



DEPARTMENT OF PLANNING, INDUSTRY & ENVIRONMENT

# Environmental Restoration and Rehabilitation 2020 Developing your application

How to prepare a Workplan and examples  
NSW Environmental Trust



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## Before reading this guide

For further information about the Restoration and Rehabilitation Program, including eligibility criteria, please refer to the [Restoration and Rehabilitation program guidelines](#).

## How to use this guide

This guide is designed to provide additional guidance to that provided within the online application form (i.e. within the Grant Management System (GMS)) to help you complete and submit your application to the Restoration and Rehabilitation grants program.

Where supplementary guidance has been provided, the information provided in this document follows the order of categories identified in the online application side bar (left of screen).

- Information
- Eligibility
- Project summary
- Applicant details
- Collaborators
- Project location
- Project rationale
- Workplan
- Risk management
- Supporting information
- Feedback
- Declaration

A further section that provides additional advice for revegetation/regeneration projects has also been included at the end of the document.

### Note:

Supplementary information has not been provided for all contained within the various online side bars.

### Need help?

You can contact the Trust Administration on 02 8837 6093, or email [info@environmentaltrust.nsw.gov.au](mailto:info@environmentaltrust.nsw.gov.au) if you need help.

**Applications close at 3pm on Monday 14 December 2020.**

## Side bar category: Eligibility

### Which stream am I eligible for?

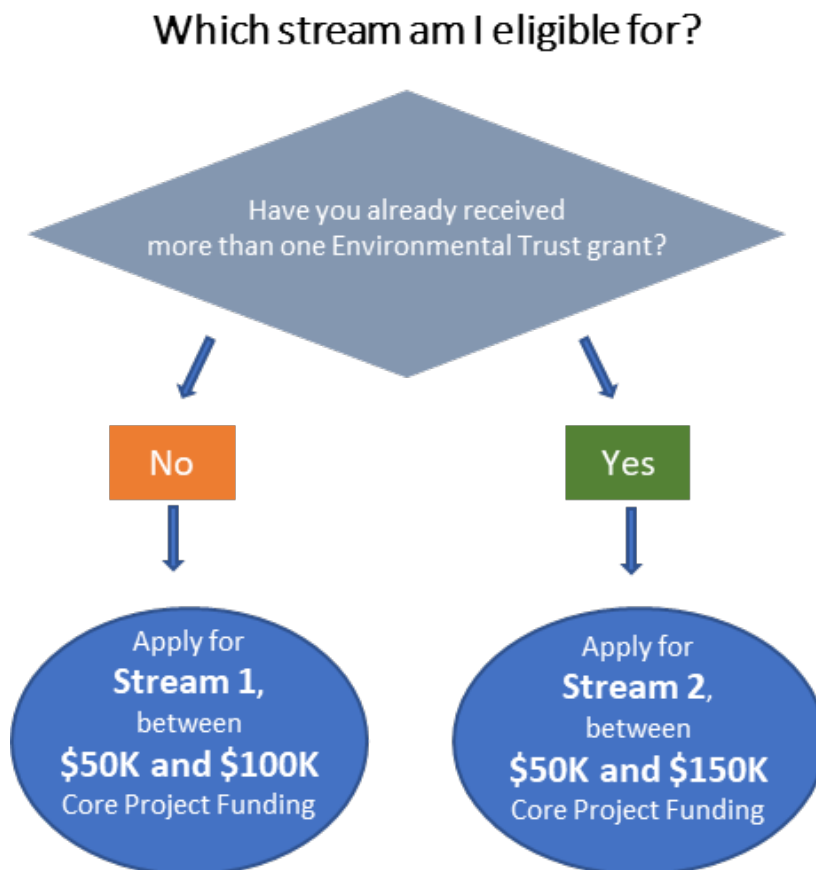
Each stream offered is based on an applicant's level of grant project management experience and/or capacity. Each has a different funding level and timeframe allocated for delivery. Figure 1 below may be used to assist applicants determine their stream eligibility status.

Two funding streams will be offered this year:

- Stream 1 – New Entrant
- Stream 2 – Experienced

#### Important note:

Applicants may only apply for funds under one stream.



**Figure 1** How to select which stream an applicant is eligible for

## Side bar category: Applicant details

### Administrator nominated

#### Note

This is only applicable if your group/organisation intends to use an administrator to support implementation of your project.

