Review of grants to Local Government

Current and future state assessment

Department of Infrastructure, Local Government and Planning (DILGP), Local Government Association of Queensland (LGAQ)

—

11 September 2017

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Inherent Limitations

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The findings in this report are based on a qualitative and quantitative study and the reported results reflect a perception of the Department of Infrastructure, Local Government and Planning (DILGP) and Local Government Association of Queensland (LGAQ).

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, DILGP and LGAQ stakeholders consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

The findings in this report have been formed on the above basis.

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Introduction

Introduction

Background and scope of work

Background

Consistent with the Partners in Government Agreement between the Queensland Government and the Local Government Association of Queensland (LGAQ), both levels of government have agreed to work together to reform current state-local government grant funding arrangements. Both parties believe that reform of these arrangements needs to be undertaken with a view to maximising the economic and other benefits to local communities arising from grant funding.

In the State Infrastructure Plan (SIP) released in March 2016, the Queensland Government made a commitment to review its fragmented infrastructure grant funding arrangements to local government. At the same time, the LGAQ made a submission to the State Government, Building a Better Partnership: Submission to the Queensland Government on Reform of State-Local Government Grant Programs. The LGAQ submission outlined the need for reform of grant funding and proposed objectives and principles that could underpin reformed grant funding arrangements. Both the State Government and the LGAQ are concerned that, despite the pressing need for investment in local infrastructure and service delivery, grant funding available to local government is being underspent. The LGAQ submission and the SIP consultation have highlighted that local governments have difficulty in strategically planning and funding infrastructure as a result of the varying programs, practices and funding arrangements that are currently in place. At the same time, the LGAQ submission identified the need for stronger collaboration between the State Government and local government in designing program arrangements, along with better integration between grant funding and policy objectives.

Scope of work

Current state assessment	Future framework
Phase 1a & 1b: — Establish the **context** of Queensland Government grant funding to local governments over the last 15 years — Identify and analyse **key trends** in grant funding arrangements and associated administration costs — Analyse **strengths and weaknesses** of the current arrangements within a capacity, capability and innovation context — Consult with key **stakeholders** to establish their perspectives on grant objectives, scope and operating principles — **Recommend** a future grant funding arrangement framework to conclude Phase 1 of the review	**Phase 2:** — **Develop a proposed new local government funding model** using an agreed funding framework derived from Phase 1, including identification of: - Strengths and weaknesses - Administrative costs for state and local governments - State and local government capacity and capability requirements needed to manage the new arrangements - The process, timing and resources needed to transition to the proposed models

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Consultation overview

Data collection overview

All relevant QLD Government departments that administer grants to councils, and a representative sample of councils completed a data collection tool to gather data regarding:

- 5-year history of grant funding
- FY15/16 grant programs and individual grants to councils
- Resource and costs to administer grants
- Qualitative feedback on the grants administration process

Consultation overview

Consultations were undertaken with a range of stakeholders from across Queensland Government departments and the selected councils to understand the current arrangements of grant funding provided to Governments, including:

- Strategic objectives
- Capability and capacity to administer
- What's working well
- Key issues and shortcomings
- What could be improved under a new model going forwards

KPMG facilitated consultations with Departments and AEC facilitated consultations with selected Councils.

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Context of grant funding to Councils

Context

All three levels of government have a stake in local government grant funding, which is the main mechanism for funds transfers between the levels of government. The Queensland Government has a central coordinating role in this process. Grants funding and the associated processes have evolved over time to create a fragmented grants landscape with flow-on effects for local government project planning and general operations.

LGAQ supplied data (nominal value) shows that State Government grant funding for the major grant programs has reduced significantly since 2002/03, while federal government grant funding has steadily increased. Political cycles effect the operation of grant programs, contributing to short-termism and 'shovel ready' grant criteria, limiting the capacity of departments to undertake review and evaluation of programs and impacting on councils' ability to plan their operations.

Small councils are disproportionately affected by the nature of grant funding, with human resource constraints around strategic planning, inability to provide a suite of 'shovel ready' project plans available to produce at short notice and limited permanent workforces to carry out fluctuating programs of infrastructure works. Small councils are further limited by the expectation of supplying State Government services (via grant processes) which would otherwise be supplied by State Government agencies or the private/not-for-profit sector.

On average over 70 grant programs are available to local councils in a given year. In 2015/16 grants were awarded or allocated to councils from 71 programs, with the total number of programs open to councils slightly higher than this.

Core objectives of grant funding

The purpose of grant funding to councils falls into three broad categories:

1. Funding for council core responsibilities, such as transport, water and community infrastructure and facilities.
2. Fulfilment of government policies, such as via environmental, cultural or artistic grant programs.
3. Delivery of state-government or state-funded services, such as health, education or licensing.

Broad scope of grant funding

- Infrastructure related grants account for the majority of grants provided to councils.
- The most financially significant programs are administered by three departments (DILGP, DSD and TMR).
- Community related grants account for a smaller proportion of grants but are critical in delivering government funded community services in regional areas of Queensland.
- Some service delivery contracts are classified as grants from an accounting perspective.
- A few partnership models exist with LGAQ where departments set policy and the LGAQ works with councils to deliver the grant program.

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About this report

Departments

In conducting this review KPMG consulted with the below Queensland Government departments as they were identified as having made a grant payment to a Queensland council in the 2015/16 financial year. This consultation included receiving comprehensive data on the grants issued and the respective grant programs. This consultation also included qualitative feedback from departmental staff, via both a qualitative questionnaire and meetings with key departmental staff.

The grants analysed include grant programs that are open to multiple applicants, that is, programs that are not intended solely for councils, and this should be kept in mind when reading this report. For example, grants to councils regarding health, education and community programs were mostly open to a wide range of applicants; councils, mostly rural, accounted for a small number of grants issued from these programs.

The contents of this report are based on a snapshot in time, therefore some grant programs may not appear in the data as no council received funding under that particular program in 2015/16. This effect will be limited to a small number of grant programs where councils are not the main applicant group.

Departments consulted

- Department of Premier and Cabinet (DPC)
- Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP)
- Department of Agriculture and Fisheries (DAF)
- Department of Communities, Child Safety and Disability Services (DCCS)
- Department of Education and Training (DET)
- Department of Energy and Water Supply (DEWS)
- Department of Environment and Heritage Protection (DEHP)
- Queensland Health (Health)
- Department of Infrastructure, Local Government and Planning (DILGP)
- Department of National Parks, Sport and Racing (NPSR)
- Department of Natural Resources and Mines (NRM)
- Queensland Fire and Emergency Services (QFES)
- Department of Science, Information, Technology and Innovation (DSITI)
- Department of State Development (DSD)
- Department of Transport and Main Roads (TMR)
- Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB)

Excluded departments

The below departments did not supply grants to local councils in 2015/16 and as such, do not feature in this report:

- Queensland Treasury (QT)
- Department of Justice and Attorney General (DJAG)
- Department of Housing and Public Works (DHPW)*
- Queensland Police Service (QPS)

*with the exception of the below mentioned Indigenous housing programs

Excluded grant programs

The below grant programs have been excluded from this review due to their national policy setting and, with the exception of the National Disaster Relief and Recovery Arrangements, allocation based nature.

- Federal Assistance Grants (via DILGP)
- National Partnership Agreement on Remote Indigenous Housing (via DHPW)
- National Affordable Housing Agreement (via DHPW)
- National Disaster Relief and Recovery Arrangements (via the Queensland Reconstruction Authority, under the authority of DILGP)

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About this report

Councils

Five council categories are referred to throughout this report, they are Indigenous, Rural/Remote, Coastal, South East Queensland and Resources. These categories reflect the LGAQ 'advocacy segments'. A list of all of the councils and their respective segments is included as an appendix to this report.

— 20 councils were asked to provide feedback on the current State Government grants program.

— 14 responses were received:

- 3 out of 4 Indigenous councils (Lockhart River, Palm Island & Aurukun)
- 2 out of 4 coastal councils (Cassowary Coast & Cook)
- 4 out of 6 rural/remote councils (Longreach, North Burnett, Charters Towers & Quilpie)
- 3 out of 3 SEQ councils (Lockyer Valley, Gold Coast and Noosa)
- 2 out of 3 resources councils (Burke and Maranoa)

A limited number of councils were able to provide quantitative data. This is due to internal council systems not being designed to capture data on the direct and indirect staff and other costs incurred from submitting, monitoring and acquitting grants.

Previous consultation with councils and research regarding council financial sustainability has also informed this report. Summaries of relevant reports are provided as appendices to this report.

Appendices

The following information is included in the appendices to this report:

— A list of grant programs that issued grants to councils in FY15/16

— Supplementary analysis, including the Federal Assistance Grants (FAGs)

— A full list of the LGAQ council segments

— Previous consultation and related reports, including LGAQ Financial Sustainability Survey, Local Government Delivery Support Investigation (commissioned by LGAQ and conducted by Geneng Solutions) and input from the Queensland Treasury Corporation and the Queensland Audit Office.

Data limitation

Analysis is based on grants provided to Local Councils in FY15/16. As grant program funding can fluctuate across years, caution should be exercised when interpreting or extrapolating this data as a normal year of funding.

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Key elements of the proposed reform of grant funding to Local Councils

Features of the Current System	Features of the Proposed System
Multiple (16) Departments overseeing numerous (72) different grant programs to Local Government	Some consolidation of number of Departments overseeing a reduced number of grant programs reflecting State and Council priorities
State Department led grants framework with a range of different structures	Customer focused grants framework with a simplified and thematic based structure
Funding timeframes vary between one year and multiple years depending on the program objectives and Departments' needs	Longer term (4-year) rolling funding timeframe aligned to State forward estimates, providing greater certainty to Local Councils
Grant programs developed based on individual Department's policies with limited alignment to Council's strategic plans and needs	Programs developed based on a select number of themes, aligned to State and regional priorities, and Councils' strategies, needs and priorities
A large number and value of competitive based grants which take time and cost to administer by Departments and respond to by Councils	A shift to allocation based funding which aligns to the proposed grant themes
Multiple systems utilised across different Departments, all with different lodgement and reporting requirements	Implementation of a common IT system to drive consistency of administration and reporting
Limited capability support provided on a select number of grant programs	Capability and capacity building provided to Councils across all stages of the process, particularly strategic planning, asset planning and management
Funding application criteria and outcomes not always transparent or fair across programs and Departments	Transparent and simplified funding criteria, supported by improved monitoring and reporting of outcomes

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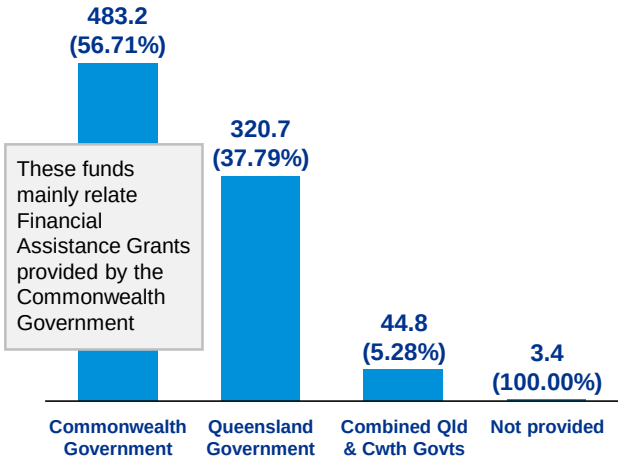
Analysis of grants to Local Councils

Snapshot of grants administered by QLD Departments to Councils in FY15/16
(including Federal Assistance Grants - FAGs)

Source of funding ($m)*

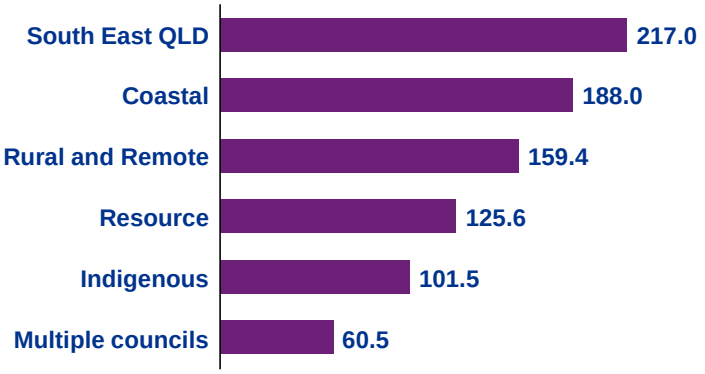


~$852m grant funding

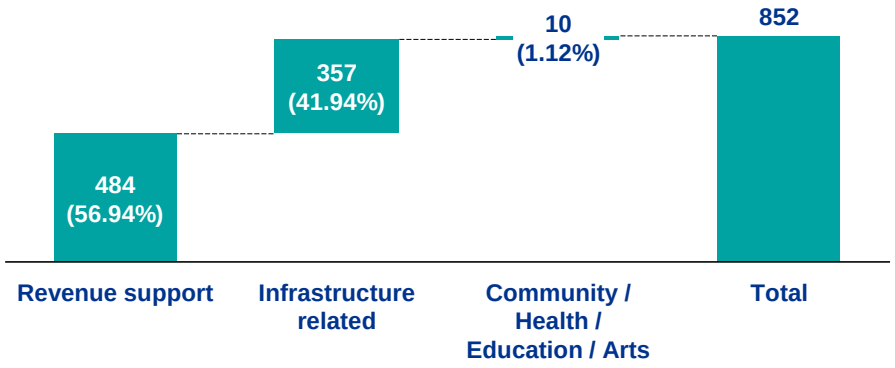
1,191 individual grants

74 grant programs

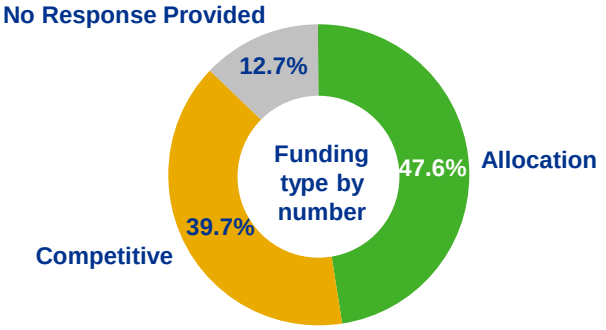
Funding by Council type ($m)



Grant type ($m)



Number of grants provided by funding type



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* Excluding grants where the source was not provided

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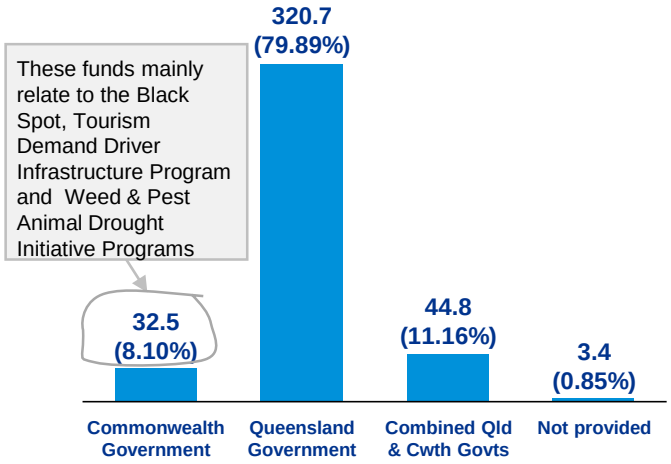
Analysis of grants to Local Council

Snapshot of grants administered by QLD Departments to Councils in FY15/16
(excluding FAGs)

Source of funding ($m)*

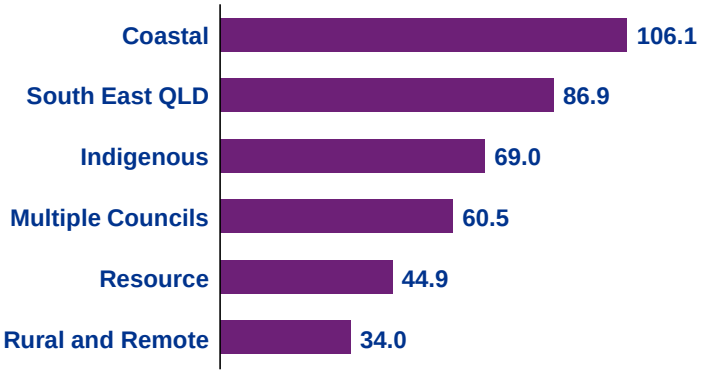


~$401m grant funding

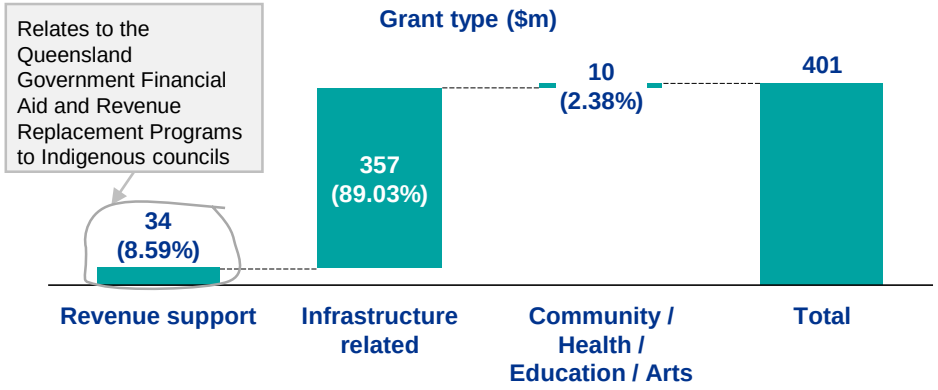
1,034 individual grants

72 grant programs

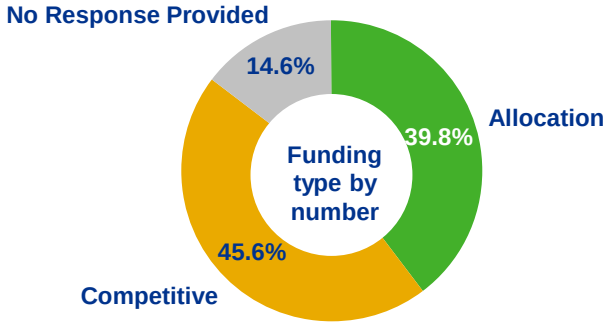
Funding by Council type ($m)



Grant type ($m)



Number of grants provided by funding type



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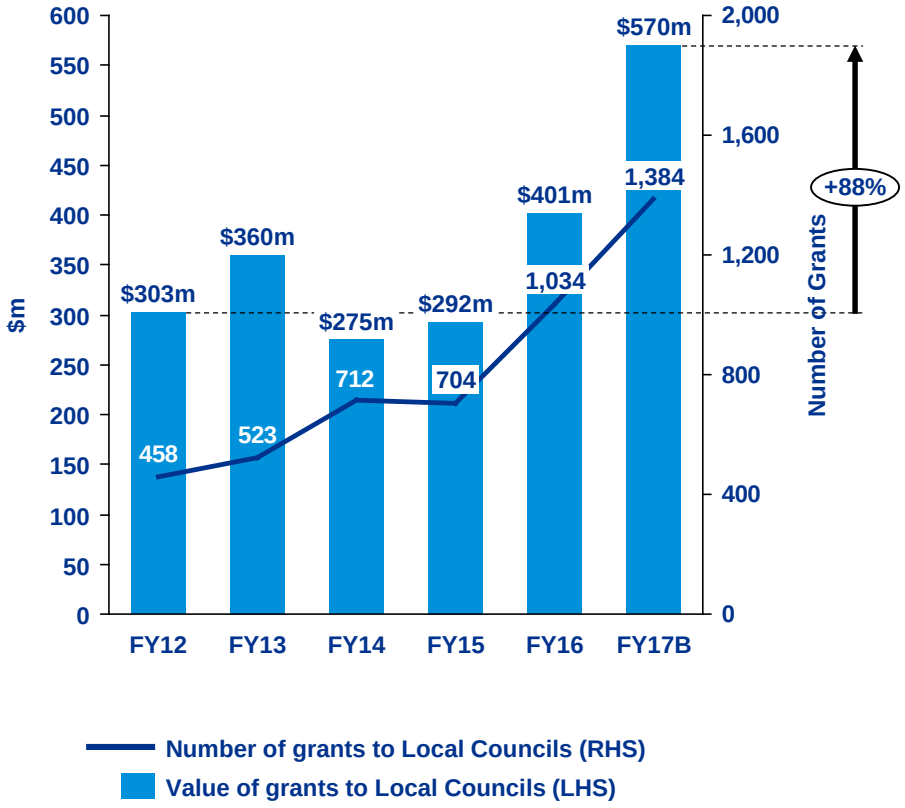
History of grant funding to Councils
(excluding FAGs)

Grant funding to councils (excluding FAGs programs) is estimated to have increased by 88% between FY12 and FY17, with the number of individual grants payments to councils more than tripling over the same period.

