planning](#) is a useful resource for those involved in implementation planning and assists in the formulation of an implementation plan. The Guide identifies seven key areas to effective implementation:

- Planning – defining the scope, objective/s and outcome/s, identifying deliverables, developing an implementation schedule
- Governance – identifying a leader or project sponsor, defining and agreeing to roles and responsibilities, documenting the governance structure



- Engaging stakeholders – identifying the relevant stakeholders, defining the purpose of the engagement, mapping out stakeholder involvement
- Managing risk – identifying the risks and mitigation strategies, allocating roles and responsibilities, defining processes to manage any risks realised
- Monitoring, review and evaluation – defining the monitoring and evaluation process, establishing timelines, documenting how the findings will be applied
- Resource management – identifying the financial and non-financial resources required, allocating responsibilities, documenting a business case
- Management strategy – defining the project management methodology, identifying internal capacity and where external resources may be needed

Organisations should also consider if transitional arrangements need to be built into the implementation strategy. This may be required where there is a change from the status quo to the new or changed arrangements. Transitional planning should consider and identify solutions for any changes to structure, skills and systems in the implementation phase. Monitoring the transition process is also important to ensure that any unexpected issues can be dealt with promptly.

#### Key points

- Good process and planning is crucial if an organisation wants to successfully innovate
- An implementation strategy should be developed to guide the transformation of an idea into the intended outcome
- The strategy should at a minimum include articulate the desired outcome, identify timelines and activities/milestones, identify risks and mitigate strategies and define monitoring arrangements over the life of the project

### ***Evaluation and Adjustment***

The evaluation phase provides an opportunity for organisations to measure the success of the innovation. Completing an assessment of the efficiency, effectiveness and appropriateness of the new service, process or method of delivery is fundamental to determining the extent to which objectives have been met i.e. ‘successes’ as well as identifying valuable lessons or ‘failures’ to learn from in the future.

Organisations should develop an evaluation strategy to guide the review and evaluation of the innovation project. The strategy should include the collection and analysis of performance information which can be used to determine (i) the initial impact and effectiveness of a project and (ii) longer-term evaluation of outcomes. It is important that organisations understand what to measure and how to do this.



The NSW Department of Premier and Cabinet have developed an [Evaluation Toolkit](#), which provides a roadmap through each of the key areas in managing an evaluation project. While the toolkit was intended to support the public sector, it is based on best practice and provides an overview of what is required at each stage and includes advice about evaluation design methods and quality.

The Toolkit identifies seven steps:

1. Develop program logic and review needs
2. Develop the evaluation brief
3. Commission the evaluation project
4. Manage development of the evaluation design
5. Manage development of the evaluation work plan
6. Manage implementation of the evaluation work plan
7. Disseminate the report and support use of the evaluation

#### Key points

- Develop a tailored evaluation strategy which is based on a sound methodology and includes the collection and analysis of appropriate data
- Monitor early achievements and make adjustments as required to maintain momentum and ensure future success
- Evaluate longer term outcomes and success and build on experiences

### ***Sustaining the New Approach and Knowledge Sharing***

Organisations should monitor the innovation project to ensure it continues to be embedded into its normal operations. It may also be necessary to make further adjustments over time, and organisations should not assume it will continue to progress without support. Long term challenges may include loss of momentum after its champion or sponsor moves on, staff resistance, unrealistic expectations of staff and/or management – these can only be overcome by continued monitoring and effort.

Innovation is a continuous cycle, with people learning from their experiences, sharing the successes and lessons learnt and translating into potential new developments. To be able to successfully spread knowledge and ideas depends heavily on the ability to communicate its core attributes– how it worked, why it worked and what aspects are needed to be able to successfully replicate.

There are many ways that information about innovative approaches can be disseminated including by having innovative champions speak with stakeholders about the innovation and its impacts and developing case studies that showcase the innovation and making them publicly available. This process helps to reinforce the message that innovation is valuable

and helps to tell a story about how an organisation is addressing challenges and expanding its worth.