Not for profit community groups/organisations that would otherwise be ineligible to apply for a grant may nominate another organisation to administer grant funds on their behalf. Administrators must meet the eligibility requirements outlined in the guidelines, and must administer Trust funds in accordance with NSW Government Procurement Policy.

Funding Agreements are prepared in the name of the administering body. Grant payments are made payable to the administrator who is responsible for dispersing funds on the grantee's behalf and the preparation of financial reports.

An agreement should be reached between the grantee and the administrator in relation to project management.

It is still expected that the project will be led by the applicant – not the administrator or other service provider.

## Side bar category: Workplan

### Overview

The Workplan will allow you to map out the work you will carry out by identifying:

- the outcomes your project will deliver
- the activities you will implement to achieve them
- your project measures, and
- the budget you need for each milestone (stage of works).

Figure 2 below sets out the order of data input as it appears within the online application form.

<b>Step one: Project outcomes</b>	Identify the Social and Environmental Outcomes that your project will achieve (what will success look like?)		
<b>Step two: Project schedule</b>	Set dates for project milestones (a milestone is a period of work over 6 to 12 months)	<b>Useful Tip</b>	After a 2 month planning phase from <b>1 July to 31 Aug 2021</b> , during which you will further develop your Workplan, your project must ensure that you have included sufficient milestones for a minimum of 2 or 3 years for <i>Stream 1</i> or 3 or 4 years for <i>Stream 2</i> .
<b>Step three: Activities</b>	Identify the activities you will implement within each milestone	<b>Useful Tip</b>	Activities in each milestone must contribute towards the achievement of your Project Outcomes
<b>Step four: Measures</b>	Set your project measures for each milestone.	<b>Useful Tip</b>	At the end of each milestone, you will complete a Milestone Report to tell the Trust about your progress during each milestone. These reports trigger release of the next payment of the grant.
<b>Step five: Budget</b>	Determine what your activities will cost, and how they will be funded.	<b>Useful Tip</b>	This tells us what you want the Trust to fund and determines what will appear in the Payment and Reporting schedule of your funding agreement.

**Figure 2**      **Workplan model**

## Step 1: Defining your project outcomes

The Workplan includes three outcomes:

- **Outcome 1** is a predefined, mandatory Project Management outcome, to strengthen project governance. Under the Project Management Outcome each activity is mandatory and must be integrated into your planning processes across the duration of your project.
- **Outcome 2** will be an environmental outcome.
- **Outcome 3** will be a social outcome.

Your application should identify an Environmental and a Social outcome in line with the *Environmental Restoration and Rehabilitation – Program Logic* (Appendix 1) in the *Program Guidelines*.

When defining your outcomes, you should set realistic targets that you hope to achieve. Outcomes must be SMART. Specify outcomes in a way that allows you to clearly measure the results or impacts of the project.

A suitable outcome should include a benchmark (e.g. area, %, distance, number etc.), and a target you expect (e.g. area, %, distance, number etc.) the benchmark to be compared against.

You will then identify the activities (from the list of *Activities eligible for grant funding* (Table 3) in the *Program Guidelines*) you will implement to achieve that outcome.

### Tips for writing project outcomes

When setting your project outcomes, ensure they are SMART:

- **Specific**
- **Measurable**
- **Achievable**
- **Realistic**
- **Time-bound.**

**Consider what ‘successfully’ meeting each outcome will look like** and how you will know if you have been successful (i.e. how will you measure success?). The more links you can make to the assessment criteria, the more competitive your application will be.

We encourage you to incorporate a similar level of detail as provided in the examples below:

### Environmental outcome examples

- To rehabilitate 600 square metres of high priority Grey-headed flying-fox (GHFF) habitat in line with the ‘GHFF Campsite Management Plan’, by achieving an 85% reduction in weed cover by the end of the project in 2024.
- Increase the number of breeding pairs of bush stone curlew (*Burhinus grallarius*) on the Fingal Peninsula from 10 to 25 by undertaking pest vertebrate management activities (e.g. foxes, feral cats) and redirection of walking tracks away from nesting sites by October 2024.
- Rehabilitate 25 hectares of habitat between Numinbah and Couchy Creek Nature Reserves, to ensure ongoing reduction in weed species to no more than 5% foliage

cover by project completion in 2024. Revegetation will use species selected to adapted to a changing climate.

- Improve aquatic habitat in the Upper Molong Creek (5km stretch) and facilitate a return of aquatic life through a 90% improvement in water quality (increased water flow, oxygenation levels and light levels) by 2024.