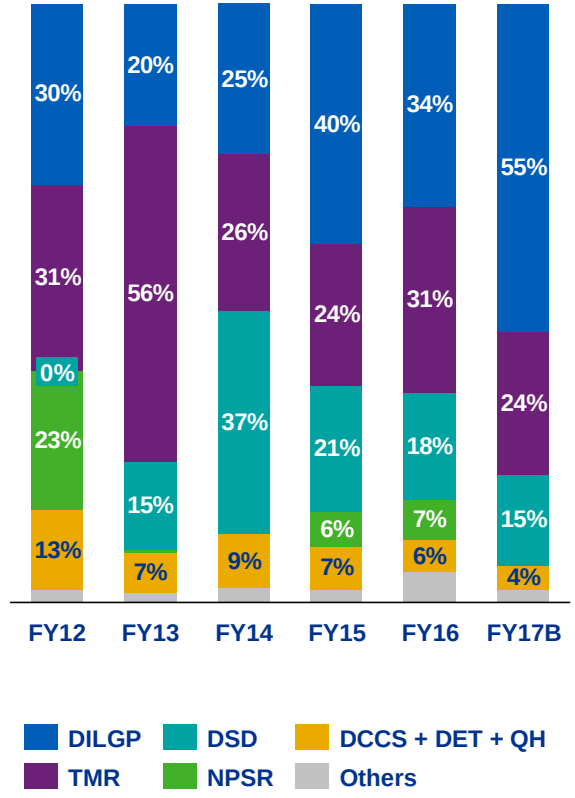
Funding dipped in FY14 and FY15 from prior years, but the number of grants continued to increase, suggesting a greater number of smaller value grants were being administered.

Funding increased in FY13 when TMR administered a larger pool of grants, and significantly in FY17, when DILGP increased its funding (largely driven by the Works for QLD program, ~$200m).

Historical trend of funding to Councils



Value by Department



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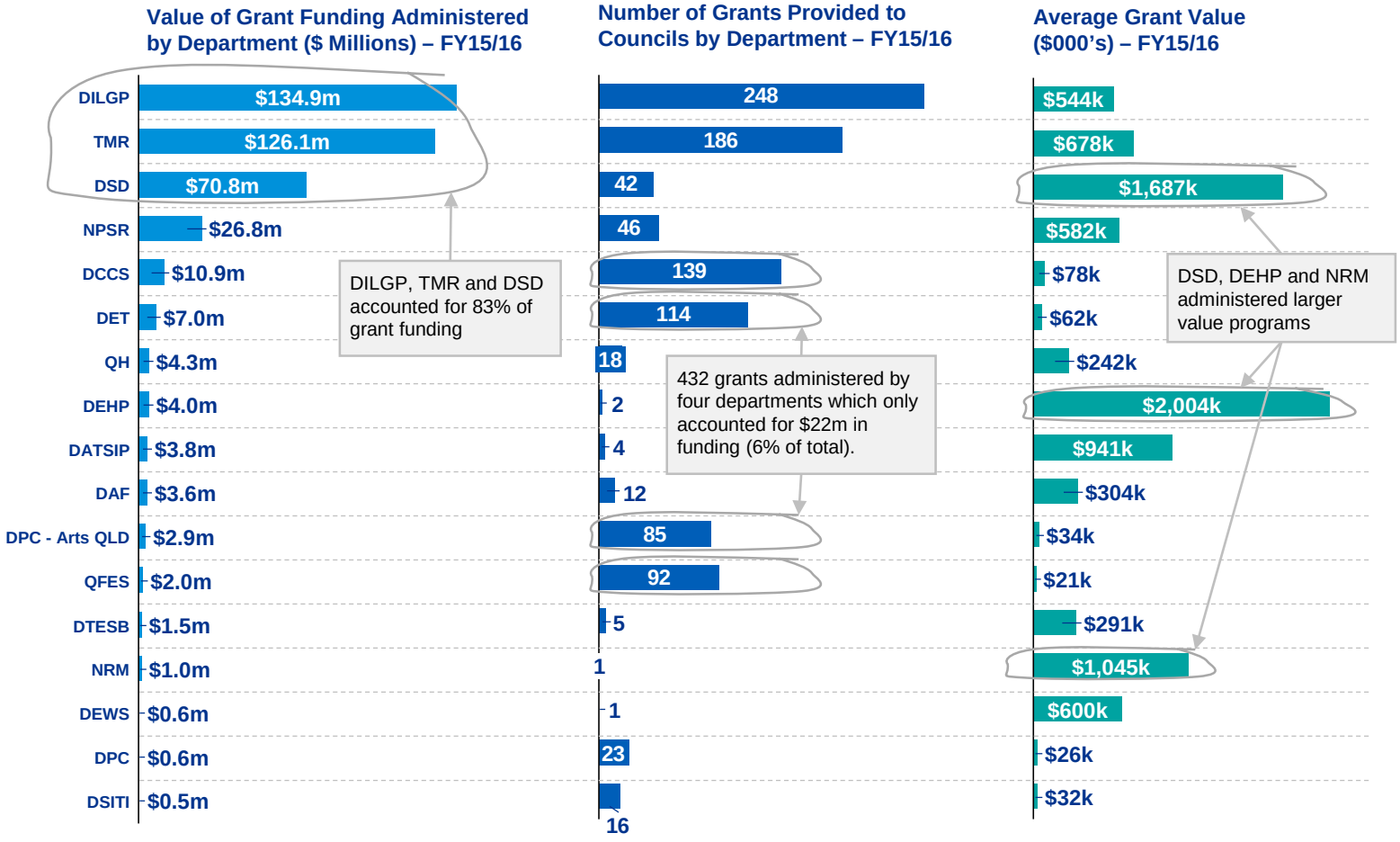
Value and number of grants administered by Department

(FY15/16 - excluding FAGs)

DILGP, TMR and DSD administered 83% ($331m) of total funding to councils in FY15/16. However this only accounted for ~46% of the number of grants issued.

A large number of low-value grants were issued by four departments, including DCCS, DET, DPC-Arts, and QFES. Together, these departments issued 432 grants to councils, with the average value per grant ranging between $21,000 and $78,000. Opportunity exists to review the value of these lower value grants, or explore the opportunity to bundle these up into 'like' categories.

The DSD Building our Regions Program provided a larger value of funding per grant relative to other programs.



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Value and number of grants received by Council category

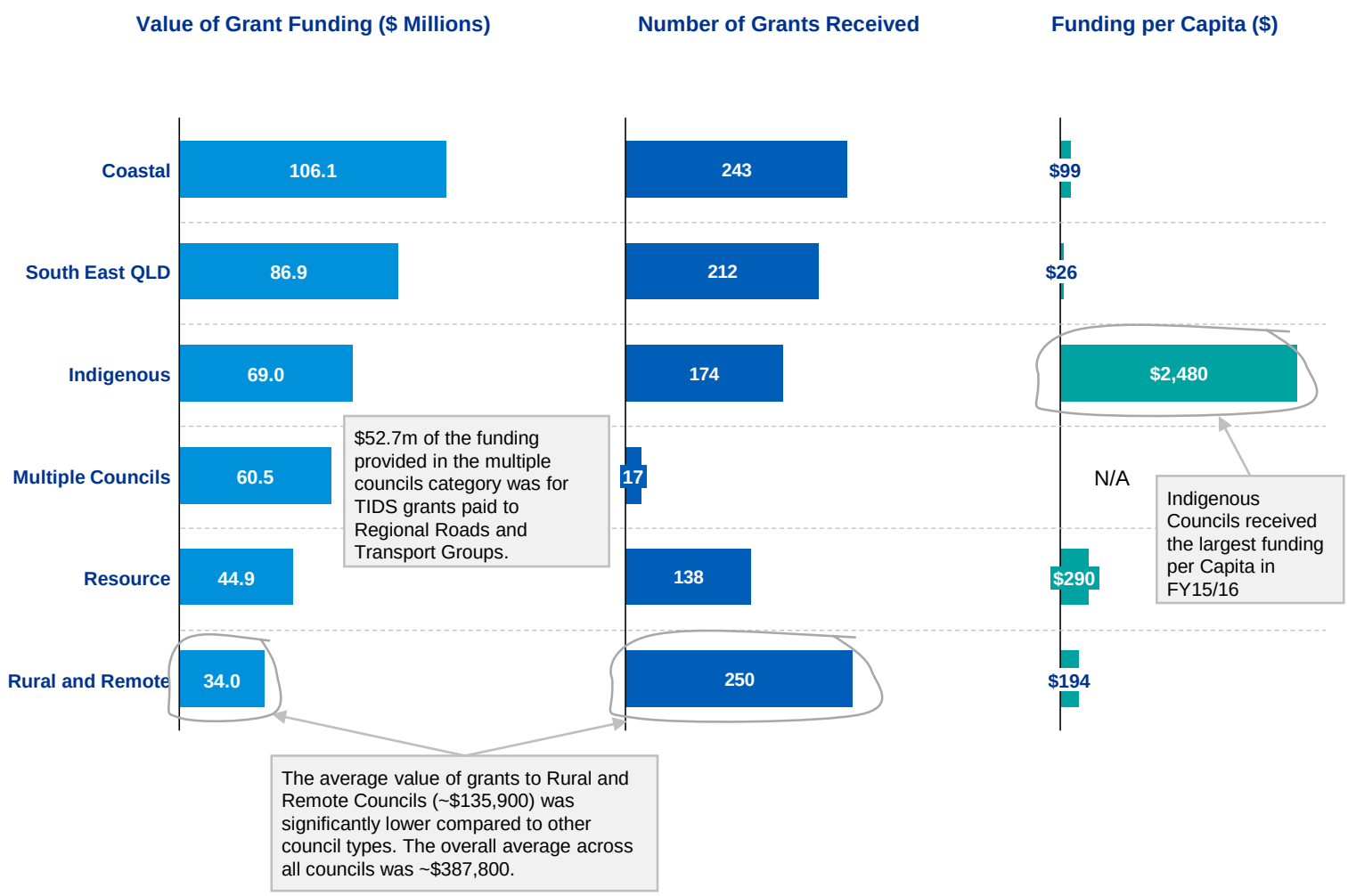
(FY15/16 - excluding FAGs)

Coastal Councils received the largest proportion of grant funding by dollar value (26% of total) in FY15/16.

Indigenous, Resource and Rural / Remote Councils received the highest value of funding per capita.

SEQ Councils received the highest average value per grant ($410K), whilst Rural and Remote Councils received the lowest ($136K).

Note: Council categories are based on the LGAQ classification of council types



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Funding type and grant type by Council category

(FY15/16 - excluding FAGs)

Indigenous and Coastal Councils received a higher proportion of funding through allocation when compared to other councils. Half of the funding received by Indigenous Councils was for revenue support.

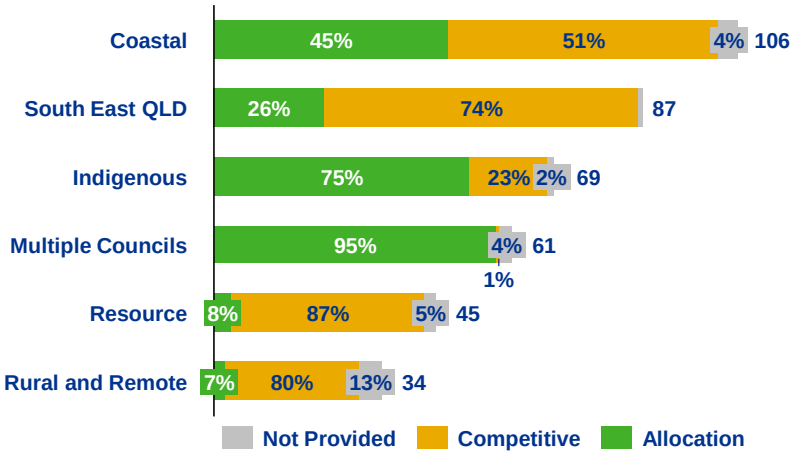
Rural and Remote Councils received 113 competitive grants, but this only translated to $27m in funding.

SEQ Councils received the highest number of competitive grants (140), which translated into 74% of their funding in FY15/16.

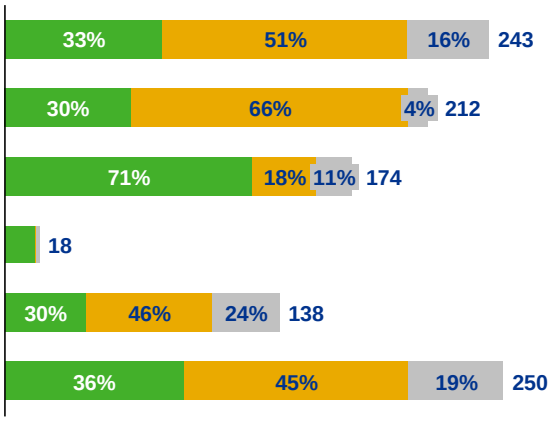
All council segments (except Indigenous) received high numbers of Community / Health / Arts related grants, which were often low in value

Note: Council categories are based on the LGAQ classification of council types

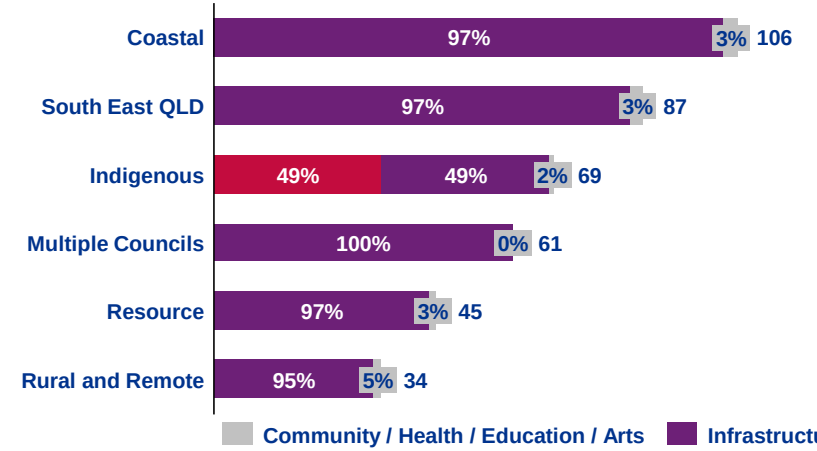
Funding type by value of grants ($ Millions)



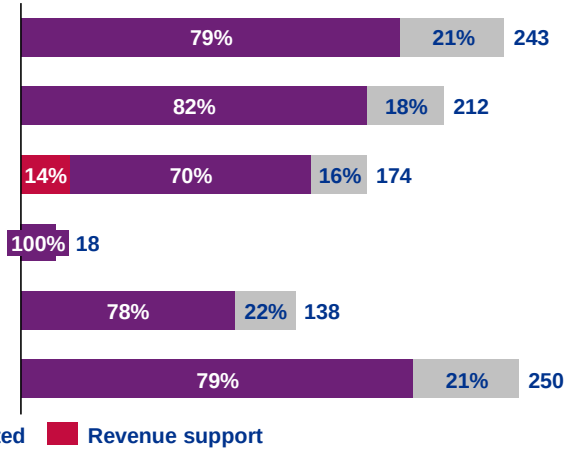
Funding type by number of grants



Grant type by value of grants ($ Millions)



Grant type by number of grants



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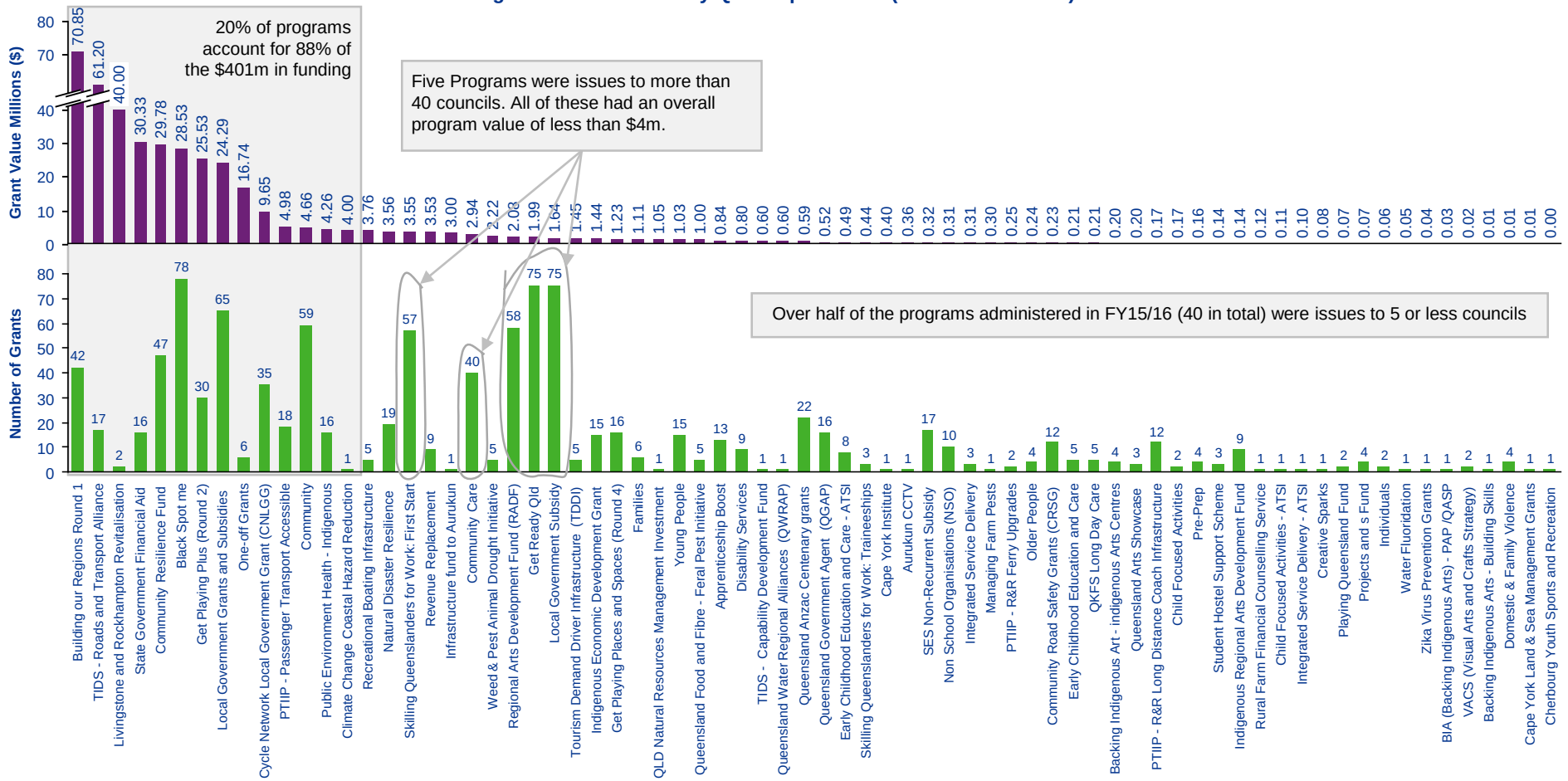
Grant programs available to Councils

(FY15/16 - excluding FAGs)

Over 74 grant programs were available to councils for funding in FY15/16 (72 excluding FAGs). Fourteen (20%) of these programs accounted for 88% of the funding value. A significant number (40 of the 74) of programs were administered to less than 5 councils. Opportunity exists to consolidate or rationalise the number of grant programs going forward.