### Key points

- Ongoing monitoring and adjustment (where applicable) is necessary to ensure the long term success of any innovation
- Importance of re-examining initial aspirations/objectives of an idea and understanding the impact since development and implementation
- Learnings and experiences should be shared as widely as practicable to build knowledge and success

## Managing Risk

Innovation is inherently linked to risk given its uncertain and unpredictable nature. However, risk shouldn't be the sole reason for not pursuing an idea. There is a tendency, particularly in public organisations, to lean towards risk avoidance. Leaders can play a key role in facilitating innovation by acknowledging and accepting risk and supporting innovative ideas and approaches. Grant programs such as the Innovation Fund provide opportunities for local councils to share some of the risk and progress with projects that they may not necessarily see as a priority within their existing funding base.

Management of risk is fundamental to the innovation process. Risk management is effectively managing an element of uncertainty ('risk') by making informed decisions ('mitigation strategy') to provide greater assurance that an identified goal will be met. To be successful, and not just in an innovation sense but more generally as an organisation, a good risk management framework is essential. A robust framework enables an organisation to reduce foreseeable threats and maximise opportunities that present themselves.

The NSW Government has developed a [Risk Management Toolkit](#) which provides guidance on risk management practices and includes a number of templates. The Toolkit is consistent with the current Australian/New Zealand (AS/NZS) standard on risk management. While this toolkit is aimed at the NSW Public Service, the underlying principles and practices apply to the wider government sector and business community.

## Innovation Fund – Round One Projects

A total of \$2 million was allocated through the first round of the Innovation Fund, with 13 projects funded to support innovation across 19 communities.

Examples of projects funded through Round One:

- Aboriginal Community-based Environmental and Waste Management Project – a collaborative project between Bourke, Brewarrina and Walgett Shire Councils to establish a waste aim model across five Aboriginal communities in Western NSW.
- Capacity Building Project – review of operations by Tenterfield Shire Council with a focus on organisational and capacity development including staff development and training, continuous improvement, business efficiencies and practices.
- Enhanced Shared Services / Joint Service Delivery Project – a collaborative project between Narrandera and Leeton Shire Councils to enhance shared services and joint service delivery across the two regions.
- Mid Lachlan Alliance Fitness Campaign Project – a collaborative project between Weddin, Parkes, Forbes and Lachlan Shire Councils to undertake a gap analysis of existing systems and processes and an efficiency and service review of two programs delivered by the councils.
- Total Strategic Asset Management System for Rural Councils Project – a collaborative project between Bogan, Coonamble, Gilgandra and Warren Shire Councils to implement a total strategic asset management across the four adjoining councils.

## Useful Links/Resources

Innovation New South Wales, NSW Government Department of Industry

<https://www.innovation.nsw.gov.au/>

Public Sector Innovation Toolkit, Australian Government Department of Industry, Innovation and Science

<https://innovation.govspace.gov.au/>

Innovation in the Public Sector: Enabling Better Performance, Driving New Directions, Better Practice Guide (2009), Australian National Audit Office

[https://www.anao.gov.au/sites/g/files/net2251/f/2009\\_Innovation\\_in%20the\\_public\\_sector.pdf](https://www.anao.gov.au/sites/g/files/net2251/f/2009_Innovation_in%20the_public_sector.pdf)

Becoming an Innovative Business, Queensland Government Business Queensland

<https://www.business.qld.gov.au/running-business/growing-business/becoming-innovative>

Local Government Innovation and Analysis – Highlights from the Town Crier, Australian Centre of Excellence for Local Government (ACELG)

<https://opus.lib.uts.edu.au/bitstream/10453/42134/3/ACELG-LG-Innovation-Analysis.pdf>

Policy Implementation, Australian Government Department of the Prime Minister and Cabinet

<http://www.dpmc.gov.au/government/policy-implementation>

Successful Implementation of Policy Initiatives, Better Practice Guide (2014), Australian National Audit Office

[https://www.anao.gov.au/sites/g/files/net2446/f/2014\\_ANAO%20-%20BPG%20Policy%20Implementation.pdf](https://www.anao.gov.au/sites/g/files/net2446/f/2014_ANAO%20-%20BPG%20Policy%20Implementation.pdf)