### Social outcome examples

- Engage the community to attract 200 participants over three years in a citizen science project monitoring tree hollows, through awareness raising and educational events on the importance of standing and fallen dead wood to the local animals.
- To protect the endangered yellow-bellied glider from predation and habitat loss, by conducting a community education program between 2021 and 2024 aimed at increasing awareness of 33,000 residents in the Lismore Local Government Area on the importance of managing bushland for climate change.
- Increase community awareness and knowledge of the significance of fauna corridors in the urban areas of Tomaree Peninsula and help the koala maintain breeding and feeding links and patterns essential to their survival, leading to a 40% increase in participation in koala preservation programs by 2024.
- To equip project planners with an understanding of provenance issues and sourcing of appropriate genetic material for restoration projects, we will deliver six workshops over three years around New South Wales with a minimum of 10 participants each. We will invite participants to submit Expressions of Interest and select three candidates to work with as mentors on project plans for their sites.

## Step 2: Project Schedule – Establish milestone/timeframes

Projects must be:

- Stream 1: Between two (24 months) and three (36 months) years in duration.
- Stream 2: Between three and four years in duration.

Applications proposing works of less than 24 months (Stream 1) or 36 months (Stream 2) will not be funded.

Each milestone must be at least six months in duration (12 months preferred), and no more than 70% of total grant funds sought should be allocated to Milestone 1. Refer to example in Table 1 below. It is important to note that grantees will be required to submit a progress report for each Milestone included in the project schedule.

**Table 1 Example of a project schedule for a Stream 1 application**

	Start	Finish	Grant funds requested for each milestone (CPF max \$100k including PSF)
Project planning	1 July 2021	31 Aug 2021	\$0
Milestone 1	1 September 2021	30 May 2022	\$56,495 (incl. \$5,800 PSF)
Milestone 2	1 June 2022	31 March 2023	\$37,177 (incl. \$3,500 PSF)
Milestone 3	1 April 2023	28 February 2024	\$15,378 (incl. \$5,100 PSF)
<b>Total grant</b>			<b>\$109,050</b> <b>(incl. CPF \$94,000: PSF \$14,400)</b>

**Note:** For details on how CPF and how the PSF budget is calculated, refer to [Step 5: Budget](#) section below for details.

## Step 3: Activities

- Each activity must directly relate to the achievement of at least one of your project Outcomes. Use the [Monitoring Directory](#) to help you determine how you will measure the impact of your activities.
- A brief description for each activity should be provided, with sufficient detail to demonstrate a strong likelihood that the activity is eligible for funding, and will contribute towards achieving the outcome you have identified. Adding detail to your activity description also demonstrates your expertise to the Technical Review Committee by describing techniques you will use to implement and monitor your work.
- For each activity, select an Activity Type (from a drop-down box) that best describes the type of activity you intend to implement. You will also need to indicate when, during this milestone, you will implement the activity.

### Tip

- Start and finish dates for activities must be within the start and finish date for the milestones.
- How will you demonstrate the effectiveness of your work in your Milestone reports?
- What evidence will you gather to show that your project is achieving its outcomes?
- Build monitoring mechanisms into your project activities (e.g. photo points, surveys, weed mapping).
- Refer to the [Sample Application Workplan](#) in the Grants Management System or on the Trust's [Environmental Restoration and Rehabilitation webpage](#) for more examples.
- You can contact Trust Administration for help or to discuss your project ideas on phone 02 8837 6093

## Explanation of Project Support Funds

There are three activities eligible under Project Support Funds (PSF), an explanation is provided below for each:

### Financial audit

Up to \$1000 under the PSF is quarantined and must be used by community groups and non-government organisations to conduct an end of project independent financial audit.

For government agencies and councils your final financial report must be certified by your Chief Financial Officer or equivalent. It doesn't need to be independently certified.

### Project Monitoring

Up to 10% of the final Core Project Funds (CPF) value of the project may be allocated towards activities used to consistently monitor both the achievement and quality of project

activities defined in project plans. Funds may be used to employ contractors or specific staff to perform this function across the approved project timeframe.

## Media and Communications package

For the first time, the Trust is including a media and communications component in program funding.

The Trust seeks to improve our natural environment and inspire others to do similar. As part of this, it is vital to have good images and short videos to share the good work being done. As the saying goes, a picture tells a thousand words.

