

HOW TO GET THAT GRANT!



A Workbook for applying for funding

Get Ready: Get Set: Go

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This resource was developed by:

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GLOSSARY

ABN	Australian Business Number
Acquit	Give a written and financial report about how you spent the money
Asset	Something that you own that is valuable (usually a building, but could be people or information)
Auspice	An organisation that will take legal responsibility for the project because your group does not have legal status.
Beneficiary	The people that you are trying to help
CALD	Culturally and Linguistically Diverse
Charter	The reason why your group or organisation was formed. This term is usually used for an organisation that has a relationship to a larger organisations
Community Development	Something that keeps people connected to one another, stops them from being lonely and educates them about the community that they live in.
Community of Identity	A community made up of people who identify with one another (i.e. Aboriginal or have a disability)
Community of Locality	A community of people because they live in the same area eg the LGA.
Culture	Involvement in Arts, Dance, Music, Sculpture, Film, Painting. This may also refer to behaviours that are done by a group of people from the same religion or country or who speak the same language.
Deadlines	When will you do it
DGR	Deductible Gift Recipient Status
Economic Development	To promote your area to businesses
Eligible/ Eligibility	Means that someone is allowed to apply for an application because they meet all of the requirements that the funding body has set.
Employment Outcomes	How many people get paid jobs from the work that you do?
GST	Goods and Services Tax
Impacts	The change that the money will make
Incorporation	Both a specific type of legal entity and a general term meaning that a group of people is legally recognised.
Leadership	A process that trains people to be leaders
Marketing	To promote your organisation and what it does
Mentorship	A process that trains people to be leaders
Mission Statement	The reason why your group or organisation was formed. This term is usually used for Incorporated organisations
Need	Something that is necessary for a community or individuals to improve an aspect of their lives
Objectives	Why you want to do something
OH& S	Occupational Health and Safety
Partners	Another organisation with legal status that will work with you
Plan	What you want to do with the money and how you will do it
Preparation	Getting ready to do something
Priorities	What is the most important thing?
Projects	What are you planning to do with the money
Responsibility	Who will do the work?
Risk Management	Understanding the possible pitfalls of the project you wish to do and finding strategies to avoid them.
Section 355	The Local Government Act, (section 355) allows for council to give it's responsibilities to a community group on behalf of Council.
Strategies	What will you do?
Target Groups/ Priority Group	The people that you are trying to help. (Sometimes they can be called Community of Identity or Community of Location).
Terms of Reference	The reason why your group was formed as a part of an organisation.
Timeframes	When will you do it by?

How and why your organisation got started

It helps to be able to show that your organisation is “trustworthy”, information that helps here includes the history of your organisation, how long it has lasted, major achievements and it’s membership. If you have a lot of information in relation to these things, just pick out those that are most relevant to the grant.



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What is the core business of your organisation?

In addition to knowing your general mission, it is important to know what your organisation does. What is its core business?



What your organisation does – Core business
Services (things that your organisation does): Products (things your organisation makes):

Examples: (some of these will overlap)

- Provides technology to people (Computers, Internet etc)
- In Rural or Regional NSW (Country)
- Keep people healthy (Obesity, Exercise, Activity)
- Train Leaders (Leadership, Mentorship)
- Prevents crime

- Brings people together (Social support, Community development)
- Involved in Art, Music, Dance (Culture)
- Empowers people (Community development)
- Informs people (Education)
- Meets a special need
- Works with gender issues
- Protects the Environment and connects people to the Environment.

Understand your membership

Knowing the people who are involved in your organisation and who benefit from your organisation gives you a good idea of the types of grants that can be applied for. For example, if your organisation works with young people who live in isolated areas, that information will help you describe what sort of organisation you are and who your project is for.

Members in your organisation may include:

- Board members
- Management Committee - formal
- Committee – informal
- Employees
- Volunteers
- Group members – paid membership
- Group members or clients (including those who attend events you run or use your facility)

Some of your members may also be your client group. The words are sometimes used interchangeably. It is helpful to know who you are talking about when you fill out an application.



Who are your members? Do some of their roles overlap?
<ul style="list-style-type: none"> • • • • • • • • • •

Having a bank account

Write down your BSB, Account Number, Bank Name and Account Name as many grants ask you to fill this out.



Bank Name and Branch	
BSB	
Bank Account Name	
Bank Account Number	
Notes: (include comments on signatories)	

Having an ABN (Australian Business Number)

Most funding submissions ask for your ABN. No grant giving bodies will give money to an organisation that does not have an ABN. Community Groups as well as businesses need to have an ABN. Invoices and receipts issued by your organisation should quote your ABN.

If you need to know more about getting an ABN and check if you have an ABN:

http://www.abr.gov.au/ABR_BC/

[http://www.abr.business.gov.au/\(sw5rbx45yxez3z55mpddcv45\)/main.aspx](http://www.abr.business.gov.au/(sw5rbx45yxez3z55mpddcv45)/main.aspx)

Your GST Status

You do not have to be registered for GST to apply for a grant, but if you are not you may get 10% less than what you applied for.

The Goods and Services Tax (GST) is a tax of 10 % on the sale of most goods and services in Australia. You must register for GST if:

- your business has a GST turnover of \$75,000 or more (\$150,000 or more for non profit organisations)

By registering for GST, you will be entitled to claim **input tax credits** for the GST included in the price paid for things that you acquire for use in your business. If you are **not registered**, you will **not be able to claim input tax credits**.

To register for GST you will need to complete an application. You use the same application to register for an Australian Business Number (ABN). You will need an ABN to be part of the GST system. Your ABN will also be your GST registration number.