Grant Programs administered by QLD Departments (value and number) – FY15/16



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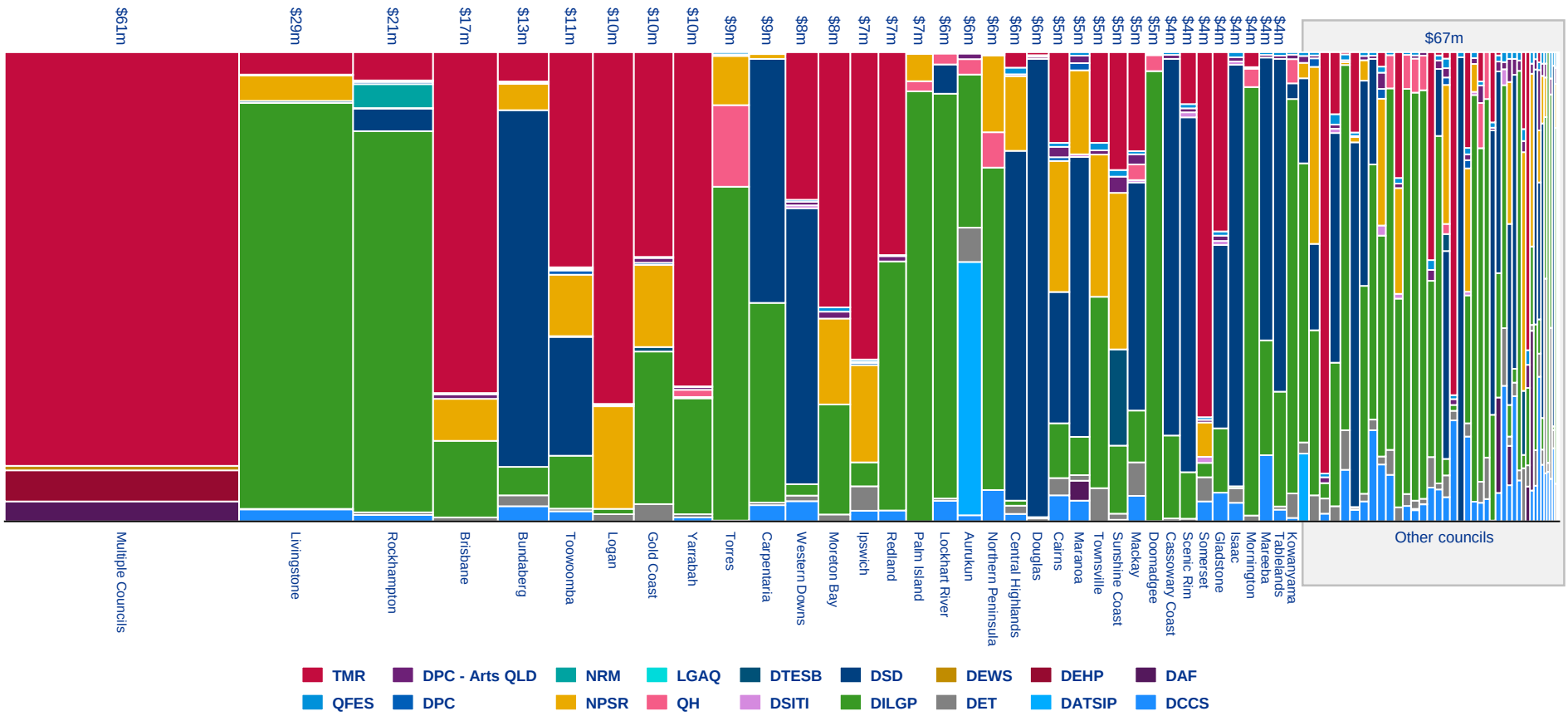
Analysis of grants to Local Council

Grant funding by Council and Department

(FY15/16 - excluding FAGs)

Grant funding to councils appears highly fragmented. The top 10 councils received 34% of the $401m funding in FY16, whilst the bottom 30 councils received 16%.

Councils ranked by value of funding received and Department ($Millions) – FY15/16



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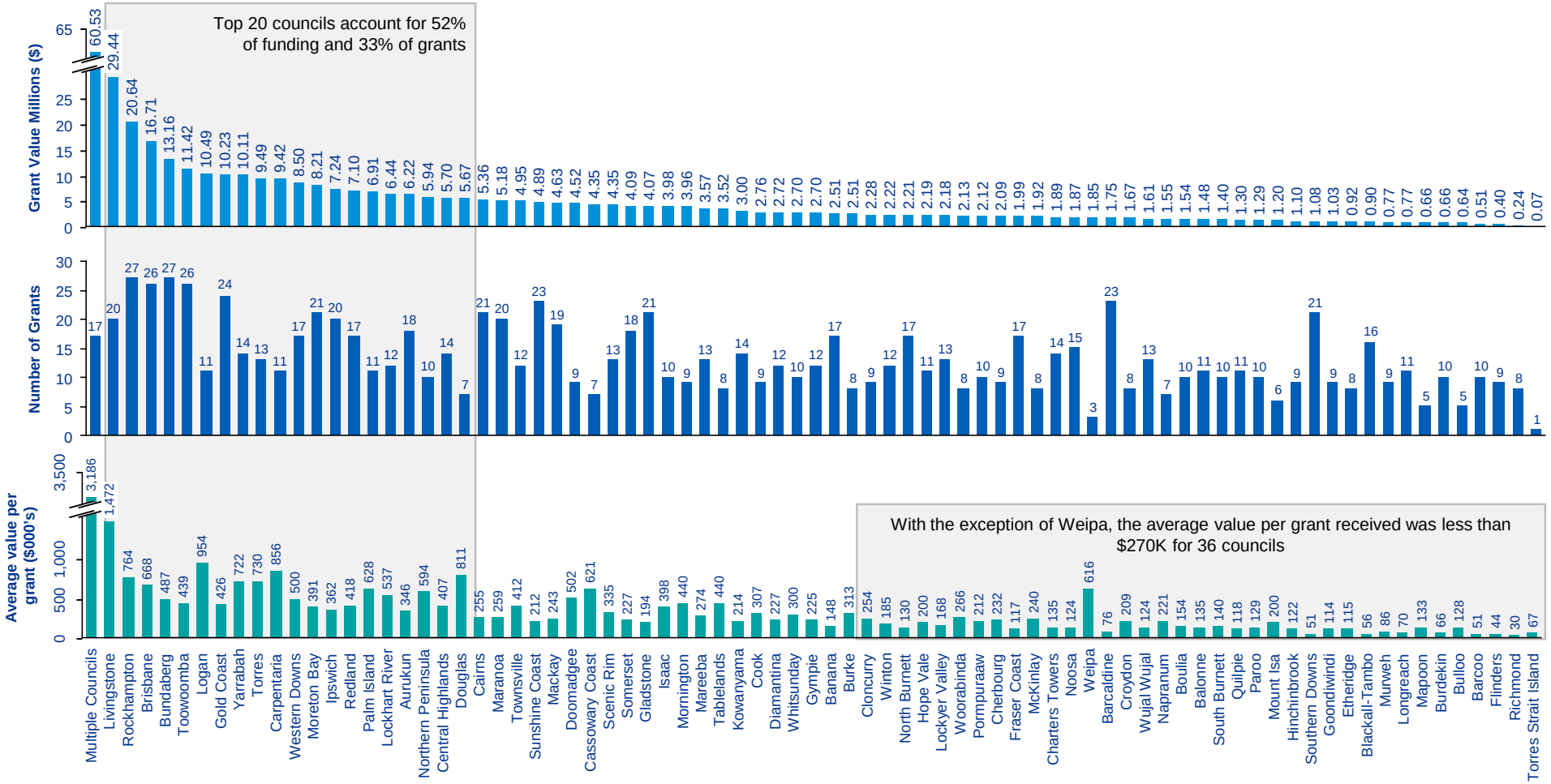
Value, number and average value of grants received by Council

(FY15/16 - excluding FAGs)

Twenty (20) of the councils received over half of the funding in FY15/16. The majority of councils received at least 10 grants – in many cases these were lower value grants. Some smaller councils applied for or were allocated more than 12 grants during the year, equating to more than 1 per month.



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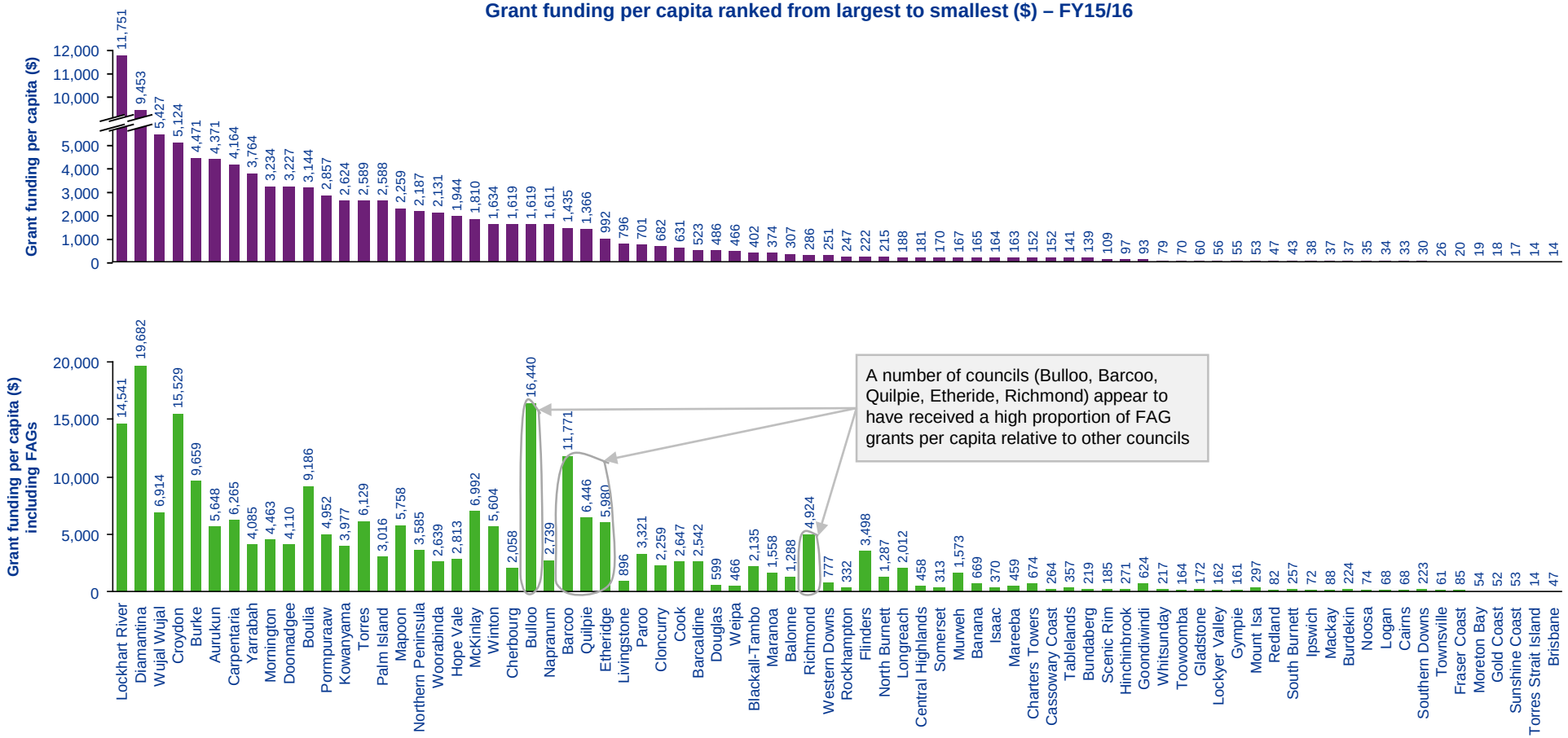
Analysis of grants to Local Council

Funding received per capita by Council

(FY15/16 - excluding and including FAGs)

Grant funding received by councils per capita varies significantly. There is some correlation when you include revenue-support funding from the Federal Assistance Grants.

Grant funding per capita ranked from largest to smallest ($) – FY15/16



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Ranked from highest to lowest funding received per capita (excluding FAGs)

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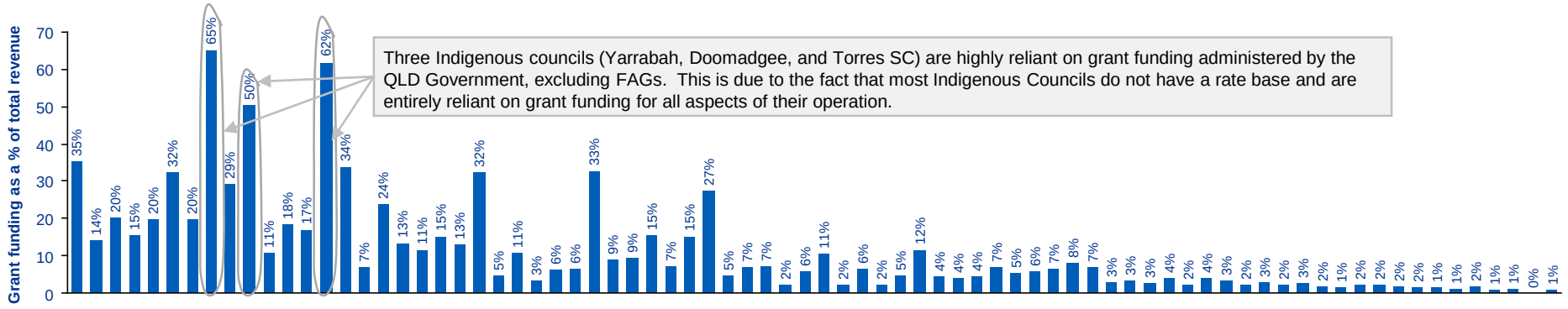
Funding received relative to income and road length by Council

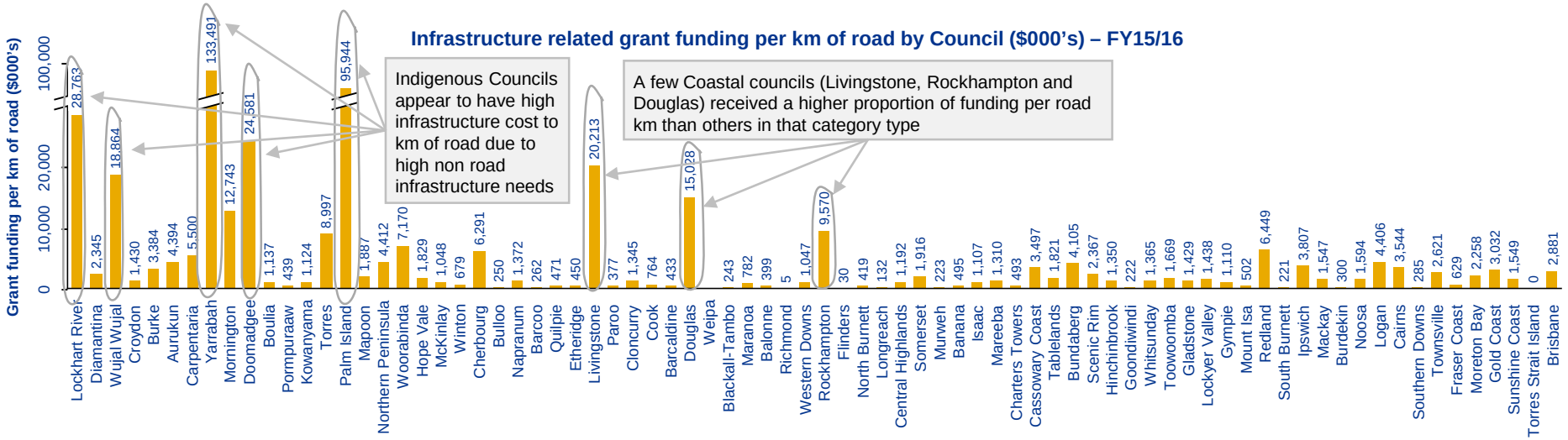
(FY15/16 - excluding FAGs)

There appears to be a high level of correlation between funding per capita and funding as a % of operating revenue; however, some Indigenous councils have a high reliance on grant funding as a source of income. Funding per capita is also correlated to the amount of infrastructure funding per road km. Some coastal councils received a higher relative level of funding.