To this end, we are including a media and communications package allowance of up to \$4000. This will enable grantees to spend these funds across the approved project timeframe to assist in:

- sharing and promoting project activities and recognising achievements
- raising the group/organisation's profile, attract community involvement and support education.

The funds may be used to prepare the following media and communications outputs:

### 1. Professional photos

Engage a professional photographer to take 20 to 40 high-quality, high-resolution images of project activities. These can be used in official project outputs, publications and online newsletters, local newspapers and social media including Facebook, Instagram, Twitter and LinkedIn.

### 2. Short project videos – one minute long

Create one or two one-minute long videos that introduce the project and share project results. Content should include a limited number of scenes and interviews, branding, subtitles etc. for up-load onto social media platforms, the Trust's website as well as group/organisation websites.

### 3. Social media videos – 15–30 seconds long

Produce a series of 15–30 second videos that deliver brief and timely notifications or updates on project activities, forthcoming events etc. during the project timeframe. Content may include a combination of professional images, maps/graphics, video etc. with videos uploaded on to targeted social media platforms e.g. Instagram, Twitter, Tik Tok, etc.

A further benefit of the media and communications package grant is that this money goes into your local community, employing photographers and videographers.

## Note

Successful grantees will be provided with more details on how the package can be approached and utilised including a series of useful guides. When completed, these resources will be available on the Restoration and Rehabilitation Program webpage.

## Step 4: Measures

For each activity, select a measure (from a drop-down menu). Enter '0' if the measure is not applicable

Please ensure that the activities defined in your Workplan are reflected in your project budget.

### Tip

For more information on Activity Types and Measures, please see the [Monitoring Directory](#) for inclusion in your ongoing Workplan. You can also refer to the [Sample Application Workplan](#) to help you.

## Final check: Are your outcomes achievable?

It is essential that once you have determined your outcomes and identified your associated activities, that you think about what 'successfully meeting that objective' will look like. How will you know if you've been successful? How will you measure success? Once you have an idea of what success looks like, review the activities you have listed to ensure they will achieve your stated objective.

### Tip

Plan your activities to consider the possibility of extreme weather conditions, e.g. flood, or a return to drought conditions. For example, you may wish to consider direct seeding in preference to planting of tubestock or focus on erosion control measures to stabilise soil.

## Step 5: Budget

### What is the Technical Review Committee looking for?

#### Value for money

- Extent to which the budget supports the project objectives and whether it will ensure the viability of the project overall.
- The likely environmental benefit of the proposal relative to the amount of grant funds.
- The reasonableness of the budget items.
- Appropriateness of the mix in the total budget between:
  - materials and other direct project costs
  - professional expertise
  - on-kind support (e.g. equipment, machinery) and/or cash contributions from applicant and other organisations voluntary expertise/labour.

You will need to provide a detailed break-down of your anticipated project costs and identify how they will be funded (either from grant funds or other sources).

Please note that if your application is successful, there is an opportunity to modify your budget during the Project Planning Phase through development of your detailed Workplan.

All costing in your budget needs to be **detailed, reasonable and justifiable**, especially where individual items comprise a large proportion of the overall budget. Detailed costing ensures that your budget is well planned and is linked to the outcomes and outputs of your project.

### Tip – budget considerations

Consider whether your proposed budget includes costs that would be considered reasonable expenditure of public funds. Will it withstand public scrutiny?

Have you provided enough detail to demonstrate to the Trust what it is being asked to fund? e.g. include workings to show the number of hours of contractor work.

You can include \$30 per hour for volunteer labour as an in-kind contribution to demonstrate the value of volunteer work on the project.

## Core Project and Project Support Funds

The budget is broken down into CPF and PSF. CPF encompasses the essential costs used to implement your project activities. Whereas PSF is considered as ‘extra’ funding that supports project implementation i.e. grantees can expend all the CPF on delivering ‘on-ground’ activities.

**Table 3 Summary of Core Project and Project Support Funds**

	Stream 1: New entrant	Stream 2: Experienced
<b>Core Project Funds (CPF)</b>	\$50,000 – \$100,000	\$50,000 – \$150,000
<b>Minimum Core project Funds value</b>	\$50,000	\$50,000
<b>Project Support Funds (PSF)</b>	<b>Additional funding of up to \$15,000</b>	<b>Additional funding of up to \$20,000</b>
<b>Total Grant Funds Sought (includes both CPF &amp; PSF)</b>	<b>\$115,000</b>	<b>\$170,000</b>