Reference

<http://www.business.gov.au/Business+Entry+Point/Business+Topics/Taxation/Taxes+explained/Goods+and+Services+Tax.htm>

To check if you are registered for GST, see:

[http://www.abr.business.gov.au/\(sw5rbx45yxez3z55mpddcv45\)/main.aspx](http://www.abr.business.gov.au/(sw5rbx45yxez3z55mpddcv45)/main.aspx)

Not-for-Profit Organisations

A not-for-profit organisation includes a club, society or association organised and operated solely for welfare, civic improvement, pleasure or recreation, or for any other purpose except for profit. All income must be directed to the purpose of the organisation, and not distributed by way of dividend, bounty or profit to its controllers, members or shareholders.

Source: Grants in Australia: Management and Accountability Made Easy for Not-for-Profit Organisations, CPA Australia, 2007

Examples:

- Senior Citizens
- Neighbourhood Centres
- Amateur Sports groups
- Culture and arts community groups
- Environmental community groups

Being Incorporated (or equivalent) - legal status

To apply for money you must have a legal status and/or be legally recognised. Types of organisations that are legally recognised are;

- Incorporated associations
- Company limited by guarantee
- Local government agencies
- State and federal organisations
- Land councils
- Co-operatives
- Church groups

Not all of these can always apply for funding (eligible). More information about this and model rules of incorporation can be seen at:

http://www.fairtrading.nsw.gov.au/Cooperatives_and_associations.html

Auspice Organisations

If your organisation is not able to apply for a particular grant (or grants in general), you can still form a relationship with another organisation who will apply for the grant on your behalf. This process is known as auspicing.

It is extremely important that you have a good relationship with your "Auspice" organisation and regular communication with them as they are legally responsible for this grant – even if you will be doing all of the work.

Some organisations should also consider themselves "Auspiced" even though they are not because they have such a large structure (i.e. they are a "Branch" of a much larger organisation).

If you are doing work on another organisation's land you will also need their strong support. If you are hoping to be auspiced by Council, the guidelines for this are listed in APPENDIX C: COUNCIL AS AN AUSPICE OR PROJECTS TO BUILD ON COUNCIL'S LAND.

DGR (Deductible Gift Recipient Status)

Some organisations have Deductible Gift Recipient (DGR) Status. They are often able to apply for grants that other groups cannot. This is because they are listed as a Charity and business can give money to this group and claim a tax deduction for it.

To check if your organisation has DGR see:

[http://www.abr.business.gov.au/\(sw5rbx45yxez3z55mpddcv45\)/main.aspx](http://www.abr.business.gov.au/(sw5rbx45yxez3z55mpddcv45)/main.aspx)

More information and application forms see the Australian Tax Office

<http://www.ato.gov.au/nonprofit/content.asp?doc=/content/34481.htm&page=2&pc=001/004/006/007/001&mnu=1274&mfp=001/004&st=&cy=1>

- DGR status also means that donations to your club are tax deductible.
- If you do not have DGR status it may be possible to apply for a specific activity, but this process will take a lot of time and effort.

Insurance

Community groups need to know that their activities are insured. There are a number of different types of insurance available to community groups including:

- Public Liability - protects the organisation from claims by members of the public for personal injury or property damage due to your negligence
- Association Protector - protects the organisation and its management from directors and officers and professional indemnity claims
- Property insurances - protects assets (includes fire and other perils, burglary, money, glass, general property and business interruption)
- Personal Accident Volunteers - compensates volunteers if they are accidentally injured while helping you
- Comprehensive and non-owned motor vehicle - covers vehicles owned by the group as well as workers and volunteers vehicles.

Reference: http://www.ncoss.org.au/projects/insurance/cc_index.html

Community groups can get insurance from a number of sources, including peak organisations (such as Netball NSW), or through a broker for community groups such as NCOSS (see the link above). Groups usually cannot apply for grants just to cover insurance premiums.

Jardyne Lloyd Thompson also offers community cover:
<http://www.communityinsurance.com.au/>



Public Liability	
Association Protector	Company Name and No. (if they give you a no.)
Personal Accident Volunteers	
Property Insurance	

Conclusion:

Now you have completed the “READY” section of this booklet, you will now know what types of grants you are able (eligible) to apply for.

You will not be able to go any further if you cannot answer the questions that have been highlighted in black below. So, if you have not answered these questions you will need to:

- Set your organisation up properly or
- Develop a partnership with an organisation that is set up properly, eg: with an auspice body



Organisations Official Name	
Legal Status (incorporated etc)	
ABN:	
GST Registered:	Yes No
DGR:	
NOTES:	

GET SET: KNOW WHAT YOU WANT

Know Your Community

Once you understand your organisation, it is important to understand how your organisation fits in with the broader community and how your idea will impact on the broader community.

Funding submissions that give information about the broader community are far more likely to be successful. There are a number of resources and statistics available to help you better understand your community including those in:

APPENDIX D: YOUTH LOCAL COUNCIL - FAST FACTS

APPENDIX E: OTHER SOURCES OF DATA

Take a bit of time now to write down:



What data is relevant to my organisation?
What data may be relevant to my idea/ project?
What data do I need that I do not currently have and where would I go to get it?

Know your project

What is your project idea?

Jot down some notes about your project.



 Simplify it even further into dot points. What is your project mainly about?

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What will your project do (also known as outputs)?



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Who is your project going to help? (target group)

* Give numbers of people if at all possible.



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-
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Target group (also known by Community Builders as Priority Groups)

The defining characteristics of the people you will be serving, eg; age, location, disability type, social group etc.