Grant funding as a % of operating revenue by Council (%) – FY15/16



Infrastructure related grant funding per km of road by Council ($000's) – FY15/16



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Ranked from highest to lowest funding received per capita (excluding FAGs)

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Grant timeframes

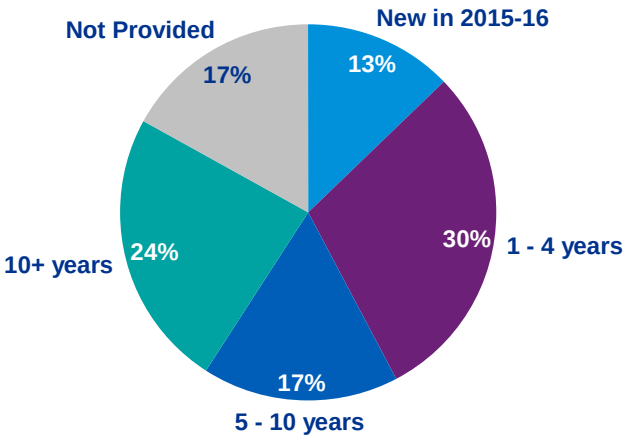
Grant timeframes

Age of grant programs administered by QLD Departments to Councils

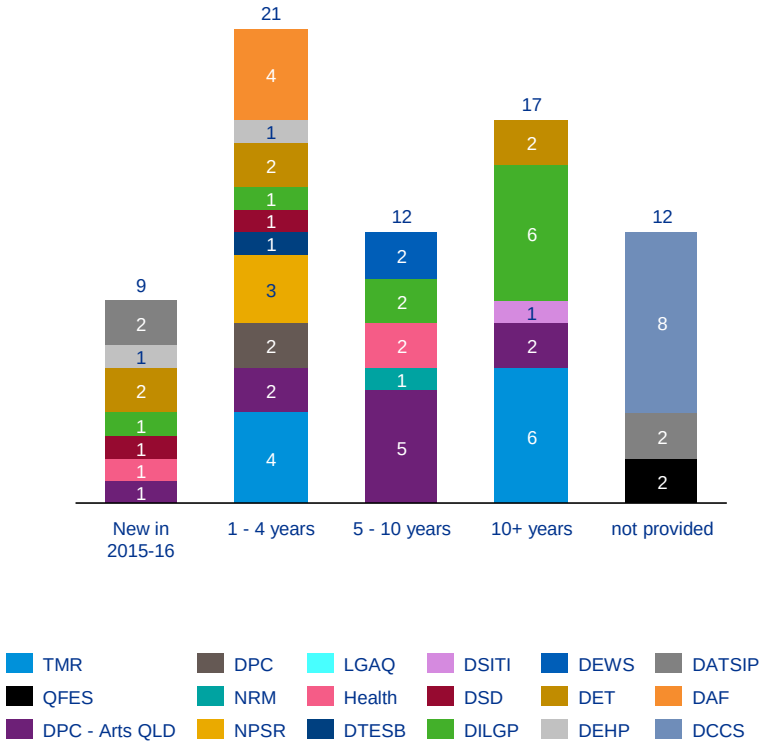
Nearly half (47%) of current grant programs were established in the last 4 years.

DILGP and TMR have a range of programs that are well established and have been in existence for over 10-years.

Age range of grant programs administered by Departments (%)



Number of grant programs – by Department and age of program



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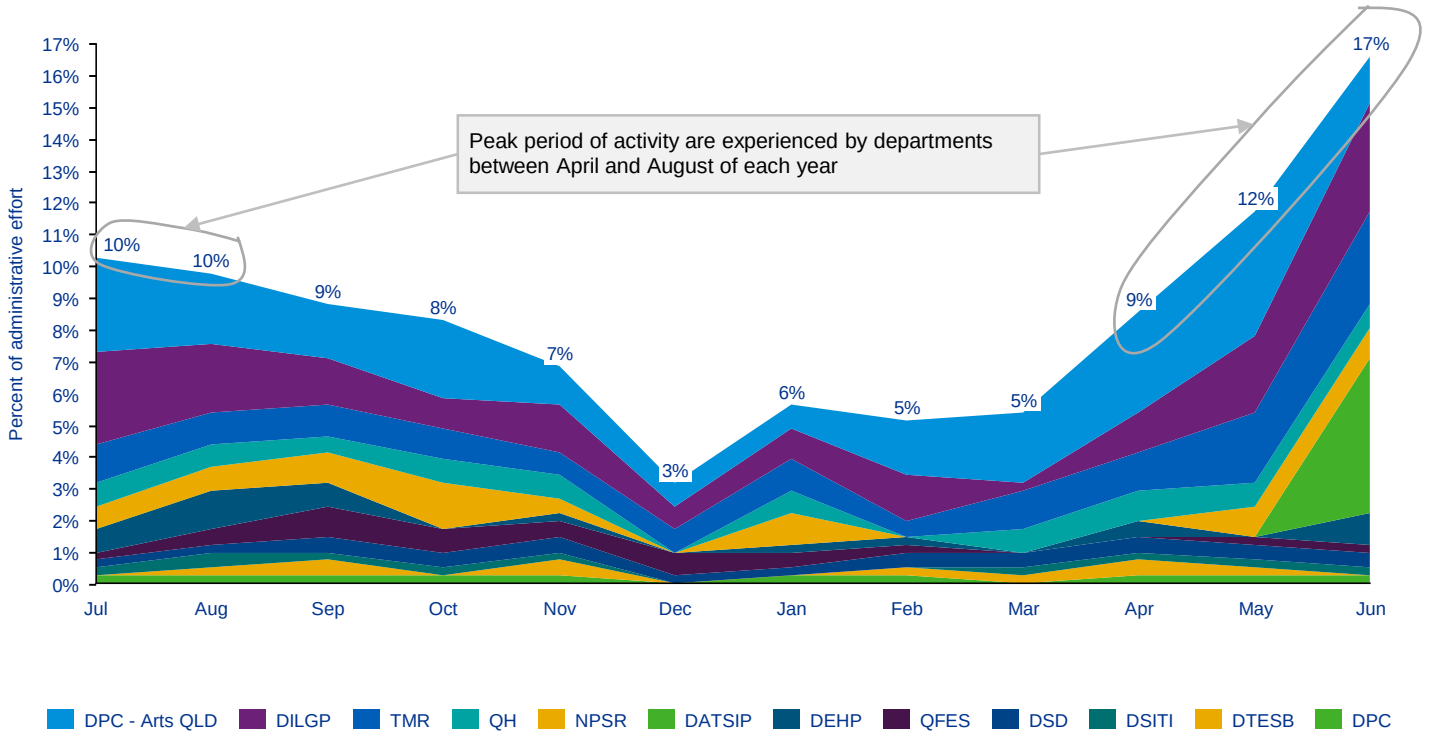
Grant timeframes

Estimate of effort to administer grants by Departments in FY15/16

Departments generally experience peaks in activity levels to administer grants to councils between April and June.

This variability makes it very difficult for councils to plan projects and creates some challenges around resourcing for smaller councils.

Peak periods of grant administration activity for all Departments



Note: data not provided by DCCS, DAF, DEWS, LGAQ, NRM

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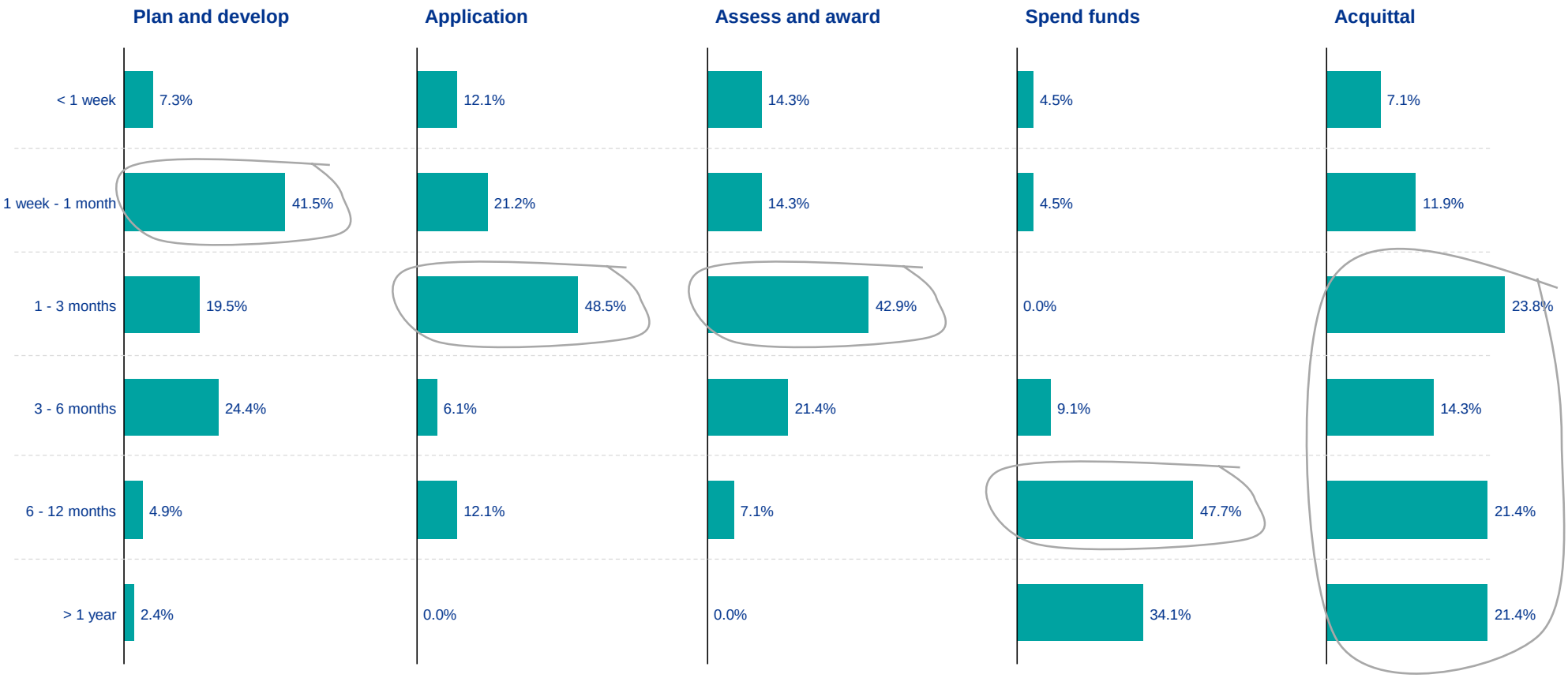
Grant timeframes

Time allocated to each phase of the grant process

Planning and application processes typically run for a short period of time (< 3months). Generally, funds have to be spent within a 6-12 month window. Acquittal timeframes appear to vary widely across different programs, with over half of programs acquitted over longer than 6 months. Opportunity exists to create a more consistent approach to grant program timeframes, either through a standard timetable or set of guidelines.



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Costs to administer

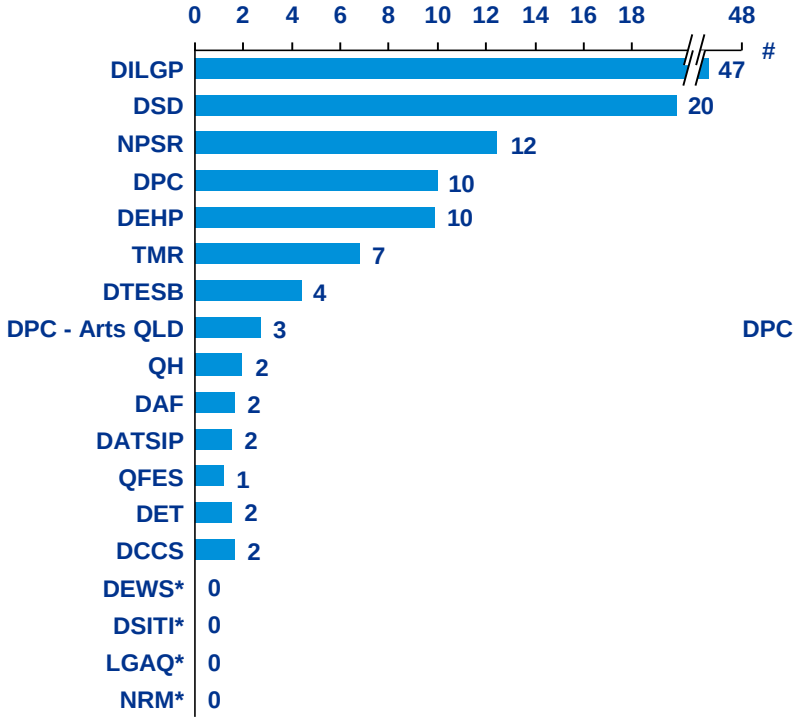
Department resource estimate to administer grants to Councils (FY15/16)

An estimated 122 department full time equivalent (FTE) staff are involved in administering grants to councils.

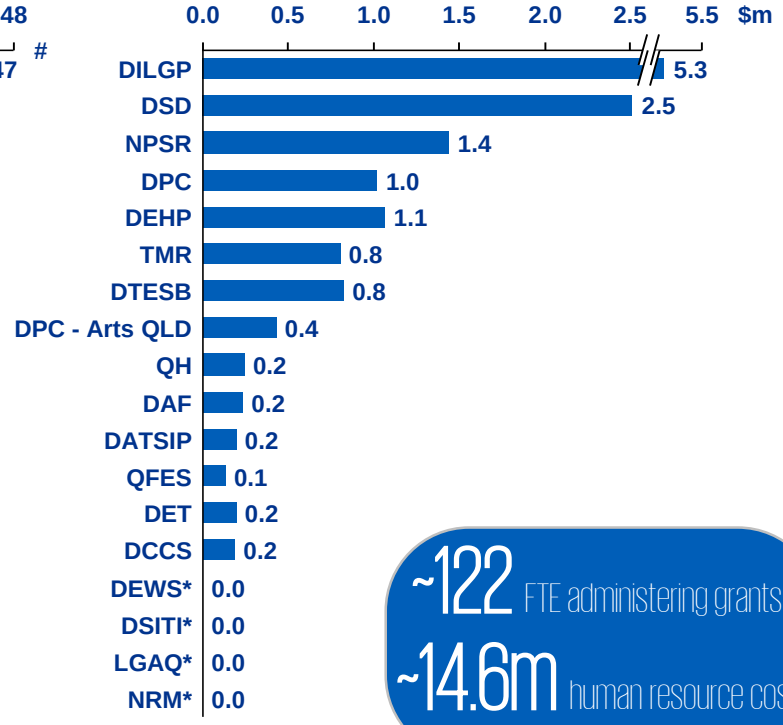
A large proportion of these are in DILGP and DSD managing large programs.

Departments that administer smaller grant programs typically have between 2 and 4 FTE allocated to this process.

Number of department FTE administering grants to Councils



Value of Department FTE administering grants to Councils



* Note: data not provided

~122 FTE administering grants

~14.6m human resource cost

KPMG experience suggests this could be 20% to 30% higher based on potential understatement

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Department resource estimate by phase of the grant process
(FY15/16)

Over half (56%) of department resources are involved in the planning, application, assessment and award phases.

Resourcing allocated to various phases of the grants process varies significantly across departments.

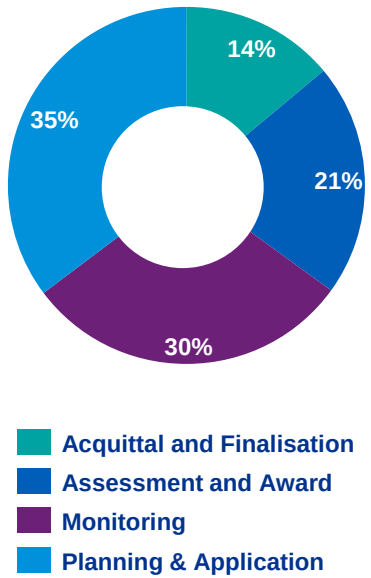
NPSR resources spent the largest proportion (88%) of their time on the planning and application processes.

Conversely, DILGP resources spend half (51%) of their time on the monitoring process.

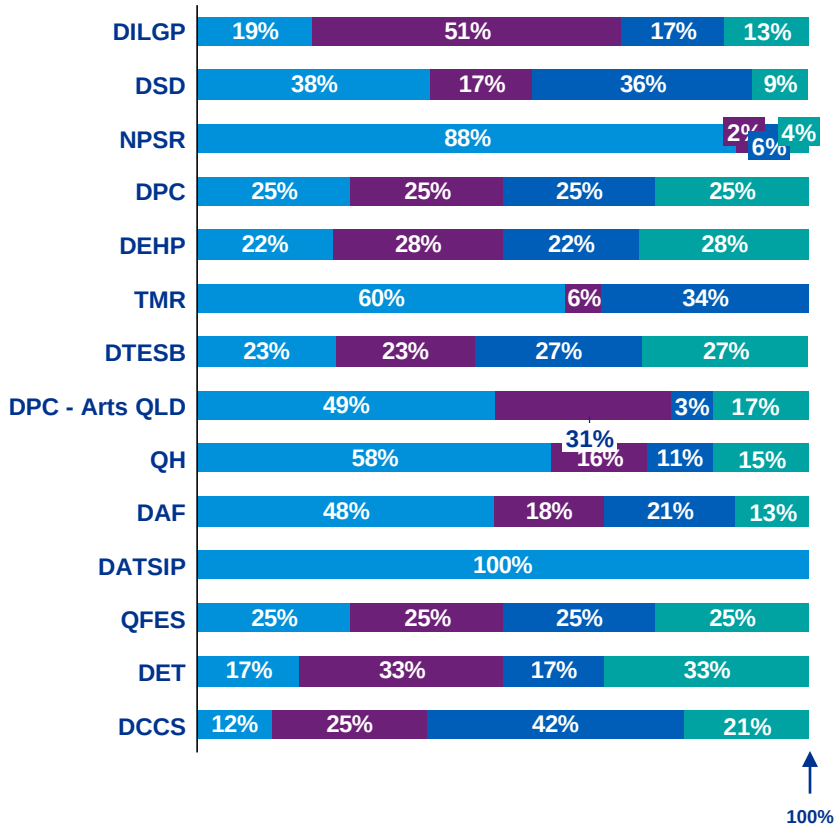
DSD and DCCS spent a larger relative proportion of time on the assessment and award process relative to other departments.

Opportunity exists to drive improved balance of resource commitment across the process.

FTE commitment by phase



Number of FTE administering grants by grant phase



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Costs to administer

Department resource estimate by position level (FY15/16)

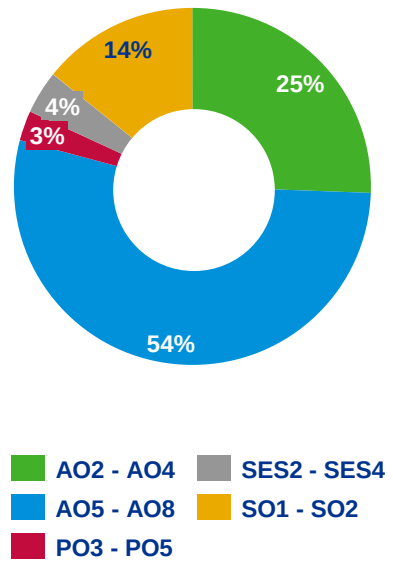
Typically, grants are administered by Administration Officers (AO) at varying levels, with 54% of overall resources sitting in the AO5 to AO8 range.