NSW Government Program Evaluation Guidelines, NSW Department of Premier & Cabinet

[http://www.dpc.nsw.gov.au/\\_data/assets/pdf\\_file/0009/155844/NSW\\_Government\\_Program\\_Evaluation\\_Guidelines.pdf](http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0009/155844/NSW_Government_Program_Evaluation_Guidelines.pdf)

Evaluation Toolkit, NSW Department of Premier & Cabinet

[http://www.dpc.nsw.gov.au/programs\\_and\\_initiatives/policy\\_makers\\_toolkit/evaluation\\_toolkit](http://www.dpc.nsw.gov.au/programs_and_initiatives/policy_makers_toolkit/evaluation_toolkit)

Risk Management Toolkit for the NSW Public Sector, NSW Treasury

[http://www.treasury.nsw.gov.au/Publications/treasury\\_policy\\_papers/2012-TPP/tpp\\_12-03/tpp\\_12-03\\_risk\\_management\\_toolkit](http://www.treasury.nsw.gov.au/Publications/treasury_policy_papers/2012-TPP/tpp_12-03/tpp_12-03_risk_management_toolkit)

# Writing Grant Applications

Writing submissions for grants can at times be a confusing and elongated process. Below are some useful tips and hints for councils to consider in the development of projects, and subsequent applications for funding.

## Prepare

- Review the Funding Guidelines thoroughly, in particular take note of:
  - Objective/s of the funding – its purpose, what the funding is trying to achieve
  - Eligibility requirements – make sure your organisation is eligible to apply
  - Funding Priorities – types of projects likely to be funded, the maximum amount you can apply for, ineligible activities
  - Application process – where to find the application form, how to submit once completed, the date for submitting applications
  - Assessment criteria – what criteria will be used to assess applications
  - Assessment process – how applications will be assessed
- Review any other documents available such as funding application guide, tips and hints, checklists etc.
- Ensure there is sufficient time to plan and write the application.

## Plan

- Planning is IMPORTANT – writing an application for a well-planned project is much easier than for an unplanned one, and this will often reflect in the quality of the application.
- Careful consideration should be given to the following planning aspects:
  - Define the project (what) – what is the scope of the project, what will be produced, what will be achieved
  - Identify the need (why) – why is this important, what are the benefits, is there any supporting evidence available
  - Identify the people (who) – who will be the key drivers, who are the major stakeholders or partners, who will manage the project, are the right people with the right skills available, is a project sponsor or lead needed, what consultation is needed

- Define the process (how and when) – how will the project be implemented, how long will it take to complete the project, when will the project start and finish, what special skills or resources are needed, what governance arrangements will need to be in place, how will success be measured and identify when we get there
- Identify the plan (where) – where will the project be located, will the project impact more broadly than the identified location, what is known about the target area or demographic, what information is available to justify the project meets local needs
- Determine the budget (how much) – how much will the project cost, how much funding is needed, what cash or in-kind resources are available, are the costs realistic, does the project represent value for money, how will the funds be managed
- Consider risk management for the project – what are the risks, what is the likelihood that these will prevent the project from being successful, what are the mitigation strategies for dealing with these risks.

## Write

- When writing the application, consider the audience – keep in mind the funding priorities and objective/s of the funding body and link your project back to these. Good grant applications demonstrate how the project will help the government to meet its stated objectives/goals.
- Ensure the application addresses all of the assessment criteria and that any claims made are substantiated. Best practice grant applications emphasise benefits and provide sufficient evidence to support statements.
- Make sure the application is clear and succinct and that information provided is as accurate as possible. Good grant applications are clear and easy to read.
- Consider word limits and the amount of supporting documentation being provided. Don't include documents that are not requested or relevant to your application.

## Review

- Ensure the application is complete – all the questions have been answered, additional information is attached and required signatures/approvals are included.
- Have a third party, preferably someone who knows nothing about the project, complete a peer review of the application. Ask them to explain the project back to you – what it's about, how it will be delivered and what will be achieved.