The people who your project targets are also the beneficiaries of the project, ie; they will benefit from your project. These will often be referred to in a funding application as:

- Target group
- Beneficiaries of the project
- Clients
- User group
- Members

Examples of Target groups/ beneficiaries/ Priority Groups

- Aboriginal and Torres Straight Islanders (example of community of identity)
- Culturally and Linguistically Diverse, Migrants or Refugees (CALD or NESB)
- Children (primary school or younger)
- Gay, Lesbian, Bi-sexual, Transgender, Intersex (GLBTI)
- Isolated (more than 20 minutes out of town) (example of community of location)
- Men/ Women
- People with a disability (physical, mental health or intellectual)
- People over 55 years of age
- Young people (under 25 and over 10)
- The Local Government Area (most common example of a community of location)

More than one target group - Some projects will benefit several target groups. For example, a digital storytelling project that aims to develop positive relationships between seniors and young people includes two target groups.

 **Who is/are your main target group/s?**

-
-
-
-
-

Note: There could be many flow-on effects of doing a project such as a digital storytelling project, for example, families in general might also benefit and even the whole community. You need to be clear, however, about who are the main target groups as you will also need to be able to say how you will know who benefits and how they do.

Why do you want to do this project?

One of the most important questions you can ask yourself is ***WHY do you want to do this project?***



Why do you want to do your project?

-
-
-
-

Knowing why you might do something is the question always asked on funding applications. Often there are many good reasons to do something. Some common ones are:

- To promote your organisation and what it does (marketing, economic development and tourism)
- To make people safe (manage risk, address OH&S and prevent crime)
- To get more people to join your organisation (recruitment)
- To keep people healthy (health promotion and activities)
- To teach/ educate people (training, leadership and community development)
- To keep your members happy (meet identified needs in your organisation)
- To serve in your community (meet community needs)
- To give people a job (employment outcomes)
- To protect the environment
- To build on strengths or capacity

Needs Assessment/ Strengths and Capabilities

Simply put, a needs assessment or strengths and capabilities assessment is the same thing: Both notice what they want to improve, however one notices what is missing at the moment (need) and the other what is good and could be made better (strength and capability).

The need/ strengths/capabilities for a project must be proved to:

- **Ourselves:** Do we believe there is a real need for this project?
- **Our organisation:** Our organisation is a key player in the project; does everyone believe in this project?
- **Funding Body:** They want to fund successes. They need proof that your project meets real needs or build on real strengths.

Be clear about what need/ strengths/capabilities in the community your group is trying to meet, and what evidence you have to support it. Good ideas are important, but they must be based in something more than just 'you think it's a good idea'. Where has the need/strength come from? How do you know about it? Do other people in the community think it's a good idea as well? Are there other sources of evidence which support your view that this is an important need? You need to be as specific as you can about what need you are trying to meet so that you can convince the funding body that your project addresses real needs.

***✍* Methods you use to find out about about (and substantiate) the need/ strengths/capabilities of the community**

<ul style="list-style-type: none">••••••

Some ways to identify need/ strengths/capabilities:

- Anecdotally (listen to people / community tell you what is needed); eg: having to turn people away from a service; long waiting lists;
- Consultations and planning sessions;
- Surveys, reports, Social Plans, Census data, discussions at meetings, meeting minutes (A useful free tool here is Survey Monkey which is a digital survey that can be e-mailed out to members <http://www.surveymonkey.com/>)
- newspaper articles, letters to the editor

A good idea to “prove a need” is to have evidence from three different sources (this is called triangulation and is considered a respectable “proof”)

Underlying need/ strengths/capabilities

By carrying out a needs/strengths assessment other possible answers to the identified need/ strength can be identified. Think about the underlying needs/ strengths that you are hoping to address by your project. For example, if your project idea is to hold youth dances, the real, underlying need might be for access to services for young people, a sense of worthwhile entertainment, contact with other young people in the community, etc.

 **What are the underlying need/ strengths/capabilities you have identified?**

<ul style="list-style-type: none">•••••

Scoping – Consider Other Ways the Need/ Strength Could Be Met

You also need to consider there may be other responses to these underlying needs / strengths that might be more appropriate than your project idea. For example, a youth dance is *one* answer to an identified need. Other answers could include sporting activities, movie nights, substance abuse education program, etc.

 **Other possible responses to the needs/ strengths you have identified**

<ul style="list-style-type: none">•••••

In a submission it is difficult to prove that the community needs a youth dance. It is much more powerful to establish the underlying needs/ strengths and put forward your reasons why a youth dance can meet that underlying need. Other factors will also influence your choice of project such as how achievable it is. For example, does your organisation have the resources to manage this project? Is there support from the community? Will there be uptake of the project?

Consultation, networking and building partnerships

By now you should have consulted with the people you aim to involve in your project to find out how they see the situation, what they want and what ideas they have for achieving their goals.

Stakeholders are people and organisations who are in some way affected by or involved in your project. They have a stake (ie; an interest in your project). They include:

- Your target group – eg: isolated young people at risk
- People associated with that target group (eg teachers, sports-players, etc)

- Other organisations; eg: schools, youth groups, sporting groups, neighbourhood groups, Elders, Police, Juvenile Justice, PCYC, church groups, Council, bus services, etc
- Your organisation: members, volunteers, staff, management committee, etc

Consulting with and involving stakeholders will help your project be relevant, ie; the project responds to the need you have identified in a way that has a chance of succeeding. It can also create a sense of ownership amongst those involved, which can increase participation and uptake up the project. Developing good networks can provide you with much needed support, sources of information and feedback. Of course, you will also develop these networks as the project goes along.

 **What are some ways your project could benefit from developing partnerships with other services and groups?**

Organisations and networks	Possible Benefits
<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> • • • • •

Benefit - How will people benefit from your project?

It is vital to describe how the organisation and its activities benefit the community. If it cannot be defined then the whole idea should be questioned. It is often an advantage to demonstrate collaboration with other organisations.

 **How will people benefit from your project?**

<ul style="list-style-type: none"> • • • •
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Outcomes

The outcomes of the projects are the effects of the activities you undertake on your target group. Outcomes are all the impacts or consequences of the services or program. Outcomes are often delayed or long term and they may be intended or unintended.