DPC, DEHP, DILGP, DSD and TMR had more than a third of their resource commitment allocated to junior staff (AO2 to AO4).

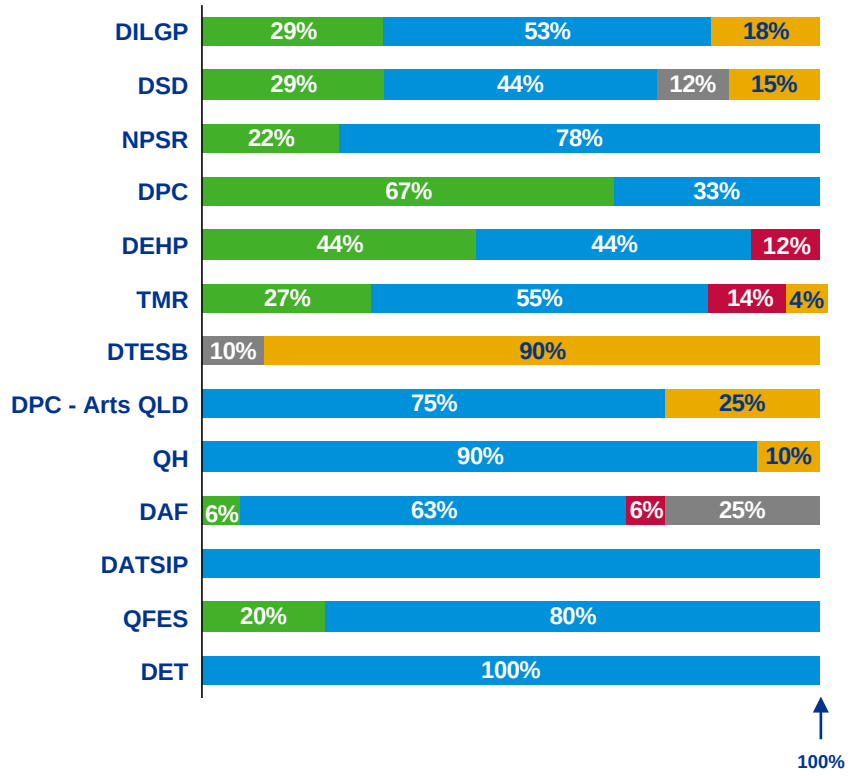
Professional and senior staff are typically involved in oversight, governance and sign-off.

Some departments did not indicate the level of effort required from SO and SES level resources.

Level of staff involved in administering grants



Level of staff by Department



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Council resource and cost insights (FY15/16)

Council responses indicated an estimated administration cost per dollar of funding received of approximately 5% - 10%.

Only 6 of the 14 Councils consulted were able to provide admin costs for grant submission writing, monitoring and acquittal.

Irrespective of the program, it was found that smaller value grants generally place a much higher administration burden on councils relative to the level of funding received.

Costs to administer

- Six (6) of the consulted councils were able to provide administration costs incurred as a result of proposal submission, monitoring and acquittal.
- This is a direct result of processes not being in place to effectively capture the direct and indirect staff and other costs incurred from submitting, monitoring and acquitting grants. In addition, grant funding applications are often prepared in a decentralised manner in conjunction with all other day-to-day responsibilities, depending on the type of funding being applied for
- Council responses indicated an estimated administration cost per dollar of funding received of approximately 5% - 10%
- A wide range of outcomes are evident across the responding councils as well as within each council. Examples include:

The Works for Queensland program featured a consistently relatively low administrative burden relative to the level of funding received (1%-5%)

The Get Playing programs featured a consistently relatively high administrative burden relative to the level of funding received (up to 25%)

The Building Our Regions (1%-15%), Royalties for Regions (2%-15%) and Local Government Grants and Subsidies (4%-24%) programs were somewhat correlated to the extent of funding and program complexity

A few councils incurred admin costs well in excess of the level of funding received for very small value grants (<=$10k)

- Irrespective of the program, it was found that smaller value grants generally place a much higher administration burden on councils relative to the level of funding received.
- Additional information was sourced from the LGAQ on the resourcing costs associated with the preparation of grant funding submissions on behalf of councils, in addition to AEC's experiences in providing assistance to councils in preparing submissions
- LGAQ indicated that its involvement was limited to the submission preparation phase and generally for smaller councils which lack the capacity internally to effectively respond to programs. 15 hours free of charge is offered per submission which has merely involved assisting councils in organising its submissions to meet the program requirements. Additional assistance is offered to some Indigenous councils of 30-45 hours for projects valued on average at between $50,000 and $200,000, with the councils incurring at least the same amount of time in collating information just for the submission phase – this suggests that the cost of proposal submissions alone for smaller councils could be of the order of at least 5%
- AEC's experiences in assisting councils with the submission phase alone is consistent with the above outcome

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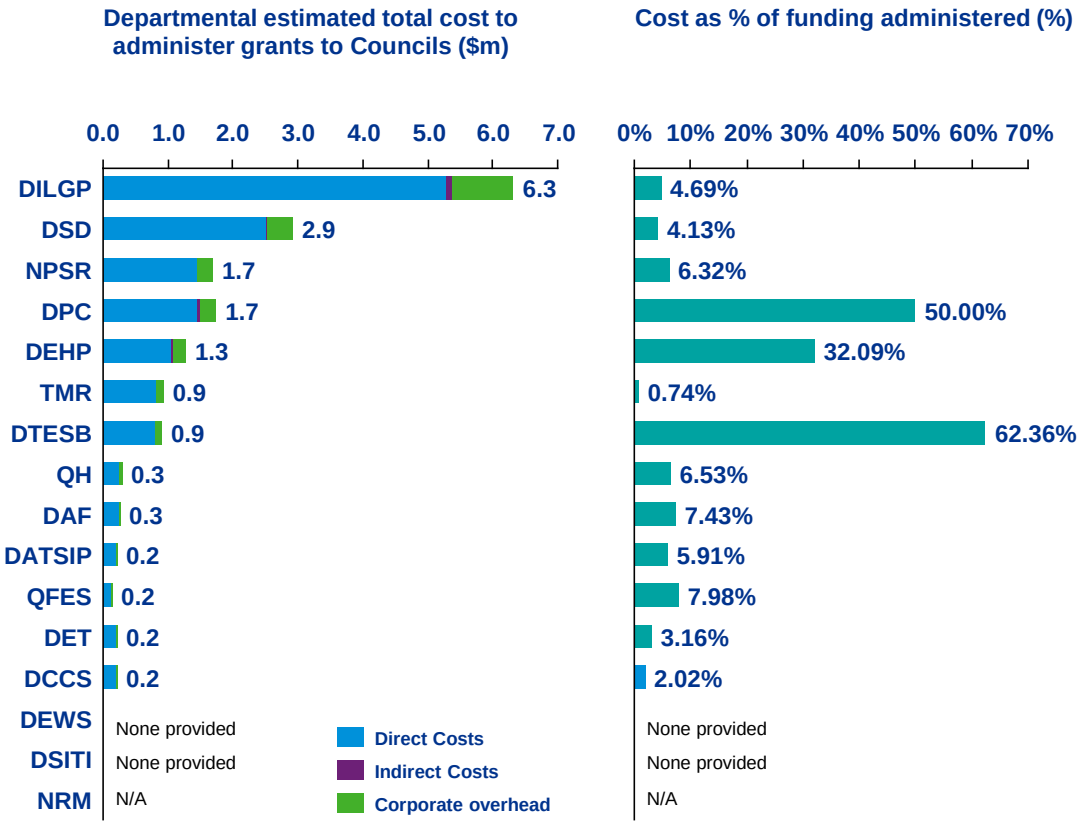
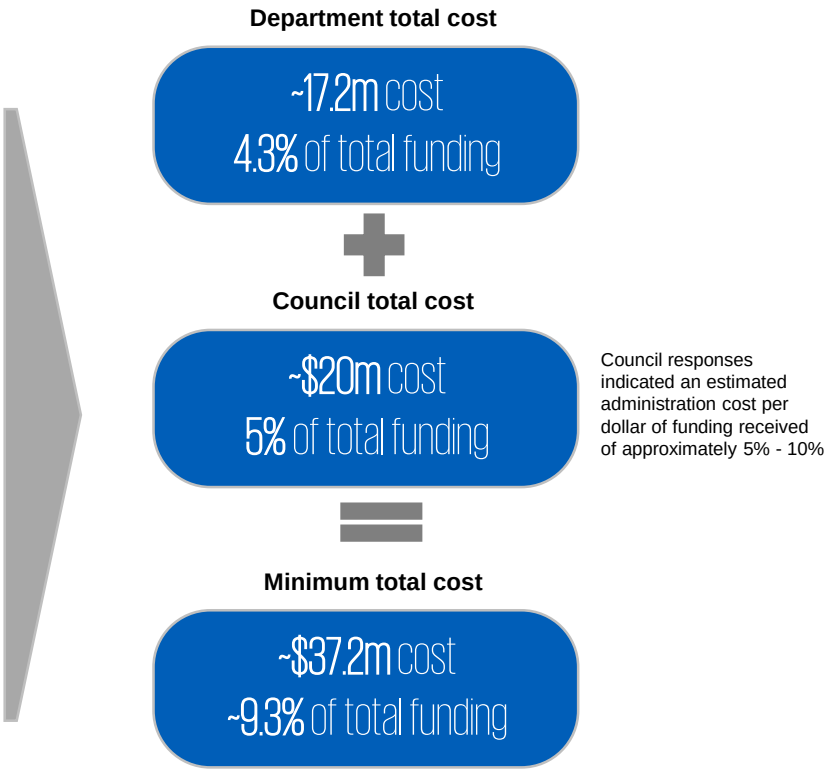
Costs to administer

Total operating cost estimate to administer grants to Councils (FY15/16)

The cost to administer grants by Departments was estimated at ~$17.2m and the cost to Councils was estimated at ~$20m in FY15/16, which equates to a combined minimum cost of ~$37.2m. The cost relative to funding was 9.3%. This analysis excludes any system related costs to administer grants to councils.





Council responses indicated an estimated administration cost per dollar of funding received of approximately 5% - 10%

Total cost = direct staff costs (resource salary + 25% on costs) + indirect expenses (travel + consulting) + corporate overhead cost ($20,000 per FTE)

Note: DPC includes Arts QLD

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Key findings of the current arrangements

Key findings of current grant administration arrangements

	STRENGTHS	WEAKNESSES
Grant Features and Processes	— Programs that have the following key features: - effective two-stage submission processes - consistent criteria and streamlined submission, reporting and acquittal processes - increased collaboration - support asset sustainability and align with strategic and asset management plans - Non-competitive funding with minimal administrative burden	— Short-term focus prevents appropriate financial and asset planning — Lack or recognition of existing asset maintenance and renewal as a priority — Projects that rely on multiple funding sources — Misalignment with council priorities and budget development — Insufficient timeframes for effective submissions / delay in awarding grants — Councils contend with a variety of communication and reporting methods — Departments utilize multiple systems to administer grants — Feasibility and detailed planning and design costs are ineligible for grant funding or other forms of assistance — Short-term delivery timeframes failing to consider external factors
Capacity and Capability	— Some Departments provide a level of capability support to Councils during the grant application or reporting process — Councils with greater capacity have greater success — Recent initiatives to support smaller councils e.g. agency pre-submission reviews, LGAQ grant writing	— Departments often lack the capacity to review and refine grant programs — Some Departments struggle with under-resourcing, particularly with a growing number of programs — Departments rarely collaborate across programs — Councils with lesser capacity have lesser success — Inability to undertake pre-planning for projects without guaranteed funding — Lack of understanding of the cost of grants administration for Councils — Level of co-contribution, focus on new infrastructure and complex submission criteria prohibit smaller councils from submitting applications
Flexibility and Innovation	— Some programs offer multi-year funding — Programs that have evolved or improved by Departments in collaboration with LGAQ and Councils (E.g. TIDS)	— Compressed submission and delivery timeframes do not support or facilitate innovation — Risk averse approach to assessment by funding Departments — Inflexibility of Departments once grants are awarded

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Key findings of the current arrangements

Experience of grant processes - Departments

- Grant programs are **generally aligned with departmental policy objectives**, however there is limited time available in the grant cycle for program **evaluation** and refinement.
- Councils are disadvantaged in their planning process by a **lack of planning expertise** and **unexpected grant program planning criteria and timeframes** imposed by departments.

- Councils **vary in their compliance and capability** in relation to milestone reporting, with some councils failing to meet departmental requirements.
- **Reporting frequency varies** between monthly, quarterly and annual requirements.
- **Departments vary as to how they deal with non-conformance** with reporting requirements and the amount of assistance they provide to councils.

- Departments typically **do not provide grant funding for maintenance of infrastructure** – they feel this will create a dependence from councils on this type of funding.
- Some departments are considering writing **maintenance plans** into their grant criteria.

- Councils have to deal with a **range of application methods** and interface with a **variety of IT systems** across Queensland Government grant programs.
- In addition to council capacity, the variety of grant application processes has **increased the need for department support** throughout the application process.
- Departments use **different criteria to allocate funding or assess grant programs**. Some are rigorous and multi-criteria, while others are simple.

- Departments follow **standard and strict governance processes** to acquit grant funding.
- **Performance-based acquittals,** outcomes acquittals and service agreements are commonly used.
- Some departments undertake **site visits** to ensure funds have been acquitted as per approved funding and the **Financial Incentive Agreement.**

Note: application, assessment, reporting and acquittal timeframes vary significantly across grant programs.

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Experience of grant processes - Councils

KEY FINDING	SUPPORTING DETAIL
Overall experience by councils regarding grants processes has been mixed	— Councils report a mix of good and bad experiences across different funding programs and agencies. — Works for Queensland was identified by the majority of councils as being the most successful program, although councils in the SEQ segment showed concern that they were excluded from the program. — One-off and ad-hoc programs were identified as the most difficult to respond to both in terms of ability to respond and capacity to deliver within the requisite timeframes, particularly for smaller councils. — Many councils noted the considerable time and effort required to justify projects within funding submissions, and questioned why such justification is required in instances where they have already been appropriately considered and prioritised as part of broader corporate and asset management planning processes.
Insufficient lead times for submissions affect the quality and delivery of outcomes	— Application phases of grants can often be quite short (e.g. Building Our Regions EOI phase in 2017) given the necessary processes and approvals to identify potential projects and enable them to become 'shovel ready'. — Further, there is generally insufficient time between the EOI and detailed submission stages (e.g. Building Our Regions Round 3) to allow for the full development of project submissions post-EOI. — Many submissions require full council sign-off but don't allow sufficient time to accommodate council meeting timetables. — Overlapping grant funding programs can create resourcing issues whether it be state agency funding vs state agency funding or state agency funding vs Federal Government funding (e.g. Building Our Regions vs Building Better Regions).
Two-stage submission processes are preferred, as long as they reduce the required workloads and effectively shortlist applications	— Expression of Interest (EOI) submissions with reduced requirements minimise the level of effort from councils for applications that would likely be unsuccessful in any instance. — EOI requirements must be considerably lesser (i.e. conceptual) than those applied to full submissions. — EOI processes are only effective if shortlisting reduces the number of potential projects considerably (e.g. the Building Our Regions Round 3 EOI stage was considered ineffective as it didn't achieve this outcome). — Sufficient time post-EOI acceptance was identified as essential to allow for appropriate and more detailed investigations to take place, particularly where projects are developed outside of planned capital expenditure programs.
Delays in notification of funding outcomes can impact project deliverability	— Late notification of grant award (e.g. Transport and Tourism Connections was significantly delayed) places pressure on councils to consider other funding options and can impact capacity to deliver projects on time, on budget and according to community expectations.

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Experience of grant processes - Councils

KEY FINDING	SUPPORTING DETAIL
There are inconsistencies in submission and acquittal processes and mechanisms across funding agencies	— Clear and consistent assessment criteria are essential, as are clear requirements for reporting. — Levels of reporting can differ considerably across programs (e.g. monthly reporting, milestone reporting, ad-hoc requests). — There was a mixed response to monthly reporting, although some councils highlighted that these requirements facilitated effective reporting to comply with monitoring requirements despite an increased administration burden. — Continued requests for additional information outside of formal reporting processes adds to the administrative burden. — The varying processes and mechanisms adopted by different agencies need to be consolidated into streamlined application and reporting processes and templates/portals. — A few councils indicated that bureaucratic and inflexible processes and requirements have led to sub-optimal outcomes. — The development of separate business plans and asset management plans for specific projects was identified by some councils as overkill when they have in place broader strategic planning documents overseeing infrastructure planning.
Councils identified a few programs considered good examples for templates and streamlined reporting processes	— Works for Queensland was identified by the majority of councils as the preferred program in that it allowed councils to allocate funding to the areas of greatest need without the initial and ongoing administrative burden associated with most other funding programs. — Building Our Regions was identified by some councils as having good templates and a streamlined acquittal process, with the exception of the need for ongoing performance reporting and a high level of agency bureaucracy in some instances. — The Transport Infrastructure Development Scheme was identified as a good model involving key stakeholders in grant decisions via Regional Roads and Transport Groups.
Better alignment with council planning and budget development would be beneficial	— Funding programs are generally not well aligned with financial years and budget cycles. — Multi-year funding and funding announcements made well in advance of budget deliberations (e.g. November for the subsequent budget) would enhance overall deliverability and incorporation into council planning processes. — Councils are looking for certainty regarding when grant funding programs will be released, with sufficient time to ensure that they are able to respond and incorporate into the budget preparation, workload, resource planning and asset management. — The release of funding programs during (rather than prior to) budget deliberations can significantly impact council decision making and create late budget and resourcing shocks that can often be difficult to deal with. — Longer lead times on project commencement and delivery would allow applications to be applied for in one year and project delivery occurring in future year/s (incorporated into the respective budgets).

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Grant program features and processes - Departments

KEY FINDING	SUPPORTING DETAIL
Grant program conditions make it difficult for councils to plan individual projects, as well as forward plan programs of works	— A couple of major grant issuing departments acknowledged that the unpredictability of timing for funding rounds and the unpredictability of the value of funds available for projects makes it difficult for councils to plan projects and programs of works.
Some departments use grants as accounting treatments, they are not considered 'true grants'	— A number of departments, including Queensland Health, DET, DCCS and DSITI use grants to deliver services via councils. — The departments classify these as grants for accounting purposes. This accounts for grants in the data that are not 'true grants' and do not have traditional grant application, reporting and acquittal features.
Some departments use councils as a suppliers for local service delivery	— In remote councils, the lack of market capacity or lack of departmental presence means some departments use councils as 'suppliers of last resort', which accounts for the participation of councils in some grant programs (including Queensland Health, DET and DSITI).
Many departmental staff acknowledged the complexity in grant program design	— Most agreed that application and reporting requirements are not commensurate with the value of the grants. That is the 'reporting burden' is not scaled accordingly for small, medium and large value grants. — They also noted that while application, reporting and acquittal processes vary across departments, all tend towards a 'one size fits all approach' regardless of the size or nature of the grants issued, creating both variability and reporting burdens for councils.
Departments that improve and innovate their grant procedures ultimately contribute to the variability and overall complexity encountered by councils	— Most departments have implemented their own 'improved' procedures, systems and criteria as a way of strengthening their grant programs or managing their workloads. — This diverges their grant program procedures, systems and criteria from that of other departments and results in councils encountering even greater variability, complexity and workloads across different grant programs.

