

Responsible Officer Manager Economic Development and Growth
Directorate Sustainable Communities and Planning

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1. Purpose

The purpose of this policy is to develop a proactive approach by Council to grant opportunities, thus optimising the likelihood of success for Council's grant applications and to enhance its reputation in delivering grant-funded projects / programs such that this positively impacts consideration of future grant applications.

2. Background

Council seeks one-off or recurring grant monies to offset costs, from its standard revenue streams, for the provision of new infrastructure, upgrades and programs or to maintain or improve current assets, such as roads. Well-substantiated justification is required to be awarded such grants.

Success in winning competitive grants come from presenting applications based on fully scoped and fully costed projects or programs that are 'shovel ready', that is, ready for immediate implementation, without the need for further time to negotiate and make decisions in relation to its scope, budget or timeframe; that is, the fewer the 'unknown' variables, the more likely an application will be awarded funding.

How well such projects and programs fit within Council's own adopted strategies, its Delivery Program, Community Strategic Plan, regional, State and Federal strategies and Masterplans and Plans of Management also impacts the success of a grant application; the better the fit, the more likelihood of success in winning the grant.

The window for grant applications is often only one month, meaning that significant preparation work is needed in the lead-up to the opportunity in order to have a rigorously prepared application ready for submission that will have a strong chance of success.

Conversely, grant applications are often unsuccessful when their preparation is triggered by a knee-jerk reaction to a submission opportunity for which a suitable project or program has not been identified, developed, designed in detail, costed and its financial and strategic implications considered.

3. Scope

This policy applies to the elected Council, Council directorates and departments and individual Council officials in relation to projects / programs that cannot currently be fully funded through Council's operational funds.

4. Objective

The objectives of the Grant Policy are to implement organisational processes that result in:

- Preparation of detailed, 'shovel-ready' project / program proposals, for potential funding through a grant, with their documented justification (or business case in more complex projects / programs) that clearly identify their scope, duration (Gantt chart), resource requirements and detailed cost, and that place their need within the context of local, regional, State and Federal strategies and plans current at the time, and
- The elected Council being informed of these 'shovel-ready' projects / programs and the operational pursuit of grant funding for their implementation, where such funding does not exceed Council's risk appetite and does not require any in-kind or cash co-contribution.
- A resolution of Council to support those grant applications requiring a cash or in-kind co-contribution as a condition of the grant (where that value is >\$10,000), and
- Accountability authority being given to the relevant Directorate's grants team (through its Director) to ensure the timely delivery of grant-funded project / program milestones and for securing the evidence to demonstrate their completion, and
- The acquittal of grant-funded projects / programs within 30 days of receipt of the final contractor/supplier invoice.

5. Definition

Word / Terminology	Meaning
Action	The means by which a Strategy of the Community Strategic Plan, Delivery Program or Operational Plan is delivered.
Business case	The justification and rationale for a proposed project / program, including: a modular or staged scope of works, detailed design, draft schedule (Gantt chart) and a quantity survey; along with strategic context that places its need within the context of local, regional, State and Federal strategies and plans current at the time.

Word / Terminology	Meaning
Capital Expenditure Review	A Capital Expenditure Review enables the financial impact of projects and programs on Council to be determined methodically, taking into account costs for immediate development or implementation and ongoing lifecycle costs to maintain the outputs of the project or program, such that Council can consider its capacity to sustain such costs.
Council official	Councillors, members of staff, contractors, volunteers, those undertaking work experience with Council, and delegates of Coonamble Shire Council, including members of committees that are delegates of the Council.
Grants team	Those Council officials, within a Directorate, responsible for reporting to the funding body and whom that body holds accountable for this reporting.
Program	A medium- to long-term investment in people that enhances their qualities, attitudes, skills and capacities to collaborate and be active leaders and contributors to their community – thus building the Shire’s social capital.
Project	An activity defined and limited by time, scope and budget that delivers a tangible output: eg. a business case, a masterplan or a piece of infrastructure.
Quantity survey	A detailed list of components required to deliver a project / program, along with the cost per item and number of items required, in spreadsheet format, so that costs can be updated and totals calculated; a quantity survey older than six months is considered out of date.

6. Legislation Requirements

This policy is to be read in conjunction with the following:

Local Government Act 1993

Community Strategic Plan

Delivery Program

Operational Plan

Coonamble Shire Council’s suite of strategies and plans (including masterplans and plans of management)

Regional strategies and plans
State and Federal strategies and plans
The Office of Local Government's Capital Expenditure Guidelines
Community Engagement Policy
Project Management Framework
Contract Management Framework
Grant Management Framework and procedures (draft grant application procedure and draft grant-funded project / program reporting and acquittal procedure – also attached)
Risk Management Framework and Risk Appetite Statement

7. Policy

In preparing to apply for grant funding, Council develops fully scoped, planned and fully costed projects / programs that deliver prioritised Actions of its Operational Plan and Delivery Program that are substantiated by:

- A rational justification (or for more complex projects / programs a business case) that includes:
 - A description of the project / program, its scope and deliverables.
 - A rationale to contextualise and justify the project / program and its deliverables as the satisfier of a need or needs within Council's suite of strategy documents (including the Integrated Planning and Reporting set of documents, Masterplans, Plans of Management, strategies and other plans), and within regional, State and Federal strategies and plans.
 - Current costings (that is, a quantity survey whose details are no more than six months old) for initial development and for ongoing lifecycle costs (and an explanation of how these are to be funded or sustained by Council).
 - A draft project schedule (Gantt chart) with required resource types allocated to tasks.
- A determination by Council's Executive Leadership Team to pursue the grant, based on the above rational justification / business case and Council's Risk Appetite Statement, with the elected Council being informed of the decision.
- A resolution of Council supporting the application where a cash or in-kind co-contribution is required (where the value of that co-contribution is greater than \$10,000).
- A Capital Expenditure Review, where required.

In applying for grants, Council officials be satisfied that Council's fully scoped and fully costed project / program aligns with the grant assessment criteria and has a

strong chance of success, thus justifying the allocation of the human and other resources to prepare a grant submission.

In discharging a grant-funded project, the relevant Directorate's grants team be accountable for, and have the authority (through its Director), to ensure the timely delivery of grant-funded project / program milestones, and to obtain the evidence required to demonstrate their completion.

In acquitting grant-funded projects / programs, Council officials submit all required documentation to the funding body within 30 days of receipt of the final contractor / supplier invoice.

8. Procedures Relating to this Policy

Procedure Name	Internal or External Document
Grant Application Procedure	Internal

9. Policy Review History

Date	Changes Made	Approved By
10 September 2025	Creation of the Policy	Council