Outcomes are often hard to measure because they can be intangible or occur over a long period of time extending beyond the end of the project. Nevertheless these are the real objectives of the project and if you can quantify them in some way it will add greatly to its credibility with funders.

Although programs work towards bringing about various outcomes, the outcomes are often beyond the direct control of the program. This makes it difficult to show cause and effect links between the services provided and the outcomes achieved.

Outcomes vs Outputs

Please do not confuse outcomes with outputs in a funding submission. For example a Neighbourhood Watch services may want to reduce crime in a town (outcome) but it can not promise to this in a funding submission. What Neighbourhood Watch should say is that they work towards reducing crime (outcome) by (for example) assisting 100 people to micro-tag their valuables (this is an output).

THE BUDGET

If it is the first submission you have written, you might like to ask a more experienced submission writer to assist you with the budget. Identify the costs associated with the project, by costing **all** the resources needed to be successful in meeting the needs.

You need to clearly identify what you are asking for, and what your organisation, or others, may be contributing. This includes in-kind contributions offered by your organisation to the project which could include: volunteer hours, management support, administrative support, access to rooms, refreshments for groups etc.

Be realistic – don't overestimate, or underestimate, and ensure that admin costs are reasonable compared with overall program costs. Funding bodies would much prefer to see funding dollars be spent on project costs.

Avoid the trap of attempting too much on too little. Unrealistic estimates usually result in project workers doing heaps of unpaid overtime or struggling with resources because someone applied for funding without thinking about what it would all cost and what the consequences of that would be. If realistically your project needs 2 workers full-time, don't set up some poor person to do an impossible job. If the funding guidelines don't fit your budget – look for another source.

Possible budget items

Project Establishment

What will you need to set up the project and the project worker? Eg. Equipment such as computers, fax, phone, printer, photocopier, desk, chair

Wages/Salaries

You'll need to identify how many hours per week x \$ per hour. To do this you'll need to identify what level the position is being paid at and under which award. Wages/Salaries also includes: on costs (this varies and can be as much as 20%), leave loading, superannuation, relief wages, Workers compensation,

Administration

Rent – even though you might be getting free rent now you need to factor in a rent component .

General Administration – eg. paper, folders, paper clips, fax paper, postage, telephone etc.

Audit – grants over a certain amount, eg for the Area Assistance Scheme, grants over \$10,000 require an audit. This can cost around \$500. If you receive the grant over 2 or 3 years you will need to include this amount each year.

Insurance

Travel

Don't ever underestimate your travel costs. If someone needs to outreach or just needs to travel in their position you need to calculate the costs. Generally, (depending on the size of car) is 52 cents/km. So, estimate that there may be x

amount of trips per day or per week, work out the kilometres and multiply that by the cents per kilometres.

Other Administration Costs

Program costs

Training/Conference

Translations/interpreters

Advertising – if you are employing a worker you may need to advertise for that worker in the newspapers. Advertising is very costly

Evaluation – many funding bodies are now requiring an evaluation to be built into the application. If it is a large evaluation it may need to be contracted out.

In-kind Support

It may be that your organisation is able to find some in-kind support. For example another organisation provides a desk and chair in a room for the worker. You can cost out what it would cost if you had to purchase the desk and chair and this is your in-kind support.

Make sure that you separate out that support that you may be getting from other organisations from those costs that your own volunteers and organisation are wearing.

Monetary Support

It also may be that your group is able to offer some actual \$ to the project. This is included in your budget. For example the total project may be \$20,000. Your group may have raised funds and have \$2,000 to allocate to the project. So, you are asking for \$18,000. But, you need to show that you are contributing to the project. It often helps if a group has some funds to allocate to the project. Some funding requires a financial contribution for the group and some even require a 50-50 contribution, eg. NSW Sport & Recreation Capital Assistance Grants.

 **BUDGET**

Consider if these apply to your project and work out how much will it cost.

	(how is it calculated)	TOTAL	funding organisation	Partners organisation	In-kind/volunteer
Administration costs					
Stationery					
Postage					
Telephone/Internet					
Staff Travel					
Car					
Participant Travel and Transport					
Equipment Hire or Purchase					
Wages					
Sessional /casual Staff					
Materials and Consumables					
Catering					
Publicity and Advertising					
Rent or Venue Hire					
Education and training					
Financial audit					
Project evaluation					
Contractors/ Consultants					
Insurance					
Total		1	2	3	4

- 1: The total value of the project
- 2: The amount you are applying for
- 3: Partner contributions
- 4: Your in-kind and monetary contributions.

GO LOOKING! FINDING A GRANT

Who gives grants?

1. Federal Government
2. State Government
3. Local Government
4. Philanthropic foundations and trusts
5. Private companies

How do I find them?

There are many funding opportunities available to organisations within your Local Government Area. The following web-sites contain databases of funding opportunities and links to funding sources in NSW and Australia.

→ **Easy Grants Newsletter and database**

\$55 (Not-for-Profits Groups & Schools) with some resources available with free membership

- 12 monthly email newsletters
- All the latest new and recurring Federal and State Government, philanthropic and corporate grants

This resource may also be available at your local library and Council Chambers

http://www.ourcommunity.com.au/funding/grant_main.jsp

→ **GrantsLINK**

Lists Government grants

<http://www.grantslink.gov.au/Info.aspx?NodeId=0>

→ **Community Builders**

Information on NSW Government, Federal Government, Business and Benevolent grants opportunities

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

Grants Newsletters (free)

- EasyGrants https://www.ourcommunity.com.au/secure/member/sign_up.form
- Northern Rivers Social Development Council

Eligibility

*Read the eligibility section of grant guidelines
to make sure you can apply*

Eligibility simply means does what you want to do match what the funding body wants to fund? Use the guidelines as a check list to make sure that you can apply. Find out what the funding body is offering money for (priorities in the guidelines or talk with the contact person).