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Grant program features and processes - Departments

KEY FINDING	SUPPORTING DETAIL
Projects seeking or relying on multiple funding sources regularly cause problems	— Grants that require co-contributions from councils can result in councils 'grant shopping' other grants to fund the remaining portion of the project. Issues with 'grant shopping' are exacerbated by overlapping policy objectives and grant program criteria across departments. — Projects that depend on multiple, interdependent funding sources have more hurdles to tackle before commencing. — Some councils that have sought project funding from multiple sources end up with too much money, causing issues with council ability to spend all of the allocated funds within a particular timeframe. — Most departments want visibility of other departments' grant programs in order to gauge these risks or instances of 'grant-shopping'. — Related to this DILGP staff would like visibility of total council reliance on Queensland Government funds.
Some departments address council capacity through the design of their grant program criteria	— DEHP & DILGP require council co-contributions to grant funded projects on a sliding scale depending on the size or category of the council. — DTESB has deliberately designed their grant criteria so as not to unintentionally advantage larger councils with more sophisticated grant writing capacity. — NPSR has deliberately written their grant criteria so as to give priority to smaller and regional councils. They have also categorized their funding pool so as to ensure rural and other councils with small populations don't miss out on grants which incorporate population based assessment formulas. — DSD's Building our Regions Program separates council types into three different funds so like councils are competing with like councils ('Regional Capital', 'Royalties for Resource Producing Communities' and 'Remote and Indigenous Communities Fund').

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Grant program features and processes - Departments

KEY FINDING	SUPPORTING DETAIL
Several departments have multi-year funding arrangements	— According to the consultations, these departments include DAF, TMR and DSD. — According to the data tool, these departments include Premier & Cabinet (Arts Queensland), DEHP, DTESB, TMR, DATSIP and DSD. — According to the consultations departmental staff that would prefer their grant programs supported multi-year funding include NPSR, QFES and DILGP.
Departmental staff generally recognise the benefits of multi-year funding, but feel they don't have the ability to influence this	— Multi-year grants allows "focus on capacity and learning of the councils and long term solutions" – quote from a departmental staff member experienced in multi-year grants. — Departmental staff were unable to offer reasons as to why multi-year funding is not possible, but also felt that they could not influence decisions around multi-year funding and that it is a 'top-down' accounting requirement. — One department has arrived at multi-year grants 'by default', as many councils simply aren't able to complete projects within the one year grant time frame.
The overall experience of Queensland Government grants program have created a range of consequences for councils	— Some smaller councils in rural and remote areas have encountered adverse outcomes of grants with job creation criteria. Where workforces are small and the number of businesses limited, ramping up programs of works can result in other projects being deprived of staff, the community being deprived of available businesses or fly-in-fly-out businesses and workforces being employed. — Grants programs and short-term availability of funds can interrupt council infrastructure and program planning cycles. — Some councils simply do not have the resources to prepare applications or the project/s to 'pull off the shelf' when grants become available at short notice. These problems are most commonly encountered with short-term 'pop-up' politically driven grant programs.

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Grant program features and processes - Departments

KEY FINDING	SUPPORTING DETAIL
Grant funding of asset maintenance is an ongoing issue with differing schools of thought	— Some departments were concerned that, for asset maintenance and allocation grants, councils will develop a reliance on the funds. QFES' experience of ongoing (allocation) based funding for asset maintenance has been that councils have become reliant on the funds and do not report with any accuracy how the funds are actually spent. — NPSR also acknowledged that maintenance of assets is a significant issue, but feels councils will become reliant if funds are provided for asset maintenance. NPSR is considering including asset management plans into grant application criteria. — DILGP commented that councils have responded favourably to allocation based programs which allow for funding of asset maintenance and have allowed councils to clear a back-log of maintenance issues. — Departments noted some types of councils (particularly Indigenous councils) have limited capability and capacity to maintain or plan for maintenance of their infrastructure.
Some departments have unique governance arrangements with the LGAQ which offers a range of benefits	— Several departments have program governance or administrative arrangements which involve LGAQ. These arrangements have driven better design and governance of grant programs, better adherence to strategic and policy objectives and value for money. Departments with these arrangements tend to be happy with their relationships with LGAQ, are appreciative of the benefits and recommend these arrangements for other grant programs. — DAF – several grant programs. — QFES – noted LGAQ had previously had input to their programs and would like to re-engage with LGAQ. — DEHP – Coastal hazard adaptation program (QCoast 2100). Unique program design and grant administration arrangement, see Case Study. — DEHP – Queensland Climate Resilient Councils. Unique program design and grant administration arrangement which commenced in 2016/17. Due to commencing in 2016/17 this program will not feature in the data analysis or grant program list for this study. See Case Study. — TMR – Transport Infrastructure Development Scheme. Unique program design and strategic oversight arrangement with LGAQ, see Case Study. — DEWS – Queensland Water Regional Alliances Program (QWRAP). Unique program design and grant administration arrangement, see Case Study.

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Grant program features and processes - Councils

KEY FINDING	SUPPORTING DETAIL
Historic funding programs have generally not been well aligned with council priorities and strategic objectives, and most councils showed strong support for grant programs aimed at asset and financial sustainability	— Existing funding programs are not always aligned to council priorities, core infrastructure investment needs and strategic planning objectives. — In many (but not all) instances, projects are developed in an ad-hoc manner in response to, and to align with, grant guidelines. — The majority of councils highlighted maintenance and renewal of existing infrastructure as a key priority. — Infrastructure grant applications would work best if they were aligned with pre-existing council planning documents and councils' overarching financial sustainability, rather than requiring new projects to be developed and prioritised outside of these plans to access funding. — Works For Queensland was commended as it supported councils in identifying priority projects, including those that reduced identified asset maintenance and renewal backlogs. — Some councils specifically outlined a preference for significant levels of allocation-based (non-competitive) funding that met state/agency program requirements and objectives.
Councils generally reported a good track record of project delivery	— Councils generally reported a strong track record of project delivery, with extensions generally sought mainly as a result of wet weather impacts. — Northern Queensland councils indicated that they face a limited construction window due to the wet season, and that this has to be appropriately considered in setting realistic timeframes for project delivery from funding approval. — Other factors identified as impacting on the capacity of councils to deliver include availability of contractors and materials (particularly when competing with surrounding regions undertaking similar works), compressed delivery timeframes (often a result of the delays between proposal submission and agency approval), land tenure and native title, state agency approval processes, natural disasters, resourcing shortages and staff turnover, scope creep during the project, and optimistic proposed delivery timeframes just to meet grant requirements. — Remote councils appear to be more likely to be impacted by project delays. — Most of the factors under council control relating to historic project delivery delays are a result of a lack of pre-planning due to the combination of compressed application timeframes and a lack of funding for detailed planning and design for projects with uncertain funding.

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Grant program features and processes - Councils

KEY FINDING	SUPPORTING DETAIL
Short submission timeframes and inappropriate levels of pre-planning result in delays in project delivery and additional non-eligible costs incurred by councils and communities	— Cost variations and project delivery impacts have been experienced on occasion, primarily due to a lack of project preparation and planning caused by a combination of compressed project development and submission timeframes and cost estimation generally only being preliminary rather than based on detailed project planning and design given funding uncertainty. — Whilst most councils acknowledged that it would be good to have 'shovel ready' projects on hand, they do not have the budgets to undertake feasibility assessments and detailed designs to sit on a shelf in the hope of potential future grant opportunities. — Poor value for money for communities can be experienced as a result of rushed project development, procurement and delivery, in addition to cost variations resulting from preliminary design inaccuracies. — Short submission timeframes can also prevent regional collaboration, innovation and applications for multi-stage, complex projects.
Delayed notification of successful grant awards place further pressure on councils for delivery	— Long decision timeframes and late notifications of successful submissions from state agencies can impact on the ability for councils to appropriately budget and resource delivery within required timeframes and initial cost estimates. — Short delivery timelines can result in inflated prices when councils have strict delivery deadlines and are forced to compete for limited resources, contractors and materials in certain markets. — Delayed funding announcements can also threaten projects relying on joint funding opportunities.
All councils supported the concept of multi-year funding programs to improve project planning and delivery	— Multi-year funding would allow for better project planning and delivery as it would provide certainty regarding the activities that need to be resourced (from internal workforces and/or contractors) and funded over a planned period. — Greater funding certainty over a number of years would also enhance the ability for councils to effectively incorporate funding programs and associated works into the development of forward budgets, provide councils with the opportunity to better plan the ability to undertake (and fund) identified expenditure within asset management plan schedules, and give appropriate consideration to external funding in the development of strategic plans (such as corporate plans). — For those councils in regions affected by seasonal wet weather, more effective forward planning could occur ahead of the dry season construction window. — Increased efficiencies could also be achieved from multi-year funding due to reduced administration requirements surrounding the grant submission, approval and acquittal process.

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Grant program features and processes - Councils

KEY FINDING	SUPPORTING DETAIL
The most significant funding challenge identified by councils was in renewing and maintaining existing asset bases	— Many councils indicated that the addition of new assets cannot always be afforded and historic projects established from grant funds have resulted an ongoing cost burden, with some funding programs potentially extending service provision beyond council core responsibilities and introduced assets requiring maintenance and renewal that may not have otherwise been constructed. — In particular, smaller councils indicated their limited capacity to effectively maintain and replace an increasing array of community infrastructure previously funded from grants, particularly given the lack of available funding assistance. — In a number of instances, councils indicated that ongoing operating and maintenance costs have not always been fully accounted for or appreciated at proposal development stage. — Some councils indicated that they now avoid funding programs and/or projects that result in increased ongoing legacy costs.

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Capacity and capability - Departments

KEY FINDING	SUPPORTING DETAIL
Departments often lacked the capacity to review and refine grant programs	— Some departments were frustrated with their inability to stop and review their existing grant programs, noting that some undertook annual debriefs. This is largely driven by the political cycle and a lack of resources. — Many departments were open about the lack of evaluations undertaken, both of the individual grants issued and of grant programs themselves. — Many departments would like to revisit (in some cases physically inspect) and receive reports on finalised grants in order to obtain key learnings which can be built into the future design of grant programs.
Some departments struggle with under-resourcing, particularly with a growing number of programs and grants they have to administer	— Some departments indicated that as the value of grant programs increase (often due to political announcements made with short notice), the number of grants they need to administer increases, but the number of staff to administer the grants does not. — This increase in workload results in less time available to administer and monitor individual grants and, in the medium to long term, limits the ability of the staff to monitor, review and improve the grant programs themselves. This results in a cycle of increasing workloads and in some cases increased inefficiencies and risk.
Collaboration and partnerships were a recurring theme	— Some grant program criterion require regional collaboration between councils and other organisations. — The benefits of collaboration include building regional capacity and inter-council and inter-organisational relationships, it also helps to address regional silos where multiple stakeholders have a role in delivering projects or policy solutions. — Key examples include several DAF programs and TMR with their long-standing TIDS program. — It should be noted the requirement for collaboration or partnerships does not correlate to a requirement for multiple funding sources. — Demonstration of community buy-in was a key feature of the DEHP grants administered by LGAQ and another department also stated their desire for more visibility of community buy-in to the programs and projects funded by their grants.
Opportunity exists to involve external subject experts in designing grant programs objectives	— Some departments would like the opportunity to undertake greater coordination with third parties (external stakeholders) in the design of their grant programs, including policy objectives and subject matter expert insights. — This would inform medium and long term planning and allow a more strategic approach to grant program design and the allocation of funds.

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Capacity and capability - Councils

KEY FINDING	SUPPORTING DETAIL
Mixed response from councils on their ability to respond to grant programs, with capacity generally dependent on how well resourced they are to develop 'shovel-ready' projects	— Smaller councils generally do not have a dedicated grants officer and are potentially disadvantaged against those that do (i.e. greater capacity will generally equal greater funding, resulting in potential inequities across councils and segments) — Limited planning is generally done on projects that lay outside of core infrastructure and service provision due to resourcing capacity issues and the cost of planning and design (including outsourcing costs) — Some councils indicate that they are well advanced in their capital works prioritisation process and in establishing a list of 'shovel ready' projects able to be accessed for grant funding submissions (e.g. Burke SC, Cook SC) and the QTC Project Decision Framework is being used for larger and more complex projects by some councils — A number of other councils indicate that they are improving their approach to developing 'shovel ready' projects (e.g. Charters Towers SC, Maranoa RC) or intending to improve their approach (e.g. Longreach SC), albeit noting the difficulties associated with funding such a process — Most other councils indicate that they are unable to allocate funds to effectively prepare for grant funding programs targeted at 'shovel ready' projects that do not form part of core infrastructure and service provision
Uncertainty surrounding funding program dates makes it difficult to prepare for, resource and approve potential projects	— Challenges are faced in identifying what funding opportunities are available and when — Even following the announcement of funding programs, response times can often be very short and require expenditure to occur within defined delivery periods that can be unrealistic and do not allow for sufficient design and project preparation lead times
Smaller councils struggle to respond to submissions for more complex projects due to a lack of inhouse resources	— Submission requirements for larger and more complex projects can be prohibitive for smaller councils given limited inhouse capacity and the inability to recover planning and design costs for funding that is not guaranteed — Limited data availability for smaller, remote areas can impact the ability to meet application requirements — Difficulty in undertaking Cost Benefit Analysis modelling inhouse which is usually outsourced
Delivery of more complex projects can be an issue for smaller councils due to a lack of project management capacity	— Initiatives aimed at improving project management skills would be welcomed where required — Establishment of dedicated inhouse project management teams would be useful — Project management would be enhanced by better planning and design lead time prior to the project proceeding (not presently able to occur in most instances under existing grant funding programs)

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Key findings of the current arrangements

Capacity and capability - Councils

KEY FINDING	SUPPORTING DETAIL
Agency reporting requirements are inconsistent and place a considerable burden on councils	— Different application, monitoring and acquittal processes across programs and agencies significantly increases the administrative burden — Inter-office inconsistencies also exist, with regional office program knowledge being variable and duplication of reporting requirements to both the Brisbane office and regional office being reported by a few councils, e.g. in one instance under Building Our Regions a council was required to report to Brisbane DSD officers as well as regional officers, with the latter assessing progress outside of formal Deed of Agreement milestones — Regional offices should operate in a manner that enhances the efficiency of grant funding arrangements rather than be used as an additional layer of administration and monitoring — The development and provision of standardised templates for reporting, in addition to consistency in the level of reporting, would reduce the administrative burden considerably — The need to justify and measure performance outcomes post-investment is questioned given the administrative burden
Support offered by agencies and LGAQ in recent times has been welcomed	— Recent support offered by both agencies and LGAQ has been of great assistance (e.g. pre-submission reviews by local DSD office and grant writing assistance from LGAQ in the last round of Building Our Regions) — Agency workshops were also identified as providing valuable information to councils — Increased lead time between program announcement and the submission deadline would allow councils to better take advantage of this support — Further capacity building and support would be welcomed
Councils were generally unable to estimate the amount of effort and financial cost associated with grant administration from submission through to acquittal	— The majority of councils were unable to accurately estimate the administrative burden associated with grant identification, grant preparation and submission, monitoring and acquittal — Generally, grants are managed across a number of different areas of the organisation alongside core responsibilities, with peaks and troughs in workloads experienced as a result — In addition, a lack of information is generally kept on the extent of grant funding applied for and the ultimate level of success

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Key findings of the current arrangements

Capacity and capability - Councils

KEY FINDING	SUPPORTING DETAIL
The focus on funding availability for new infrastructure alone can be a deterrent for councils with limited or no growth (and rate bases)	— Some councils indicated that they hold back from applying for some of the existing grant programs given the focus on the delivery of new infrastructure and the inability for communities to continually support new asset after new asset in a financially sustainable manner given the impact of whole of life costs on future operating budgets
The level of required co-contributions presents significant challenges for smaller councils	— The requirement for significant co-contributions (e.g. 50%/50%) limits the type and size of projects applied for by councils with limited own source revenue, and therefore discourages applications for projects that may be of significant community benefit — It was suggested by smaller councils that required co-contribution levels be considerably reduced (potentially to 0% in some instances) for councils with low populations and ratepayers to encourage more submissions
Councils reported that grant programs with onerous submission & acquittal processes and short timeframes prohibited them from applying	— With many councils generally having de-centralised grants administration and no dedicated grants officer, the complexity of application requirements can influence whether councils apply for funding or not given limited resourcing capacity — Unrealistic timeframes for submission and/or delivery can also impact on whether an effective submission can actually be prepared and the proposed works delivered in the required manner — Smaller councils identified a range of resourcing constraints impacting project submissions, administration and delivery — Small grant programs with time intensive reporting and acquittals are not worth the effort
Feasibility and detailed design costs should be eligible expenditure, or separate funding should be provided for project development	— Very few councils were at a stage where capital works and project prioritisation practices enabled them to have an array of 'shovel ready' projects to select from when funding programs are announced — Given other competing financial priorities, many councils questioned the prudency of developing 'shovel ready' projects at a significant cost without funding certainty — As a consequence, estimating and budgeting within funding submissions is generally done from conceptual plans so as to reduce upfront costs – this approach can result in significant cost variations following more detailed design and ultimate construction — Increased funding (and program) certainty would assist in ensuring appropriate design and estimation is undertaken — Further, planning and design costs should be considered eligible reimbursable expenditure, or separate funding provided for the development of 'shovel ready' projects from conceptual phase to detailed planning and design — Funding for the development of projects for smaller councils will result in more 'shovel ready' projects

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Departmental support for Councils

KEY FINDING	SUPPORTING DETAIL
Support for councils varies significantly across all phases of the grants process	— Support for councils in the planning, grant application, project management, reporting and acquittal process varies significantly across the various departments and grant types.
Most departments provide capability support to councils during the grant application process	— Most departments recognize that many councils have limited grant writing capacity and have implemented various ways of addressing this (see also Grant program features). — Several departments offer direct grant writing support (by staff separated from the grants assessment process), several departments have offered ad-hoc grants to support with the application process, and other departments provide support for councils that approach them directly. — Most of the dedicated support has been around grant writing, and not other processes preceding or subsequent to grant application processes.
Larger councils provide dedicated support during the planning phase of the grants process	— TMR and DSD offer dedicated funding streams for capacity building within councils for various aspects of infrastructure and program planning. — Both departments noted the quality and success rate of applications increases significantly after council staff participate in these programs.
Targeted support is provided by a few departments during the reporting phase	— A couple of departments included an administration allowance for grant recipients, to acknowledge and assist councils with reporting requirements. Not all recipients accessed this allowance (DAF has adopted this practice from the Department of Natural Resources and Mines grant program features). — Queensland Health was noted for the support they provide to Indigenous councils to assist with reporting requirements. This included verbal reporting options and some site visits.
A decentralised capability support model is used when departments have a presence within the regions	— Where departments have regional offices, it was noted that staff from these offices are better placed and more suited to provide direct support to councils during the planning and application processes.