- The minimum project value for each stream is \$50,000. You will not be able to complete your application if a value of less than this amount has been entered as your Total Grant Funds sought.
- The maximum Total Grant Funds Sought combines both CPF and PSF. For Stream 1 this is \$115,000 and Stream 2 \$170,000.
- For each milestone, you must ensure that a line item is reserved to allocate PSF. For example, (refer to the Budget component of the Sample Application Workplan spreadsheet) under Milestone 1 (Stage 1), budget item 10, PSF has been allocated to: Monitoring \$4590 (i.e. 10% of CPF for Stage 1 \$45,900) and \$1500 for short video production, totalling \$6090. Further, Milestone 3 (Stage 3), budget item 4, PSF has been allocated to: Monitoring \$1145 (i.e. 10% of CPF for Stage 3 \$11,450); \$1000 for video production and \$1000 for the independent financial audit, totalling \$3145.

## GST

If you are registered for goods and services tax (GST) the dollar amounts in your application budget should NOT include GST. GST will be paid in addition to your grant for organisations registered for GST with the exception of government bodies.

If you are not registered for GST and are administering your own grant, the amount requested from the Trust should include any GST which may be payable.

Round off each amount to the nearest dollar.

## Recruitment and employment of staff

The Trust's overall aim in relation to the funding of salaries is to ensure that:

- merit based recruitment processes allow a range of applicants to compete for Trust funded employment opportunities
- recruitment using Trust funds is transparent and accountable
- the Trust is not effectively reimbursing an organisation for salaries it has already budgeted for
- The Trust may pay for staff specifically employed to work on implementing the project and may occur through application of either of the following recruitment options.

### Option 1

- A merit based, advertised recruitment process for a new staff member.

### Option 2

Direct appointment of an existing staff member who has:

- previously been appointed through a competitive and transparent recruitment process (i.e. merit based and advertised) when first engaged with the organisation
- completed a previous contract and now have the spare capacity to be redeployed to the project under a new contract.

If you are asking the Trust to fund an existing employee of your organisation, please explain why and how you intend to manage this process in the Workplan section of your application.

You will need to provide clear justification for the funding of any existing employees, including casual or part time staff, and be able to demonstrate how the Trust funded work is additional to any work they have already been engaged to undertake. For example, a part time staff member (who has been recruited through a merit selection process) who usually works two days a week could work an extra day each week on the project, and that day could be attributed to the Trust. You must be able to demonstrate how you will separately track their project related work from their regular duties.

A Position Description should be developed for any new position to be employed under the project. Example position descriptions in [jobs currently advertised](#) by the Department of Planning, Industry and Environment on the internet can be used as a model.

Sample letters of engagement are available from the [public service commission website](#).

## Staff salaries

Salaries are expected to be in line with industry standards and you need to show that you have calculated amounts based on reasonable pay rates. It is also expected that staff working conditions will be in accordance with all applicable laws. This includes meeting standard Worker Health and Safety requirements. If there is a salary component to your project budget, you should provide a copy of the job description for the relevant role.

You may include up to 26.5% for salary **on-costs** (this covers leave loading, workers compensation, payroll tax, superannuation etc) in your application.

If you already have a specific person in mind for the position being funded by the Trust and intend to follow the appropriate recruitment options outlined above, you must include their CV (maximum two-page summary) to allow Technical Review Committee members to determine if they have the correct skills and experience for the job. You do not need to include CVs for local/state government employees who are working on the project as part of their usual duties.

Salaries for existing staff can be factored into the project as an 'in-kind' contribution.

Salaries and salary on-costs (combined) used to employ staff to undertake project management and coordination of activities are capped at 30% of the total CPF value.

**Project management** – includes tasks associated with management and governance of the project including reporting, recruitment/supervision of staff and contractors, etc.

**Coordination of activities** – includes tasks associated with the implementation/organisation of project activities that deliver project outputs.

### Tip

Stream 1 applicants, particularly new entrants, are strongly encouraged to employ a project manager to both assist them to manage their project and build the group/organisation's project management capacity.

**Table 4** Examples on how to calculate maximum project salary/on-costs

Core project funds	Project Management/ coordination costs	Maximum salary/on-costs
On a grant of \$100,000	@ 30% = \$30,000	i.e. \$22,050 salary plus \$7950 salary on-costs.
On a grant of \$150,000	@ 30% = \$45,000	i.e. \$33,075 salary plus \$11,925 salary on-costs.

### Note

Project monitoring activities should not be included as a CPF budget item and instead allocated under the Project Monitoring component of PSF i.e. 10% of the CPF should be used for this purpose.