Common things to look for with grant applications:

- Requires you to match their money with your own
- DGR Status (Deductible Gift Recipient Status) or Not For Profit Status
- Legal status or auspice body
- A certain budget limit
- A specific target group eg 0-4 year olds
- Specific places (locations) that will be funded eg A Council grant will only cover projects in the LGA
- Probably require you to use a specific form
- May require that you fill out the form on the internet

If You Don't Have the Internet

Unfortunately a lot of funding applications are now submitted online, if you have someone in your organisation who can use the internet would be helpful. See APPENDIX F: INTERNET SITES AVAILABLE AT YOUR LOCAL COUNCIL for information about where you can get access to the internet in public places. You can also look at the local papers for ads on the last page and ask to join an e-mail list serve which is operated by Council.

Some tips for making a successful on-line grant application:

- Check to make sure that you can save your application and return to it later
- Check that you can share it with other people
- Check that you can print it out before you send it
- Be aware of word and character limits
- Phone up when you have problems
- Write down your passwords straight away
- If necessary keep a word document with the questions and answers and use this as your "draft" before cutting and pasting online.

Other ways of Finding Grants Programs

- List all the government bodies you deal with, and talk to them or search their websites for grants.
- List any foundations that you know specialise in your area of expertise.
- List the agencies or bodies that aim at dealing with the problems or issues that fall into your area of expertise.
- List non-profit organisations that share your territory and find out any external grants they have gained - by studying their annual reports or by talking to them.
- Talk to groups you already have contact with, and who might be able to help.
- Find a contact person inside the various agencies that deal in your area and ask them about grant opportunities they might have for your group.
- Talk to your local council's community grants or community development officer - both for grants they might offer, or for other groups that might have grants.
- Talk to your State or Federal MP about government grants programs.
- Attend any seminars or talks from grant makers or experienced grant seekers.

Application forms

Once you have found a funding source and a grant that matches your project you are ready to fill in the application form. Often the first hurdle in filling out the application form is the jargon. Here is a list of commonly used project funding jargon.

Jargon

Project summary - a concise (100 words or less) statement of what your project will do, who it will do it for and when it will do it.

Target group/ Priority Group - the defining characteristics of the people you will be serving, age, location, disability type, social group etc. Statistical evidence, previous research and anecdotal evidence showing that this group exists and that they have a need for your project will add authority to your application. Statements of support from other authorities and service providers can be useful. Make sure you do not elevate the organisation you represent above those people or clients which you are trying to assist.

Outputs - this is a list of the tangible products your project will produce, ie Number of groups run, number of counseling sessions, events, visits, publications, objects etc . This is different to outcomes as discussed below.

Outcomes - the outcomes of the projects are the effects of the activities you undertake on your target group. Outcomes are all the impacts or consequences of the services or program (beyond its outputs). Outcomes are often delayed or long term and they may be intended or unintended.

Outcomes are often hard to measure because they can be intangible or occur over a long period of time extending beyond the end of the project. Nevertheless these are the real objectives of the project and if you can quantify them in some way it will add greatly to its credibility with funders.

Although programs work towards bringing about various outcomes, the outcomes are often beyond the direct control of the program. This makes it difficult to show cause and effect links between the services provided and the outcomes achieved.

Evaluation and measurement - the processes you will use to report and measure both the outputs and, ideally, the outcomes of your project. These will form the basis of reporting to your board/ committee/ supervisor and to the funding body.

Resources needed - describe and quantify all of the project staff, administrative support and other equipment, services and supplies etc required.

Budget - the budget should reflect the dollar cost of the resources required for the whole project and also indicate which resources will be financed by the funder and which will be provided by the parent organisation. Where practical, you can show the dollar value of volunteer or in-kind contributions made by the parent organisation or project supporters.

Financials - more often than not a funding body will want to assess the financial status of the organisation making the application. They will want to assess the capability of the organisation to manage the funds should they be successful. To do this they may request the last 'three years' financials. The financials of an organisation tell a story. For instance, how much is spent on administration versus actual program or service delivery.

Schedule/Timeline - you will need a timetable indicating the overall duration of the project and the timing of the significant stages and events.

Organisation - In preparing your submission you need to ask yourself whether you are the most appropriate organisation to make the application for the project. To answer this question you will need ask yourself:

- do you/your organisation have the experience/skills to prepare the application?
- do you/your organisation have the skills, experience or capacity to manage the project?
- could the objectives of your project be best achieved by collaborating with other organisations?

To answer the first two questions it may be possible to cite examples of projects previously managed by your organisation or the skills and experience of the staff/volunteers. In reviewing the third question it may be useful to make contact with other organisations to see if they are already undertaking activities which may achieve the same outcomes.

Partnerships - Should the guidelines of a grant require some sort of in-kind or cash contribution it may be useful to seek partnerships with other like organisations in order to spread the burden. In this way experience and expertise not contained in your organisation may also be accessed from your partners. It will also demonstrate to the funding body that you are aware of other programs/initiatives and making the best effort to avoid duplication and provide 'value for money'.

Vision Statement - A vision statement is a statement of the future ideal you are working towards. For example "our community will be one where children's rights are respected, children are protected and parents have adequate knowledge, skills and links with family, friends and community to parent well".

Action Plan - Who will do what, when, to implement the strategies? At its most general the action plan could include a list of what staff and resources will be needed to implement the plan and how they will be organised. For example the action plan could include that the service requires a Coordinator, Administrative Assistant and three support workers, what days the staff will work, how many clients they will see and so on. At its most specific it could include a plan for who is to see what clients when, who is to answer the phones and so on.