- Consider the feedback provided – did the peer reviewer understand the main points, know what they were asking and easily describe the project back to you. If needed, refine the application to ensure it is easily understood.

## Submit

- Submit the application in line with the instructions provided – go over the entire application one last time to make sure it is complete prior to submitting.
- Lodge it on or before the closing date. Late applications are not usually accepted.
- Keep a copy for your own records and reference.

## Useful Links/Resources

Writing Grant Applications Workbook, Transport for NSW

A copy of the workbook can be obtained by emailing [freight@transport.nsw.gov.au](mailto:freight@transport.nsw.gov.au)

CommunitybuildersNSW, NSW Government and Local Community Services Association

<http://www.communitybuilders.nsw.gov.au/>

Fundamentals of Grant Writing, Tasmanian Government Department of Premier and Cabinet

[http://www.dpac.tas.gov.au/\\_data/assets/pdf\\_file/0007/171997/GrantWritingWorkshop\\_Presentation.pdf](http://www.dpac.tas.gov.au/_data/assets/pdf_file/0007/171997/GrantWritingWorkshop_Presentation.pdf)

Quick Tips on Writing Grant Applications, Goulburn Broken Catchment Management Authority

[https://www.gbcma.vic.gov.au/downloads/Funding\\_Opportunities/Quick\\_Tips\\_on\\_Writing\\_Grant\\_Applications.pdf](https://www.gbcma.vic.gov.au/downloads/Funding_Opportunities/Quick_Tips_on_Writing_Grant_Applications.pdf)



## Completing the Online Application Form

To help with completing the online application form the following general tips have been developed. Remember, only online applications using this form will be accepted. The form can be saved and returned to later.

- Please read the [Innovation Fund Guidelines \(Round Two\)](#) to determine whether your council is eligible and refer to these when completing the application form.
- Councils can apply individually, or as a group. The group may include a council with a population greater than 10,000 but it is important that the eligible small council and its community are the primary beneficiaries of the project.
- In the case of a group submission, only one application is required. One of the group should be nominated as the lead to apply on its behalf and, if successful, coordinate the implementation of the project. The lead council will also be responsible for reporting and handling of all monies associated with the submission.
- A council or group of councils may submit more than one application but separate forms are required for each application.
- Please ensure the funding proposals have been supported by a resolution of each of the councils involved and a copy is included in the application. If a council is unable to submit a resolution prior to the closing date due to extenuating circumstances, an explanation outlining the reasons and proposed timing for submission will need to be attached to the application and advice provided to the OLG Relationship Manager.
- Attach any requested supporting material in PDF format if possible. Please limit the number and volume of any additional attachments and ensure they are directly relevant to your grant proposal. Specific references to the relevant page and/or paragraph in the attachments should be included in the application form.
- Ensure the application includes a declaration of any real, potential or perceived conflict of interests that the council(s) may be aware of in relation to any grant proposal. In particular, where works carried out could create current or future benefits (financial or otherwise) for elected representatives or staff (and their relatives) of the council(s) applying for the grant. Such circumstances may not preclude the project from being awarded a grant, however they do need to be acknowledged as potential conflicts of interests.
- Ensure the information supplied in the application is true and correct. If a grant is awarded and it is discovered that information was false or misleading, the grant will be revoked and funds must be repaid.

**Please note: only online applications using the online form will be accepted. The online form is available from the secure council portal at:**

[www.fitforthefuture.nsw.gov.au](http://www.fitforthefuture.nsw.gov.au)

Apply for access to the secure council portal [here](#).

## 1. Applicant Details

This section defines which council(s) is/are to be involved in the project and which communities will benefit.

1.1 Which council(s) is/are involved in the project?

*Larger councils may be involved in the project alongside small councils as a mentor, sponsor, partner or other capacity as specified. Councils that are part of a merger proposal are not eligible to apply for a grant from the Fund.*

1.2 Which council(s) is/are the primary beneficiary of the project (i.e. List the eligible councils with less than 10,000 people)?