## Contractor costs

All contractors (including consultants) should be chosen on their merits and ability to effectively deliver the work. It is expected that you will select contractors or consultants using a competitive process. Where you are seeking multiple quotes, you should request quotes be provided in such a way that comparison between quotes can be made, e.g. hourly rates rather than lump sums.

**Note:** Use of bush regeneration contractors – the Trust does not cap the hourly rate, however, there is an expectation that any costs claimed for this budget item must be in line with current industry standards.

## Materials

The Trust encourages bulk-buying of materials so that you can purchase materials at a competitive rate.

Equipment hire or purchase: In general, the Trust does not fund capital purchases but will cover reasonable hire costs for equipment required for the project. You need to seek quotes for hire items and choose the most competitive.

## Transport costs

Transport costs can include reasonable costs for freight, transport and other travel expenses.

## Insurance

The Trust will not provide funding for association liability insurance.

## Administration costs

The Trust recognises that there is a cost for managing and administering projects. In most cases grant recipients absorb these costs as an in-kind contribution to the project, however, Trust funds may be used to pay these costs when detailed and justified.

Administration costs must be project specific and cannot exceed 10% of the amount you are requesting from the Trust. The Trust may approve grants while conditioning or amending administration costs. Examples of administration costs you may include in your budget are itemised phone call charges, recruitment and contractor advertising costs, office supplies purchased specifically for the project etc. You must quantify these costs in your budget, and not include any ongoing or regular administration costs of your organisation (e.g. office rent).

Your administration costs must not include the cost of compiling Trust reports or conducting Monitoring and Evaluation activities.

## Project accounting costs

Includes any costs associated with managing project expenditure, including accounting and auditing costs.

Please note that there are different final financial auditing requirements for different grantees:

### **For community groups/non-government organisations:**

If your project grant is greater than \$20,000, upon completion of the project you will need to have your final financial report independently certified by a suitably qualified accountant (this will be outlined in your funding agreement). Up to \$1000 has been set aside under the PSF to cover this cost. It is expected that an audit will cost between \$500 – \$1000.

If your project grant is less than \$20,000 you will need to provide a Statutory Declaration only.

### **For government agencies:**

You will need to have your final financial report certified by your Chief Financial Officer, regardless of the budget amount.

## **Cash contributions**

Provide details for all committed (and pending) funding contributions pledged by project partner organisations (including your own) against your project activities.

If partnership funding has been secured at the time of applying for the grant, provide written evidence of partnership funding with your application.

If you have pending applications for funding at the time of applying to the Trust, then written evidence of partnership funding needs to be provided once it has been secured. However, please include information in your budget on all grant organisations you have applied to, which may include federal, state and local government departments, other trusts and foundations, and corporate sponsorship options.

## **In-kind contributions**

All in-kind contributions are to be included in your budget against the relevant project activities.

Include details within the budget description for all in-kind contributions including goods, use of services and facilities, volunteer time, professional services or expertise in the form of staff time, provision of or access to equipment, and/or special materials or material contributions pledged by project partner organisations (including your own) toward the project.

Values for each item should be calculated using current market rates for goods or materials, accurate hourly rates of pay for professional staff services and sensible volunteer valuation (i.e. at a reduced rate proportionate to current award rates for professional contractors). Hours estimated for volunteer contribution should also be realistic as they form part of your project measures which you will be required to report on if successful in obtaining a grant.

## Examples

**Table 5 Examples of a well-presented budget versus a poorly presented budget**

Good quality budget		Poor quality budget	
Ecologist to set up and monitor sample plots \$2000 for Stage 1, \$1000 for Stages 2 and 3	\$4,000	Ecologist	\$5,000
Bush regeneration \$40 per hour x 7hrs/week x 80 weeks	\$22,400	Bush regeneration contractor	\$25,000
Tubestock \$3.00 each x 5000	\$17,500	Plants	\$15,000
Wildlife friendly Fencing materials @ \$4500 per km x 3km	\$13,500	Fencing	\$15,000

## Side Bar Category: Risk management

### Risk management plan

Below is a worked example of a risk management plan.