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Interfaces and collaboration - Departments

KEY FINDING	SUPPORTING DETAIL
Departments felt that DSD and DILGP could play a greater role in collaborating across government, sharing information on their programs and reporting outcomes of individual councils	— Departments commonly noted that DILGP and DSD conferred with other departments on specialist aspects of grant applications to their department's programs. However, departments felt there was an overall lack of information and communication about this process, background on the councils, the purpose of the grant and the proposal being assessed. — Departmental staff would also like greater visibility of these grants in advance, as the grants awarded by DILGP and DSD may affect their own grant programs or their assessment of individual councils. — DSD noted they have an interdepartmental advisory committee, it may be the case that the internal communications of represented departments are not resulting in communication and collaboration between those on the advisory committee and the departmental staff who manage their own department's programs. — TMR noted their issues had been resolved with DSD now directing transport related grant applicants directly to TMR.
There is considerable overlap between grant programs and the policies of some departments	— All departments discussed the overlap across programs and/or the overlapping nature of the policy objectives of specific programs with the policy responsibilities of other departments (for example NPSR felt their programs had policy aspects of Queensland Health, DET and DCCS). DSD and DILGP would also like greater visibility across programs.
Almost all departmental staff wanted increased coordination and visibility regarding policy and planning objectives	— Increased collaboration could avoid duplication, enhance planning and coordinating, allow better assessment of council capacity to deliver and mitigating issues around multiple grant applications for single programs. — Some departments noted that certain policy categories have multiple departments offering grants for the same types of projects, but with different application criteria and different levels of rigor in applications processes. This confuses councils and can result of poor value for money outcomes.

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Interfaces and collaboration - Departments

KEY FINDING	SUPPORTING DETAIL
The interplay with the Commonwealth Government grant policies and processes adds additional complexity for some departments	— Several departments stated that Commonwealth Government requirements for awarding, reporting on and acquitting grants created additional complexity and, in one department's case, were unpredictable and unreasonable. — Conversely, DAF (Biosecurity Queensland) has a clear and workable relationship with their federal counterparts in relation to their federally funded programs, including provision for multi-year grants. — Some departments would like greater coordination and integration across the three levels of government.
Some departments were frustrated by their inability to address council non-compliance with grant requirements	— Inability to address non-compliant councils is a recurring theme across mid-sized departments. Non-compliance includes failure to meet reporting requirements and features of the original grant application. — QFES reported that they felt Queensland Government arrangements left them with no mechanism for maintaining visibility over how grant funding (specifically allocation based funding) is spent by councils. — Queensland Health would like DILGP to play a greater role in effecting council compliance with grant requirements. They noted their frustration at a lack of re-dress options.

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Systems - Departments

KEY FINDING	SUPPORTING DETAIL
Standardised and accessible IT systems could provide improved visibility across departments	— Most departments were strongly in favour of increased visibility across all aspects of Queensland Government administered programs. Current visibility is dependent on ad hoc and informal personal connections (see further findings in Interdepartmental collaboration). — A centralised grant management system accessible across departments could provide this visibility.
Councils contend with a variety of communication and reporting methods across, and sometimes within, departments.	— Councils that apply for a range of grants across departments could encounter up to 6 IT systems and a variety of manual processes. — Different systems place varied application, and reporting requirements on councils, potentially increasing their workload. — Some departments (e.g. DET) used different grant for different grant programs, usually as a result of legacy issues of Machinery of Government changes.
Enhanced systems could help manage manual workloads and assist in the scalability of grant programs	— Departments have achieved varying levels of efficiency through their IT programs – some departments would benefit from IT programs to assist scalability of the administration of their grant programs. — Benefits drawn from grant programs depend on the quality of the IT system chosen and willingness of departments to fully and actively engage with the software. — Most departments that used Smarty Grants indicated it improved the efficiency and effectiveness of the their processes.
Departments would like grants management systems that interact with their financial reporting systems	— Some departments noted that increased internal reporting requirements drive a need for grant management systems to interact with or provide information in such a way that it complements their financial reporting processes and limits double or manual handling. — Several departments commented that the ideal state would be a grants management (IT) system that interacts with their financial reporting system and requirements.

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Systems - Departments

Overview

— There is significant variability in the IT and grants management systems used by departments, resulting in varied application and reporting requirements for councils.

— Some departments use multiple programs and systems due to legacy issues from Machinery of Government changes. Larger departments generally have their own bespoke or adapted off the shelf systems, which at times link into other IT systems.

— In relation to grant programs available to councils, two departments use Smarty Grants alone, two departments use Smarty Grants combined with other systems, one department uses QGrants together with other systems, one department uses GrANT, one department uses QTenders, one department uses CRM with ADX Studio Portal and one department uses Enquire. Three departments use e-mail and manual internal systems to receive applications and manage grant processes, and two departments did not require grants managements systems relevant to council grants.

— Most departmental staff were unable to comment on the cost of running these systems.

ICT Audit Outcome – QGCIO

— Several departments mentioned a Queensland Government 2012 review of grants/grant management systems that recommended a selection of 5 particular grant programs departments should select their grant management systems from, however no departments were able to name or supply a copy of this report.

Smarty Grants

— Smarty Grants is used by small to medium sized departments.

— Most departments using the application are very happy with functionality– however the cost structure of the program ($10k per grant program flat rate) means there are upper and lower limits to the efficacy of the program. Some grant program values are too small to warrant use of the program. At present there are no examples of large grant programs using Smarty Grants, making it difficult to assess suitability across whole of Government.

— Several departments noted that use of Smarty Grants entitles departments to membership of the Australian Institute of Grants Management and its resources, events and networks.

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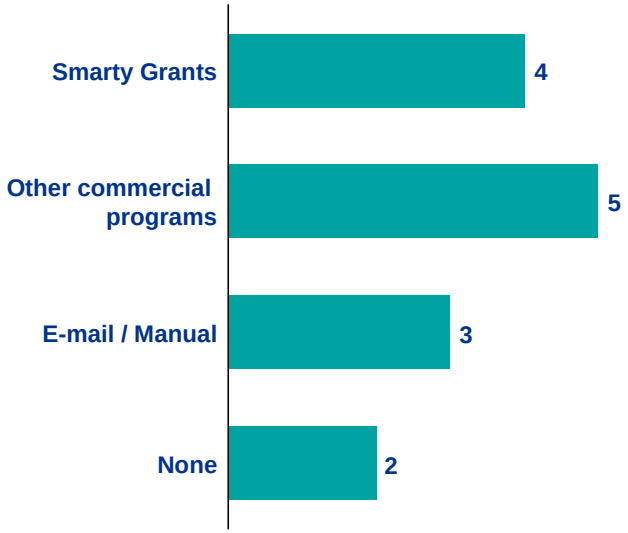
Systems - Departments

Systems by department

The following departments identified the following programs and systems for managing their grants programs that are open to councils. Some departments use specific programs for end-to-end grants management, while others combine aspects of programs with manual processing. Some departments, usually as a result of machinery of government changes, use different IT programs for different grant programs. Other departments rely entirely on manual systems to manage their grants.



Program/s / System	Department	Value of funding administered in FY15/16 ($m)
Smarty Grants	— DPC — DEHP — DTESB — DCCS	19.9
QTenders	— DCCS[#]	10.9
QGrants & several others	— DET	7.0
GrANT	— DILGP*	134.9
CRM with ADX Studio Portal	— DSD	70.8
Enquire Grants Management System	— NPSR	26.8
Bespoke in-house asset management system	— TMR	126.1
Email / manual	— DAF — QFES — DATSIP	9.4
None / unnecessary (in relation to councils)	— DSITI — DEWS	1.1

*excluding Federal Assistance Grants

[#]funding split between Smarty Grants and QTenders

Total does not add up to $401m given overlap with systems

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Flexibility and innovation - Departments

KEY FINDING	SUPPORTING DETAIL
DEHP and LGAQ have used the learnings from a pilot program to design QCoast2100	— DEHP, in partnership with the Local Government Association of Queensland, developed the Coastal Hazard Adaptation Program (QCoast2100) out of a pilot program run by the Commonwealth Government. The learnings from this pilot underpin the current structure of QCoast2100, in particular the emphasis on long-term knowledge building within councils and the ongoing engagement of subject matter experts. — The LGAQ noted that this is one of the few grant programs that has been built specifically from the learnings of a pilot or former grant program, and credit this for the meaningful outcomes the program has achieved so far.
TMR has evolved its long standing grant program to get the best out of relationship building and collaboration	— TMR emphasised the importance of long term relationship building and collaboration in its Roads and Transport Alliance, which delivers the Transport Infrastructure Development Scheme (TIDS). — The relationship building and collaborative approach of the program has evolved and strengthened since being established in 2002 to now underpin planning and coordination aspects of the program. This in turn has delivered a more effective planning and allocation process for infrastructure projects and has resulted in improved value for money.
DAF has evolved and embedded a number of features in its programs based on past experiences	— DAF administers several multi-year grant programs, a couple of which involve the administration of Commonwealth Government funds. Each of these grant programs have a collaborative focus, requiring parties to solutions to natural resources and agricultural problems to work together to develop and administer solutions. — DAF also engages a number of stakeholders including the LGAQ on its grant oversight groups. The DAF representatives indicated that each of these features (multi-year grants, regional collaboration and the participation of the LGAQ on the grant oversight group) has grown out of prior learnings of past programs and now significantly underpins the strength and success of their grant programs.
DSD has developed regional funds to make the competitive grants process more equitable for councils	— In recognition of the inequitable nature of competitive grants programs which require councils of different sizes and resource capacity to compete against one another for funds, the Department of State Development has developed three separate funds into which like councils are allocated in order to compete against one another.

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Flexibility and innovation - Councils

KEY FINDING	SUPPORTING DETAIL
Programs are generally inflexible and do not support innovative outcomes	— Grant criteria and timeframes for investigation, submission and delivery do not facilitate or promote innovation. — Some funding agencies do not respond well to changes in scope on the ground post-approval, even when reasons are well founded. — Multi-year funding programs would allow better planning for innovative project delivery as single year programs result in actually delivering the project in the requisite timeframe being the primary driver. — Longer lead times would allow for enhanced investigations and potential regional and collaborative solutions. — The ability to take advantage of multiple funding partners and potential third party asset owners and operators could enhance long-term financial outcomes for smaller councils.
Program timelines and requirements are often impractical	— Councils reported that the main objective of many funding agencies is to have grant funds spent in a one-year period which is not always possible due to weather (e.g. construction unable to occur during the wet season in North Queensland), staff turnover, contractor availability and materials delivery issues for rural/remote councils. — The extended time between application and approval can further squeeze delivery timeframes and therefore limit innovative outcomes in delivery. — Deeds of Agreement are inflexible and changes are difficult to negotiate due to bureaucratic processes. — The Works for Queensland model was identified as a good example program with a streamlined approach.
Programs aimed specifically at innovative outcomes and delivery should be considered but should not be at the expense of core service delivery	— Capability funding could work to enhance innovative project outcomes, with the Transport Infrastructure Development Scheme identified as a positive example. — The development of a database of innovative local government projects could provide good context for councils considering similar investments and opportunities, e.g. enhancing council's technological capability to improve the customer/interaction experience. — Some councils showed some concern over the allocation of funding towards innovative outcomes that may be high risk at the potential expense of maintaining core infrastructure and service provision responsibilities and service levels to the community.

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Examples of innovative collaboration between Departments and LGAQ

Unique grant administration

LGAQ, DEHP and DEWS

- DEHP and DEWS have opted to engage the LGAQ to develop and administer grant programs on their behalf. Each of these grant programs have agreed governance, departmental oversight and reporting structures, as well as a proportion of the grant amount allocated to the LGAQ as an administrative fee.
- Policy objectives are the set by the departments and the LGAQ, in coordination with councils, determines the most appropriate program design for achieving these objectives. Both departments reported being very happy with the arrangements and the LGAQ felt these grants result in better long-term program outcomes.

Queensland Water Regional Alliances

DEWS and LGAQ

- The LGAQ administers the Queensland Water Regional Alliances Program (QWRAP) on behalf of DEWS. The $1.8 million dollar grant program (figure relating to Round 4 2015-18) assists regional councils to collaborate and improve efficiencies and administration around water infrastructure in regional Queensland.
- The program design acknowledges the fundamental difference in planning for and supplying water in regional areas versus major population centres, and provides associated capability development.

Coastal Hazard Adaptation Program

DEHP and LGAQ

- The LGAQ administers the Coastal Hazard Adaptation Program (QCoast 2100) on behalf of DEHP. The $12 million grant program (allocated over three years) was developed out of a pilot program and provides funding, tools and technical support to assist coastal councils understand, plan for and implement mitigation strategies to adapt their coast lines in preparation for the long-term effects of climate change.
- The program design acknowledges the need to build knowledge and understanding within councils, particularly around legal obligations and the importance of community buy-in.

Queensland Climate Resilient Councils

DEHP and LGAQ

- The LGAQ also administers the Queensland Climate Resilient Councils program on behalf of the Department of Environment and Heritage Protection. This $1 million dollar grant program has been newly established in 2016/17.
- The program aims to strengthen the internal council capacity and decision-making processes in relation to climate change strategies, programs and mitigation.

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Opportunities for improvement

KEY FINDING	SUPPORTING DETAIL
Key program priorities should include the facilitation of enhanced asset management and financial sustainability	— The maintenance, renewal and upgrade of existing infrastructure should be a priority funding area to enhance asset management and financial sustainability outcomes, particularly in areas where high population growth is not prevalent. — The funding framework should be developed with reference to maintaining or enhancing financial sustainability outcomes, i.e. what mix of infrastructure expenditure, renewal and/or maintenance is of the greatest need for each council. — This would be consistent with the need for councils to meet financial sustainability targets and would address some of the findings of the 2016 Queensland Audit Office report 'Forecasting long-term sustainability of local government – Report 2'. — The Works For Queensland program was commended as a good example of a program that allowed councils to address areas of greatest need, including renewal and maintenance backlogs that would normally not be able to be funded via grants. — Under such a needs or priority-based partnership framework, funding could be targeted to address a particular council's or community's area of greatest need that it may otherwise not be able to provide/fund while also meeting State Government objectives, including responding to identified service level and/or safety/risk issues. — Smaller councils indicated that such funding should be provided on a 'needs basis' so as to not dilute the pool by providing funds to those without significant funding shortfalls and financial sustainability pressures.
Potential for programs targeted at core or essential local government infrastructure provision	— Specific funding pools could be set aside for critical infrastructure such as water, sewerage and waste. — Such funding could be based on a streamlined and allocative framework given that it is core expenditure. — Potential for a tiered system of funding with different sizes and types of councils eligible for different sizes and types of project funding.
Recognition that councils have differing priorities depending on their local circumstances	— The LGAQ council segments provide an example of the different challenges faced by different types of councils, e.g. coastal councils will face some different challenges to inland councils, while councils with extreme weather conditions will face higher infrastructure maintenance and renewal costs than those with more stable weather conditions. — Funding programs should be sufficiently flexible or diverse to allow each type of council to adequately address their areas of greatest priority and need (whether it be for 'hard' infrastructure such as roads, water, sewerage and waste or 'soft' infrastructure such as cultural heritage and tourism).

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Opportunities for improvement

KEY FINDING	SUPPORTING DETAIL
Recognition of reduced financial capacity of councils with limited rate bases	— The requirement for substantial co-contributions provides a significant impediment to councils with limited own source revenue and a high reliance on government funding for ongoing operations and financial sustainability. — Funding levels should align with individual council circumstances and reduced (or no) co-contribution levels for smaller councils would encourage more submissions. — Programs should allow multiple funding partners.
Grant programs should allow feasibility and detailed design costs as eligible expenditure	— Provision of funding towards planning and the undertaking of feasibility studies to ensure projects are 'shovel ready' – particularly for smaller councils lacking the requisite in-house expertise. — Agencies could assess potential projects early on in the pipeline via simple and conceptual EOI stages regarding their potential appropriateness rather than when full applications are made to reduce overall administrative, planning, design and estimation effort. — Evaluation of the implications of whole of life costs on financial sustainability to ensure that asset additions do not come at the expense of asset maintenance and renewal.
There should be better alignment with budget development and planning processes	— Funding programs should not overlap and must consider the budget timeframes of councils to allow for effective financial and resource planning. — Consideration should also be given to councils with limited construction/delivery windows during the year due to wet season limitations. — Grant funding should be made available for projects with minimal administrative burden that are already shown to align with strategic asset management plans and capital works programs.
Programs aimed at skill and capacity building for smaller councils should be considered	— Smaller councils indicate that justifying expenditure on developing 'shovel ready' projects and in submitting applications for potential grants is extremely difficult given the uncertainty over the extent of actual funding received. — Providing capacity to councils to improve their capital works and asset management planning and scheduling to facilitate their ability to have a number of planned and prioritised 'shovel ready' projects would overcome this issue. — The overall objective should be to support and/or facilitate the development of appropriate projects for consideration in a collaborative manner and to ensure the successful delivery of funded projects. — Provision of a database of successful grant submissions and best practice infrastructure and service delivery (including benefits realised from innovative practices).

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Opportunities for improvement

KEY FINDING	SUPPORTING DETAIL
Councils are unanimous in their support for multi-year funding and timeframes	— Consistency of 'block' funding over multiple financial years would increase certainty and therefore ensure improved planning, budgeting and resourcing outcomes as well as improved financial and asset management. — The Transport Infrastructure Development Scheme (via Regional Roads and Transport Groups) was identified as a good framework, albeit with the difference being that each council would be separate but still have an effective longer-term planning and funding cycle. — Timing of delivery should not be compressed and must reflect best practice project planning inclusive of local contingency factors such as wet seasons and availability of day labour, contractors and materials. — Some degree of flexibility is essential in timeframes when considering the different factors outside of council control in delivering infrastructure projects.
Application of timeframes that are reflective of best practice local government infrastructure and service delivery	— Suitable lead in timeframes to allow for appropriate responses to requests for funding submissions and effective design and planning to inform more accurate cost estimation. — Consistency in the grant timeframes (including both program announcement and approval/acceptance) to allow for advanced planning and incorporation into budgeting and asset management planning. — Any short timeframe programs should be focussed on projects that are already planned and contained within capital works programs and asset management plans.
Consistency in funding agency timing of programs, templates and reporting requirements	— Consistency in, and user friendliness of, online portals, templates, guidelines, selection criteria, acquittal processes, etc. — Online submission and acquittal processes. — Potential for pre-populated information within application portals regarding council details. — Streamlined application and approval processes across departments and programs, and an overall reduction in red tape and administrative burden (particularly for small programs).