Inputs - The resources used to produce outputs. Inputs include: staff time, cars, capital equipment, buildings, etc

Processes - The transformation of inputs to outputs (which ultimately lead to outcomes). In human services we are often referring to the service delivery process. For example counseling is a process where inputs such as staff time and client time

are used in such a way as to counsel clients and ultimately achieve some outcomes for clients.

Performance information - Performance information is evidence about performance. Sometimes we use the term performance indicators. This term is used in many different ways. In developing performance indicators two useful questions are:

- How do we know that the objectives have been achieved? I.e. what evidence would we see if the outcomes are achieved? (E.g. that newly arrived migrants **understand** what services are available to them)
- How do we know the strategies have been carried out? I.e. what evidence do we have for our activities? (E.g. how many telephone calls we made in order to provide information to clients about what services are available to them).

Notes: What couldn't you fit in that you thought was important to include?

-
-
-

 Try again

Project summary / Executive Statement – (100 words or less)

Aims/goals

Aims and goals are often use interchangeably. In human services aims are general statements of what we intend to achieve in relation to clients needs.

An example of a service aim is: For parents in families under stress to strengthen and enhance their parenting skills. This aim is a broad statement of what we are trying to achieve. Because of this aim/goals are not usually written in a way that we would know whether we have achieved them. (Objectives are more specific.)

A useful model for writing aims is: For (a group of people) to (gain a benefit). Some examples are:

- For older isolated people to be more connected with people living in their local community.
- For new arrivals to be able to understand our systems of government and services.

To run parenting groups is not an aim. It is a strategy that could be used to achieve the aim above about enhancing parenting skills.

Objectives

By now you should have enough information to say what your objectives are.

Objectives define what is going to be done in the short term. They state:

- What you want to achieve (end)

- How you want to achieve it (means)
- Who the main beneficiaries are (end)

The main beneficiaries are those whose needs the project aims to address. So in a project that aims to improve young people's lives by training youth workers to better work with young people at risk, the main beneficiaries are young people, not the youth workers.

Statements such as; 'To improve young people's quality of life' are too broad. This is an aim, ie a statement of what the project is hoping to achieve in the long term.

Objectives are specific statements of what you intend to achieve. Ideally objectives should be (SMART):

- Specific
- Measurable
- Achievable
- Results oriented (i.e. written as something to be achieved)
- Time bound.

Measurable does not mean that it would be easy to measure but rather that it is possible to tell whether or to what extent the objective has been achieved.

Some examples of objectives are:

- For 35 parents each week to have a 2 hour break from their children for the next 12 months.
- For 35 children under the age of 5 to experience a creative learning environment for four hours per week for the next 12 months.
- For 30 older women living in a particular area to get to know each other over the next 12 months.

What are your project objectives?

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-

Strategies

Strategies are the processes and activities that will be undertaken to achieve the objectives. Examples of strategies are:

- Run a discussion group
- Provide information and referral
- Volunteer visiting
- Provide family counselling

- Run a play group
- Advertise in the local media.

 **What are your strategies?**

-
-
-
-
-
-

Develop a Project Timeline / Schedule

Identify when you will implement each strategy and mark it down on a timeline.

Gather evidence to support your project

Statistical evidence, previous research and anecdotal evidence showing that this group exists and that they have a need for your project will add authority to your application. Statements of support from other authorities and service providers can be useful. Make sure you do not elevate the organisation you represent above those people or clients which you are trying to assist.

Get support for what you want to do

You need people in your organisation to support what you want to do (minutes of meetings would be a good way to show this). It is better still if other organisations support what you want to do.

Talk to other people in other organisations to see if they think that what you want do is a good idea. Keep track of who you speak to, when you spoke to them and what they say (and their contact details).

Sometimes it helps to get support letters from other organisations. APPENDIX A: SAMPLE SUPPORT LETTER gives an example of a support letter that you could draft for this group to put on their letter-head and send back to you. Some grant applications do want these letters or other supporting material.

Develop partnerships with different organisations

Auspice Bodies

Sometimes groups that have not been able to tick all of the boxes in the “Ready” section of this document are still able to apply for funds. For example, a group that is not incorporated may ask another organisation to apply for money for them (Auspice the project). If the other organisation agrees to do this, they will usually

want something as a reward for their assistance, commonly this is 10% of the grant given. This 10% is usually referred to as an administration cost. This includes postage, filling out reports, auditing receipts, opening bank accounts etc.

Partnerships

Sometimes you may have a project that you can apply for the grant for, however another organisation will be very involved in the project (for example a sports group raising money to build a building on Council land using Council staff). This is a true partnership.

You want to make sure that you have a good relationship with a partner or auspice organisation because otherwise you will have wasted the money that you raised. Have a clear agreement with the organisation about:

- What you will do and what they will do
- What reporting they want you to do and what they will do.
- How you will do it and how they will do it
- When you will do it and when they will do it
- Where you will do it and where they will do it
- Explain why you are doing what you are doing and why it will help them

Make sure that you write all of this down and get something in writing (contract) or e-mail from them to say that they agree to do what you want them to do or develop a more formal contract.

Watch out for hidden extras

Groups end up with problems because they do not think about the hidden extras that can come from a grant application. Here are some common problems:

- Not allowing money in the budget for an audit (different grants require a professional auditor if a grant is over a certain amount. Audits usually cost about \$500)
- Not having money in the budget for travel costs
- Not allowing for increases in costs from the time of the quote to the time the grant is announced (if you have a quote from a builder, ask him to stay with that quote until the announcement of the grant). We suggest that you allow a 10% contingency or more if you are unsure on this point
- Not checking that Council will give approval for the work
- Not budgeting for the cost of Council approvals

It is always a good idea to get someone else to read your application just to check that you have not omitted any of these other matters. Contact your local Council who may be able to read over grant applications for you and comment on them.