**Table 2** An example risk assessment

Risk description	Likelihood	Severity	Risk level	Risk treatment action (How can you reduce the risk?)	Likelihood (has the treatment action you identified reduced the potential likelihood?)	Severity (has the treatment action you identified reduced the potential severity?)	Revised risk level
Failure to engage the community in project activities	Remote	Moderate	6	Engage a range of stakeholder organisations and include publicity and engagement strategies such as field days, citizen science, cultural activities etc.	Improbable	Moderate	3
Poor quality effluent, stormwater or tail-water draining into wetland channels or draining wetlands	Occasional	Significant	12	Meet with adjoining property owners and discuss objectives of the project and strategies for alternative management of drainage.	Occasional	Moderate	9
Catastrophic event (e.g. fire, vandalism)	Remote	Catastrophic	10	Note and record regeneration, replant if necessary. Improve education of local community.	Improbable	Significant	4
Area heavily grazed	Frequent	Significant	20	Meet with stock owners and discuss objectives of the project and strategies for management of grazing.	Occasional	Moderate	9

Risk description	Likelihood	Severity	Risk level	Risk treatment action (How can you reduce the risk?)	Likelihood (has the treatment action you identified reduced the potential likelihood?)	Severity (has the treatment action you identified reduced the potential severity?)	Revised risk level
Change of ownership of site	Improbable	Moderate	3	Discuss ongoing management with new owner.	Improbable	Low	2
Feral animals found	Probably	Significant	16	Fencing, active pest control (shooting, poisoning, biological control, ripping, etc.). Seek advice from qualified personnel.	Occasional	Low	4
Weed regrowth	Frequent	Significant	20	Active weed control (weeding, mulching, poisoning, etc.), and annual monitoring.	Occasional	Moderate	9
Loss of site inventory and photographs	Remote	Significant	12	Ensure inventories and survey results are presented electronically and in hard copy and kept in two places.	Improbable	Low	8
Change of project manager	Remote	Moderate	6	Have more than one person familiar with/responsible for the project's aims and objectives who is kept up to date on progress. Project manager provides updates as monthly committee meetings.	Improbable	Low	4
Climatic conditions prevent project completion by the due dates (e.g. drought, flood)	Catastrophic	Probable	20	Review and adjustment of project plan to accommodate changed tasks and timelines. Variation request will be sent for approval to NSW Environmental Trust.	Probable	Moderate	12

## Side Bar Category: Supporting information

### Essential – Maps

The only essential attachments that you must provide are project maps. Good maps demonstrate the location and scope of your project sites and assist the Technical Review Committee to assess your application.

The type of maps you provide with your application will depend on the type of project you are proposing. The Trust requires that all applicants provide a map showing the project location within a regional context (see example below).

You should also provide a map showing the expected layout and areas of activity for your project, or, if this has yet to be determined, a map showing the scope of areas from which you will be seeking landholder involvement. The Trust has developed a [Mapping Guide](#) to assist you with developing suitable maps.

#### Important

Your maps should:

- be digitally produced (not hand drawn)
- include a title, legend, scale and north arrow
- show the location of the project within the regional and/or state context
- indicate the scale of the project sites relevant to your project proposal
- show specific activities and/or work zones where they have already been determined.

### Essential – Recruitment documentation

Preparation of materials under this section should be guided by the *Staff recruitment and employment* section of the [Program Guidelines](#) and aligned to the [Recruitment and employment of staff](#) section within this guide.

This information should be uploaded into the GMS as an attachment to your application.

#### Option 1: a merit based, advertised (external or internal recruitment process for a new staff member)

Position descriptions  
(maximum one page each)

Position descriptions should only be provided for roles key to the delivery of the project (e.g. project manager). A maximum of two position descriptions should be provided.

#### Option 2: Direct Employment of an existing staff member

CV extract  
(maximum two pages each)

CV extracts should only be included for roles key to the delivery of your project (e.g. project manager). A maximum of two CV extracts should be provided.

Position descriptions (maximum one page each)	As above, positions description would only be required for roles key to the delivery of the project. A maximum of two position descriptions should be provided.
Justification for employment of existing staff	Follow requirements on the <i>Staff recruitment and employment</i> section of the <u>Program Guidelines</u>

## Other (non-essential) attachments

Depending on the nature of your project, the following attachments may also be beneficial to support your application:

Letters of support	Should be from project partners or key stakeholders fundamental to the delivery of your project. <b>Note:</b> Content should specifically include the type of contribution being made e.g. labour costs, mapping, plant, volunteer hours, cash etc. within the project timeframe and either the <b><u>committed</u></b> (e.g. cash) and/or <b><u>estimated value</u></b> (e.g. labour hours, plants, volunteer hours etc.) of the contribution.
Extract of Management Plan (maximum of three pages)	Important sections from a relevant Management Plan or Site Assessment may be appropriate to include to strengthen the justification for the project.
Plan for longer term (staged) projects (maximum two pages)	If your project is just one stage of a multi-stage project, please include an overall plan including a brief summary of the entire project.