*The Innovation Fund aims to help small councils and communities in rural and regional NSW to overcome challenges they face. The project must benefit council(s) and communities with less than 10,000 people*

1.3 What is the population of your local government area?

*You are asked to provide an estimate of the small council(s) current population here.*

1.4 What is the source of your population figure?

*2016 population projections sourced from Department of Planning are preferred. If councils have for some reason quoted an alternative population data source it should be noted here.*

1.5 Has your council been assessed as fit for the future?

*As indicated in the Guidelines, the panel will assess applications on a case-by-case basis against the key assessment criteria which includes whether the council applying has been assessed as 'fit'.*

## 2. Project Details

This section provides details of the project including description, estimated total cost and anticipated duration of the project.

2.1 Project Summary

2.1.1 Lead Council Name

2.1.2 Project Title

2.1.3 Description of project (up to 250 words)

2.1.4 Estimated total cost of the project/program \$

2.1.5 Amount of grant sought \$

- 2.1.6 Project Duration (Start date/End Date)
- 2.1.7 Date of council resolution endorsing this application
- 2.1.8 Please attach each council's resolution to this application.

## 2.2 Lead council contact details

- 2.2.1 Contact name
- 2.2.2 Contact position
- 2.2.3 Phone
- 2.2.4 Email

## 3. Assessment Criteria

This section provides information on how the project meets the key assessment criteria that will be used to assess each application. Applicants are encouraged to answer each question in no more than 250 words.

### 3.1 Community benefit

- 3.1.1 How does the project contribute to achieving the community priorities - as identified in the council's Fit for the Future improvement plan, the Community Strategic Plan or by other consultative means?
- 3.1.2 Outline the community consultation that has occurred on the project and the outcome.
- 3.1.3 Describe the community benefits to be achieved from undertaking the project?
- 3.1.4 Will there be regional benefits from the project? If so, please outline below.

### 3.2 Innovation and learning

- 3.2.1 Describe how the project proposes a new idea or way of working, and how this is innovative.
- 3.2.2 Outline how the proposal demonstrates the achievement of the objectives and outcomes of the Innovation Fund, in particular fostering innovation to overcome challenges and/or improving service delivery.
- 3.2.3 Does the proposal demonstrate a repeatable new approach that could be applied more widely? If so, please describe.
- 3.2.4 Outline how learnings from the project outcome will be shared.

### 3.3 Value for money

- 3.3.1 Outline how the proposal represents value for money.
- 3.3.2 Provide details about how council will co-contribute at least 30% of the total costs to the project (either financially or in-kind).
- 3.3.3 Provide a summary of the costs and resources needed for the project to be successful. Attach evidence to the application, including quotations if applicable.

### 3.4 Sustainable Improvements

3.4.1 Describe how will the project maintain or improve service quality and promote the long-term sustainability of the services/infrastructure delivered?

3.4.2 Outline how the project will help to improve council's future performance against the Fit for the Future criteria, or for new councils the Stronger Councils Framework?

### 3.5 Capability and capacity

3.5.1 Outline how the council(s) will manage and monitor delivery of the project.

3.5.2 Describe the council(s) previous experience in managing projects of this size and scope.

3.5.3 Will there be any reliance on third parties? If so, describe how this will be managed.

### 3.6 Risk management

3.6.1 Outline the risks associated with implementing the project and the strategies to be used to minimise or manage these risks.

### 3.7 Agreed collaboration

3.7.1 List all relevant partners and sponsors (if any) to be involved in the project. Please attach written agreements with partners/sponsors where applicable.

3.7.2 Describe how the council will work with partners/sponsors to successfully deliver the project. For group projects, outline how the lead council will ensure active engagement and participation by partner councils.

## 4. Implementation

4.1 Action plan – Download, complete and submit the action plan template – see [Attachment 1: Action Plan](#). *Please note that file upload size is limited to 10MB per uploaded file.*

4.2 Budget –Download and complete the project budget template in MS Excel format - [Attachment 2: Project Budget](#). *Please note that file upload is limited to 10MB per uploaded file.*

### 4.3 Monitoring and evaluation

4.3.1 How will the council(s) monitor and evaluate the project plan (eg who is responsible, how will the project be monitored and progress reported on key actions and milestones)?