Get the application in by the due date and to the right address

After all of that hard work, it would be a pity to not submit the application. If you know you want to apply, and cannot meet the deadline, ring up and ask if you can submit the application late (extension). Sometimes an extension will be granted. Applications take a lot longer than you think to write. Do as much of this as you can before the grant comes up. Some grants are only available for a short time from

when they are announced, so be prepared. This especially happens at the end of the financial year (June 30).

Evaluation and Acquittal

You will never get any more money for a grant if you do not report on what you did with the money (acquit) at the other end. Acquitting a grant includes:

- Keep track of your money that you spend, including receipts and possibly sending these to an auditor
- Keep track of timelines and what you did in them, including using a diary
- Taking photos of what you did
- Writing a report on what you did
- Have a good relationship with your funding body and contact them if anything changes. Tell them what is going on, ask for help if you need it, and they will usually be very helpful

Use the format that the funding organisation asks you to use when putting in this report.

More Resources To Help You Write Grants

Websites

→ Our Community

- Grants & Fundraising
- Boards, Governance & Leadership
- Finance, Insurance & Risk Management
- People Management
- Strategic Planning, Review & Revitalisation
- Information Technology
- Community Engagement & Advocacy
- Marketing & Media

http://www.ourcommunity.com.au/training/training_article.jsp?articleId=3240

Practical

http://www.communitybuilders.nsw.gov.au/finding_funds/submissions/

- [A Guide to Submission Writing](#)
To translate a good idea or concept into a practical project will involve preparing a submission. This submission will be the basis on which your idea is evaluated and then possibly supported and/or funded.
- [Guide to Submission Writing](#)
Provides suggestions, tips and checklists that will help you in the submission writing process.
- [Non-profit guides: writing funding proposals](#)
This collection of free, web-based tools aims to guide not-for-profits through the proposal writing process, from inquiry letters to full proposals.
- [Preparing an Effective Funding Submission](#)
A practical guide to preparing and managing funding submissions
- [Writing a Funding Proposal: toolkit](#)
This CIVICUS toolkit is a comprehensive guide to writing funding proposals, from researching potential funders to writing the document and following-up on its progress.

○ RELATED READING

[Writing a Submission](#)

A broad practical guide to writing clear submissions to government. This guide is for any submission written to Government, not only for funding.

CPA, Grants in Australia - Management and accountability made easy for Not-for-profit organisations, , Feb 2007.

Appendix A: Sample Support Letter

SUPPORTING ORGANISATIONS LETTERHEAD

Persons Name
Position
Organisations Name
Street Address
Town State Postcode

Dear Sir/Madam,

I am writing to support the [Name of your organisation] in their application for [Name of the funding application].

The [Name of the funding application grant] will allow [Name of your organisation] to [What you want to do with the application].

This is important because [list why this is important, using words that are used in the grant application].

If you want to talk to me further in relation to this you can contact me on [contact details and name of the person and organisation that are supporting you].

Yours truly

[Signature]

[Name of person from supporting organisation]
[Their position in the supporting organisation]

Appendix B: Project Planning



Why will you do it (objectives)	What will you do (strategies)	When will you do it (timeframes/ deadlines)	How much will it cost (budget)	Who will help you (partners/ responsibility)	FUNDING SOURCE

Appendix C: Council As An Auspice Or Projects To Build On Council's Land

A number of groups in Richmond Valley work under the auspice of Council. Council staff often refer to these organisations as Section 355 committees of Council because they are formed under Section 355 of the Local Government Act.

All Section 355 Committee of Council and anyone wanting to undertake Building works on Council land need to post their funding submissions to the General Manager, for approval before submitting.

It pays to be a couple of days ahead of the deadline when you do this and it also pays to let someone at Council know that you will be applying before hand. If you want to apply you can ring Dean Fordham on (02) 666 00300 and he will talk you through any issues that you have to consider.

If you are writing an application on Richmond Valley Council's behalf, you will need to have a copy of Richmond Valley Council's "Committee's and Delegates" document and will also need to know the following:

Contact details for funding submission:

Brian Wilkinson
General Manager
(02) 666 00300
Fax:
council@richmondvalley.nsw.gov.au
www.richmondvalley.nsw.gov.au

Our Vision/ Mission Statement:

Richmond Valley Council's vision is *The development of community and natural attributes of the area to enable a pleasant and sustainable lifestyle* and it's mission is *Develop our area with our community by effective leadership and efficient service.* (Then

write “The [Committee] was established as an operational committee of Richmond Valley Council under section 355 of the Local Government Act 1993 to”)

How the organisation was started:

Following an inquiry conducted in late 1999, the former Richmond River Shire Council and Casino Council resolved to proceed with their merger. The new Richmond Valley Council was proclaimed and commenced operations on 21 February 2000. The first ordinary election of this Council was held on 3 June 2000. Richmond Valley Council was formed by the NSW Local Government Act 1993.

What the organisation does:

The list of what Council does is very long, you can see the whole list at Council’s Management Plan:

<http://www.richmondvalley.nsw.gov.au/content/Document/Reports/ManagementPlan/ManagementPlan2009-2012-AdoptedbyCouncil16June2009.pdf>

You may wish to simply talk about what your committee is doing instead, or find the relevant sections in the Management plan of Council.

Who are you members:

Either list your organisations members or the data listed on Page 13.