## Side bar category: Declaration

### Conflicts of Interest

When authorising your application in the Declaration section, you will be asked to declare any real, potential or perceived conflicts of interest. You should also outline how you will manage them.

All staff and contractors are required to disclose any potential conflicts of interest.

All contracted and sub-contracted staff, or associated staff, are expected to comply with the Statement of Business Ethics. If you employ sub-contractors in your work, please make them aware of this statement and our expectation that they will abide by it.

Examples of perceived or actual conflicts of interest might include:

- Project manager employing their own business to carry out project related work and using Trust funds to pay for it.
- Members of the applicant's organisation using Trust funds to pay for works on their own properties.
- Trust funds being used to pay friends or family for project related work.

You must put systems in place to manage potential or actual conflict of interest that may occur during delivery of the project. Refer to *Conflicts of interest* section of the Program Guidelines for more information.

If the land you are working on is owned by a member of the applicant group, you will need to consider how you will manage the potential for a conflict of interest and outline the case for its inclusion in the project. For example, was the property selected for its strategic location to achieve connectivity outcomes? Was the person's property selected as part of an independent expression of interest process, and was an independent selection committee convened?

## **Additional advice for revegetation/regeneration projects**

### **Will your project involve bush regeneration?**

The Environmental Trust funds many projects which rehabilitate degraded bushland. To ensure the best environmental outcomes, projects should adhere to these general principles:

- Best practice industry standards are set out in the [National Standards for Ecological Restoration](#).
- Ensure the capacity of the grantee group (including any contractors) is adequate to undertake the scale of works proposed. Only plan to carry out primary work on areas that will receive adequate follow-up as part of the same project.
- Allow sufficient time for natural regeneration from the existing seed bank where possible. Seed collection, propagation and planting should not be undertaken as a matter of course. If you plan to undertake revegetation, you must justify the need to plant rather than allowing natural regeneration to occur.
- Paid bush regeneration and revegetation contractors are expected to use industry recognised best practice. While it is an applicant's choice to use other methods, such as herbicide free techniques, it is likely that these alternative methods will not be demonstrable as being as effective or efficient, or cost effective as best practice techniques and are less likely to receive funding. If you intend using alternative practices, you must make it clear in your application.
- Comply with existing regional/local plans of management, environmental studies or assessments.
- Establish appropriate methods for monitoring the success/progress of a project from the outset. This includes capturing adequate baseline information. Refer to the Environmental Trust's guide to [monitoring ecological restoration projects](#).
- Determine a strategy to ensure long-term maintenance of the sites subsequent to the funding.

### **Expectations for bush regeneration teams**

- Bush regeneration contractors and their teams must possess suitable qualifications, licenses and experience in line with industry standards as part of their appointment to any Trust funded project. As a general guide, bush regeneration team supervisors would be expected to be qualified at a Certificate III or higher level in Conservation and Land Management (CALM). Regenerators should be qualified at a Certificate II or higher level and trainees should at least be enrolled in Certificate II. All regenerators are trained in First Aid and Chemical Application (AQIS III) as part of Certificate II and licenses must be updated through a refresher course every three years.

- Contractors should be sought from within your local area and transportation costs are generally included in the agreed hourly rate. The current industry standard rate for bush regeneration should be considered when proposing your project budget. Some projects will present exceptional circumstances where additional travel costs, materials or specific skills (e.g. rope work) are required. Sufficient detail must be included in the application budget when requesting funding for such items. All works valued at over \$30,000 should be contracted through an open tender process, with at least three quotes obtained.

## Expectations for revegetation

- As previously outlined, it is preferable that you allow sufficient time for natural regeneration from the existing seed bank where possible. However, if you can justify the need to revegetate you should adhere to the following principles:
  - Ensure appropriate sourcing of plants and/or seed stock to maintain genetic diversity.
  - Plant at an adequate spacing and diversity to match that of the reference community.
  - Allow for approximately 80 plants per seven-hour day to be hand planted by a qualified regenerator. This includes preparation time, planting and watering. Note that some planting processes can plant at a much faster rate.
  - If planting in riparian areas, consider use of long-stem plantings.