Bank Details:

Will not be provided until you speak to Dean Fordham

ABN: 54 145 907 009

GST Registered: Yes

DGR: No

Appendix D: Youth Local Council - Fast Facts

* Based on 2006 Census Data from the Australian Bureau of Statistics

DWELLING DEVELOPMENT TYPE	BROADWATER- RILEYS HILL	CASINO	CORAKI	EVANS HEAD	RURAL (EAST)	RURAL (NORTH)	RURAL (WEST)	WOODBURN	TOTALS
Total No. of persons	525	9860	1177	2910	1301	2648	2454	521	21396
No. of dwellings	233	4323	474	1641	536	963	971	217	9358
No of vacant Dwellings	21	280	33	299	59	52	83	28	855
Median age	41	39	39	49	42	40	39	37	41
% Population ATSI	2.8%	7.8%	13.3%	3.5%	3.5%	1.1%	3.9%	6.9%	5.5%
Mean household size	2.5	2.4	2.6	2	1.7	2.8	2.8	2.7	2.4
Percentage of the population unemployed	19.0%	16.2%	20.0%	13.7%	27.5%	12.2%	15.6%	11.0%	16.6%
Median monthly housing loan repayments	\$800-\$899	\$800-\$899	\$800-\$899	\$1100-\$1199	\$800-\$899	\$1000-\$1099	\$800-\$899	\$800-\$899	\$800-\$999
Median weekly rent	\$150-\$199	\$100-\$149	\$100-\$149	\$150-\$199	\$100-\$149	\$100-\$149	\$50-\$99	\$150-\$199	\$100-\$199
Median weekly individual income	\$300-\$399	\$300-\$399	\$200-\$299	\$300-\$399	\$300-\$399	\$400-\$499	\$300-\$399	\$300-\$399	\$200-\$399
Median weekly family income	\$700-\$799	\$600-\$699	\$600-\$699	\$500-\$599	\$700-\$799	\$900-\$999	\$700-\$799	\$700-\$799	\$600-\$799
Median weekly household income	\$700-\$799	\$600-\$699	\$600-\$699	\$500-\$599	\$700-\$799	\$900-\$999	\$700-\$799	\$700-\$799	\$600-\$799

Richmond Valley Council Resources

1. Richmond Valley Council's ComPlan

Gives information about relevant services, detailed statistics and summary of Community Comments and Council's Plans for:

Localities:

1. Broadwater,
2. Casino
3. Coraki
4. Evans Head
5. Rappville
6. Rural Areas
7. Woodburn

Target Groups:

1. Aboriginal
2. Aged (55+)
3. Children
4. Migrants
5. Women
6. People with a Disability
7. Youth

Issues:

1. Health (including Public Health, Drug and Alcohol, Service Provision)
2. Environment (including waste management, Sustainable living, Regeneration)
3. Sport, Recreation, Art and Culture
4. Economics and Tourism
5. Transport
6. Housing
7. Community Safety

2. Richmond Valley Council's website address

www.richmondvalley.nsw.gov.au

3. Richmond Valley Council Community Services staff

Joanne Petrovic,

Coordinator of Community Services and Social Planning66600 225

Appendix E: Other Sources Of Data

Your Local Council	<ul style="list-style-type: none"> • Social/community profiles • State of the Environment Reports • Community Services Directory
Australian Bureau of Statistics www.abs.gov.au	<ul style="list-style-type: none"> • Census (demographic, economic, employment, housing) <ul style="list-style-type: none"> • SEIFA • CDATE • Social trends • Disability data • Victims of crime survey
NSW Bureau of Crime Statistics and Research (Attorney-General's Dept)	<ul style="list-style-type: none"> • Crime statistics for NSW and LGAs • Specialist crime data and comparative trend analysis
DOCS	<ul style="list-style-type: none"> • Supported accommodation (SAAP) information • Child abuse and domestic violence statistics
Department of Education, Employment and Workplace Relations (DEEWR)	<ul style="list-style-type: none"> • Enrolments in government and private schools • Enrolment of special groups (Aboriginal and Torres Strait Islanders; Non-English Speaking Background students)
Department of Fair Trading	<ul style="list-style-type: none"> • Rental Bond Board data (rents, type of dwellings)
Department of Housing	<ul style="list-style-type: none"> • Waiting list numbers • Housing stock information • http://www.housing.nsw.gov.au/Rent+and+Sales+Reports/Latest+Issue/ rent and sales reports
Transport Data Centre	<ul style="list-style-type: none"> • Passenger travel for all modes of transport <ul style="list-style-type: none"> • Journey to work data • Information on future road and public transport networks
Department of Planning (including Housing Data and Analysis Service)	<ul style="list-style-type: none"> • Population projections (LGA and regions) <ul style="list-style-type: none"> • Demographic trend analyses • Housing data – quarterly Rent and Sales Report • Regional housing statistics and market analysis
NSW Health http://www.ncahs.nsw.gov.au/health-profile/	<ul style="list-style-type: none"> • In-patient statistics • Community health data • Hospital facility data • Range of health indicators (eg mortality data)
Tourism New South Wales	<ul style="list-style-type: none"> • Visitor numbers (by country of origin) <ul style="list-style-type: none"> • Tourist expenditure data • Hotel/motel accommodation figures
Valuer General's Department	<ul style="list-style-type: none"> • Average house prices by type of dwelling and locality (based on a 'typical' sale not survey data)

Appendix F: Internet Sites Available At Your Local Council

Richmond Upper Clarence Regional Library
Casino
Graham Place, Casino Ph: 6662 6160
Opening times Monday - Friday: 10.00am - 5.30pm
Saturday: 9.00am - 12noon

Coraki
Union Street, Coraki Ph: 6683 2752
Opening times Monday, Thursday 2.30pm - 5.30pm

Evans Head
Oak Street, Evans Head Ph: 6682 4122
Opening times Mon, Tues, Wed, Fri 2.30pm - 5.30pm
Thurs, Sat 9.30am - 12noon

Coraki Rural Transaction Centre
Shop 2/121 Richmond Terrace, Coraki, NSW 2471
02 6683 1662

Evans Head Community Technology Centre
19-25 Woodburn St, Evans Head, NSW, 2473
Phone number: (02) 66826410

Casino Video Easy (charges apply)