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Guiding principles and future options

Guiding principles for future options

Principle	Description
Greater transparency and fairness	— Transparent and equitable **funding criteria and outcomes** — Outcomes are regularly **evaluated and communicated**, with lessons learned incorporated into future programs
Co-design of policies and programs	— **Better alignment** of programs to State Government policies and Councils' priorities — Queensland Government and local government **co-design policies** and grant **program** arrangements
Simplification and reduced administrative burden	— **Simple** to understand grant program models, **fewer** programs**,** and **mutually exclusive** programs — **Standardised** grant administration procedures — **Reduced effort and cost to administer** grants within Departments and Councils
Improved evaluation of outcomes	— Clearly defined **KPIs or outcomes** for each program developed at the planning stage — Improved **monitoring and reporting of outcomes**, with analysis of outcomes used to **improve programs**
Increased collaboration and coordination	— Departments and Councils work to **promote a funding relationship** based on **mutual benefit** — **Better co-ordination** within and across Departments, and between Departments and LGAQ / Councils
Priorities informed by Councils' needs and plans	— **Needs** and service delivery standards **informed at a Council level,** complemented by State Government plans — Increased focus on aligning programs to **all stages of the asset management cycle** (planning, delivery and maintenance)
Adaptive and enhanced approach	— **Programs have stable funding parameters, are integrated with council budget cycles and adapt to community needs over time** — **Multi-year focus** to fund and deliver of projects
Greater capability and capacity within councils	— Program arrangements support councils' **capability and capacity** and incentivise **innovation** — **Capability and capacity building** provided to Councils across all stages of the process, particularly **asset planning and management**

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Future options - model descriptions

MODEL DESCRIPTION

A Centralised model, consolidated funding aligned to themes

- One entity overseeing grant funding and administration to Local Councils
- Entity may be a directorate within a Department, or separate entity (e.g. statutory authority) or delivered through an outsourced model
- Programs developed based on different themes
- Theme objectives and outcomes aligned to state policies and Councils' priority needs
- Governance oversight from relevant Departments and LGAQ
- All funding is administered centrally and resourced from the redistribution of current staff across Departments
- Centre of excellence for grant administration
- One portal to manage all grants to Councils
- Allocation based funding, with co-contribution requirement (where affordable based on Council's capacity)
- Separate capability support team established within the entity to provide dedicated support to different councils types and regions
- Independent review of outcomes

B Distributed partnership model funding aligned to themes

- Consolidation of a number of Departments overseeing a finite number of targeted programs
- Programs developed based on different themes
- Theme objectives and outcomes aligned to state policies and Councils' priority needs
- Governance oversight for each theme comprising relevant Departments and LGAQ that meets regularly to discuss programs, outcomes and reporting
- Each themed program would be administered by one lead Department, with input from relevant supporting Departments
- Explore a common IT system for consistency of administration and reporting
- Allocation based funding, with co-contribution requirement (where affordable based on Council's capacity)
- Capability support funded separately within each theme to provide support to local Councils
- Independent review of outcomes

C Simplified Department model with greater Council collaboration

- Multiple Departments administering their own grants
- Rationalisation of grants: maximum of 2-3 programs administered by each Department. Any new program requires justification
- Better alignment of programs to Departmental policies and Councils' priority needs
- All programs reviewed and refined in consultation with LGAQ and input from Councils
- Improved use of technology to drive transparency and collaboration
- Central register of all grants programs managed by DILGP / QT
- Combination of allocation and competitive based funding
- Capability support for councils funded by the State Government and supported by LGAQ
- Independent review of outcomes

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Future options - pros and cons

A Centralised model, consolidated funding aligned to themes

PROS

- Strongest oversight and co-ordination
- Embraces co-design of policies and outcomes
- High level of consistency and standardisation in grants processes
- Concentrated capability and dedicated support for Local Councils
- Greater visibility of funding and outcomes
- One portal driving a central source of truth and enhanced efficiency
- Significant reduction in programs and grants
- Reduced effort and cost to administer
- Fosters regional collaboration between Councils

CONS

- Hardest model to implement
- Centralised systems can be costly to implement
- New central entity may lack an understanding of the underlying Departmental policies
- Potential resistance to change from Departments
- Potential lack of ownership by Departments if they are not involved in administering programs

B Distributed partnership model funding aligned to themes

PROS

- Stronger oversight and co-ordination
- Embraces co-design of policies and outcomes
- High level of consistency and standardisation in grants processes
- Capability support tailored to each theme and led by a community of practice
- Greater visibility of funding and outcomes
- Lead agencies maintain oversight of their core programs
- Significant reduction in programs and grants
- Reduced effort and cost to administer
- Fosters regional collaboration between Councils

CONS

- Some Departments may be less supportive if they are not allocated a lead role
- Potential resistance to change from Departments
- Requires a greater level of cooperation and development of a true partnership across all stakeholders, which can be time consuming

C Simplified Department model with greater Council collaboration

PROS

- Relatively simple to implement
- Leverages existing programs and grants
- Central register of grants will help improve transparency

CONS

- Less oversight and co-ordination
- No co-design of policies and outcomes
- Continued inconsistency in grant processes
- Resources and capabilities are still dispersed across Departments
- Up to 34-51 programs (both allocation and competitive) creates complexity for Councils
- Higher effort and cost to administer

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Alignment of options to guiding principles

ALIGNMENT OF OPTIONS TO GUIDING PRINCIPLES	A) Centralised model, consolidated funding aligned to themes	B) Distributed partnership model, funding aligned to themes	C) Simplified Department model with greater Council collaboration
Greater transparency and fairness			
Co-design of policies and programs			
Simplification and reduced administrative burden			
Improved evaluation of outcomes			
Increased collaboration and coordination			
Priorities informed by Councils' needs and plans			
Enhanced grant management timeframes			
Greater capability and capacity within councils			
Ease of implementation			

Option B has been recommended as a preferred model to transition towards in the medium term, given the benefits of increased collaboration and greater ease of implementation.

Implementation of Model B provides a transition point towards Model A. Once Model B has been implemented and is fully operational, further evaluation will be required to assess the merit in transitioning to Model A which could drive further simplification, efficiency and reduced administrative burden .

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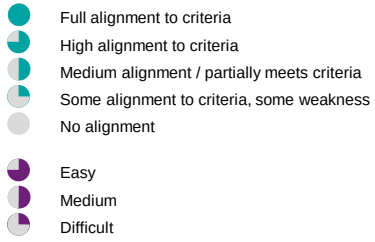

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Common elements across all future options

Priority needs baseline	— Assist and fund all Councils to develop a baseline assessment of their priority needs (strategic and infrastructure priorities) — This could facilitate informed conversations around regional collaboration
Policy and guides	— Standard processes, templates and tools available and leveraged across all Departments and Councils — Establish grant guidelines and timetables to be followed across all Departments — Programmatic approach with 4-year timeframes
Risk management	— Risk is managed proportionally to the program size and complexity
Skills	— Grant programs are developed, managed and administered by resources with the right expertise in grants management within State Departments — Promote and fund the development of grant management skills within Councils
Funding timeframes	— Promote multi-year funding to better align programs to Councils' strategic plans, asset plans and ability to deliver — Timeframes aligned to State forward estimate timeframes (4-year cycle) with annual reviews aligned to budget cycles
Stakeholder management	— Improved stakeholder management to drive program delivery and monitor outcomes — Improved dialogue and a partnership model promoted between all stakeholders — Explore and encourage regional collaboration and focus
Reporting, performance and evaluation	— Shift towards performance monitoring and evaluation of program outcomes — Regular reporting of information, outcomes and funding across Departments and Local Councils (at least annually)

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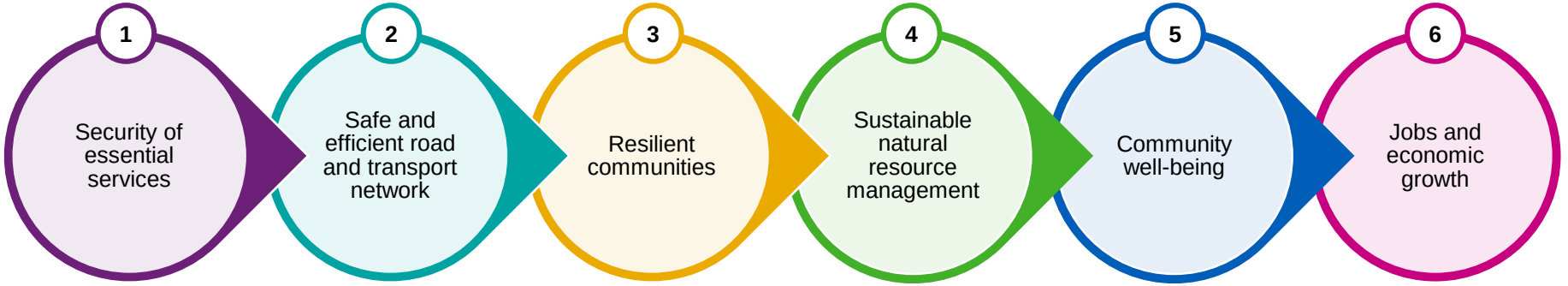
Proposed grant theme framework

Proposed grant theme framework

Proposed theme funding framework model

Under Model A and B, a themed approach to funding is proposed to drive greater standardisation, simplification and alignment to Councils' needs. The framework introduces a range of themes that would adopt allocation based funding and cover a range of grant program types under the current model, including separate funding for capability development and support for Councils.



	1 Security of essential services	2 Safe and efficient road and transport network	3 Resilient communities	4 Sustainable natural resource management	5 Community well-being	6 Jobs and economic growth
Description	Funding to ensure security of essential services: — Drinking water — Sewerage — Waste management — Energy supply — Technical capability	Funding to connect regions and councils: — Road safety — Freight productivity — Congestion management — Active transport/ marine/aviation/rail — Technical capability	Funding to increase council resilience: — Emergency and disaster management and recovery — Climate change adaptation — Technical capability	Funding to ensure sustainable natural resource management: — Weed/pest management — Crocodile management — Flying foxes — Stock routes — Riverine/catchment water quality	Funding for basic community needs: — Arts and culture — Sport and recreation — Libraries/knowledge centres — Community safety — Public housing — Public health (e.g. mosquitoes, immunisation, smoking)	Funding for job and economic growth: — Tourism — Trade and investment — Digital infrastructure and literacy — Innovation ecosystems
7	**Improved council capability and capacity**: land planning, asset management planning, financial management, road and transport network planning, economic development planning, workforce development (including scholarships), regional arrangements (ROCs, RRTGs, QWRAP) – DILGP, DEWS, QT, QAO, LGAQ					
8	**Improved accountability for achieving outcomes**: evaluation of program outcomes, reporting to parliament, communities and stakeholders, learning/continuous improvement in grant program administration and program arrangements – DILGP, QT, QAO, LGAQ					
Who*	DILGP, DEWS, DSD, LGAQ	TMR, LGAQ	QRA, QFES, DILGP, EHP, LGAQ	DAF, EHP, DEWS, NRM, LGAQ	DILGP, DPC, NPSR, DET, DCCS, QH, DSITI, DATSIP, LGAQ	DILGP, DSD, DSITI, DTESB, LGAQ
Funding driver	To be defined during the future design phase (examples include: asset value, road km, socio-economic index, $ impacts from previous disasters)					

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Proposed grant theme framework

Mapping of FY15/16 programs to proposed themes

Revenue Assistance Grants - $36 million

- Financial Assistance Grants – Identified Road
- Financial Assistance Grants – General Purpose
- State Government Financial Aid

1 Security of essential services

6 programs

$7.3 Million Funding

- Infrastructure fund to Aurukun
- Local Government Subsidy
- Indigenous Economic Development
- Queensland Water Regional Alliances Program (QWRAP)
- Queensland Government Agent Program (QGAP) ★
- Water Fluoridation

2 Safe and efficient road and transport network

10 programs

$126 Million Funding

- Cycle Network Local Government Grant
- Recreational Boating Infrastructure ★
- Community Road Safety Grants ★
- Passager Transport Accessible Infrastructure Program (PTAIP)
- Regional & Remote Long Distance Coach Infrastructure
- Regional & Remote Ferry Infrastructure Upgrades
- Black Spot Programme ★
- Roads and Transport Alliance (RTA) TIDS program
- One-off Grants
- Statewide Capability Development Fund (SCDF) program

3 Resilient communities

8 programs

$174 Million Funding

- Community Resilience Fund 2015/16
- Get Ready Qld 2015/16 ★
- SES Non-Recurrent Subsidy Program
- Livingstone and Rockhampton Revitalisation
- Natural Disaster Resilience Program 2015/16 ★
- Building our Regions Round 1
- Local Government Grants and Subsidies Program 2015/16
- Climate Change Coastal Hazard Reduction

4 Sustainable natural resource management

5 programs

$4.6 Million Funding

- Cape York Land & Sea Management Grants ★
- Managing Farm Pests ★
- Queensland Food and Fibre - Feral Pest Initiative ★
- Queensland Natural Resources Management Investment Program ★
- Weed & Pest Animal Drought Initiative ★

5 Community well-being

30 programs

$46 Million Funding

- Get Playing Plus (Round 2) ★
- Get Playing Places and Spaces (Round 4) ★
- Non School Organisations (NSO) Program ★
- Public Environment Health - Indigenous
- Aurukun CCTV
- Cape York Institute
- Cherbourg Youth Sports and Recreation Program
- QLD Arts Showcase Program ★
- Playing Queensland Fund ★
- Backing Indigenous Art - indigenous Arts Centres ★
- + 20 additional programs (see Appendix) ★

6 Jobs and economic growth

5 programs

$6.4 Million Funding

- Skilling Queenslanders for Work: First Start
- Apprenticeship Boost ★
- Tourism Demand Driver Infrastructure Program (TDDI) ★
- Skilling Queenslanders for Work: Work Skills Traineeships ★
- Student Hostel Support Scheme ★

Denotes funding administered by QLD Government on behalf of Federal Government

★ Denotes "open-access" programs where funding is available to non-council entities

Impacts on third parties will need to be considered during the implementation phase

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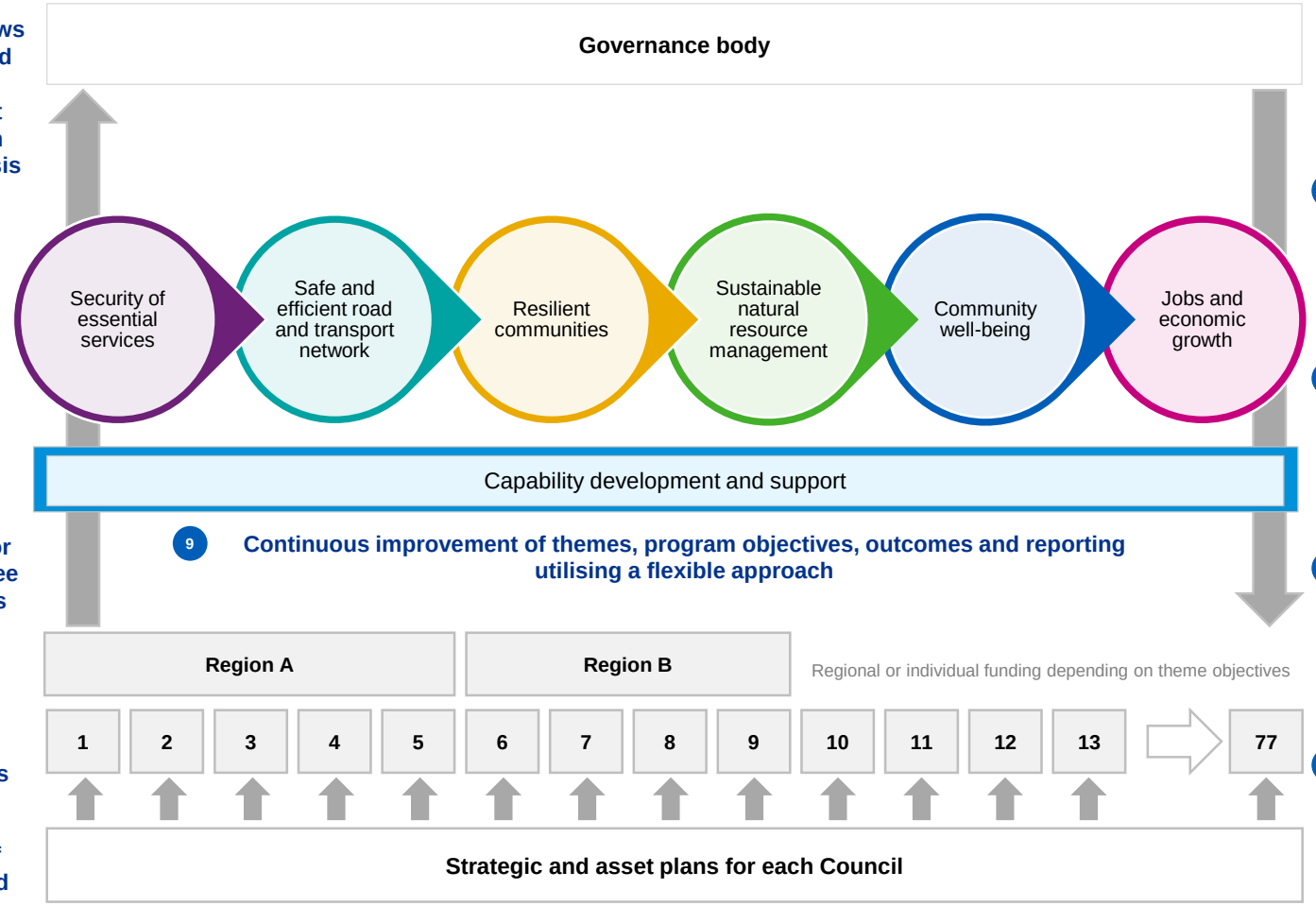
Proposed grant funding process

4 **Governance body reviews funding applications and recommends the proportion of funds that will be assigned to each theme on an annual basis**

3 **Councils submit a multi-year funding application aligned to 1 or more themes (with relevant capability support provided)**

2 **Relevant Departments for each theme + LGAQ agree on Government priorities and initial funding allocation over a 4 year rolling timeframe**

1 **Councils develop their strategic and asset plans to inform ongoing priorities, service levels, key projects, the level of funding support required and proposed outcomes**



5 **Multi-year funding allocated and reviewed periodically against the 6 themes**

6 **Program management and administration by theme lead or central entity**

7 **Reporting on progress/outcomes and acquittal of funds by Councils (at least annually)**

8 **Program outcomes reviewed as determined by each theme management group**

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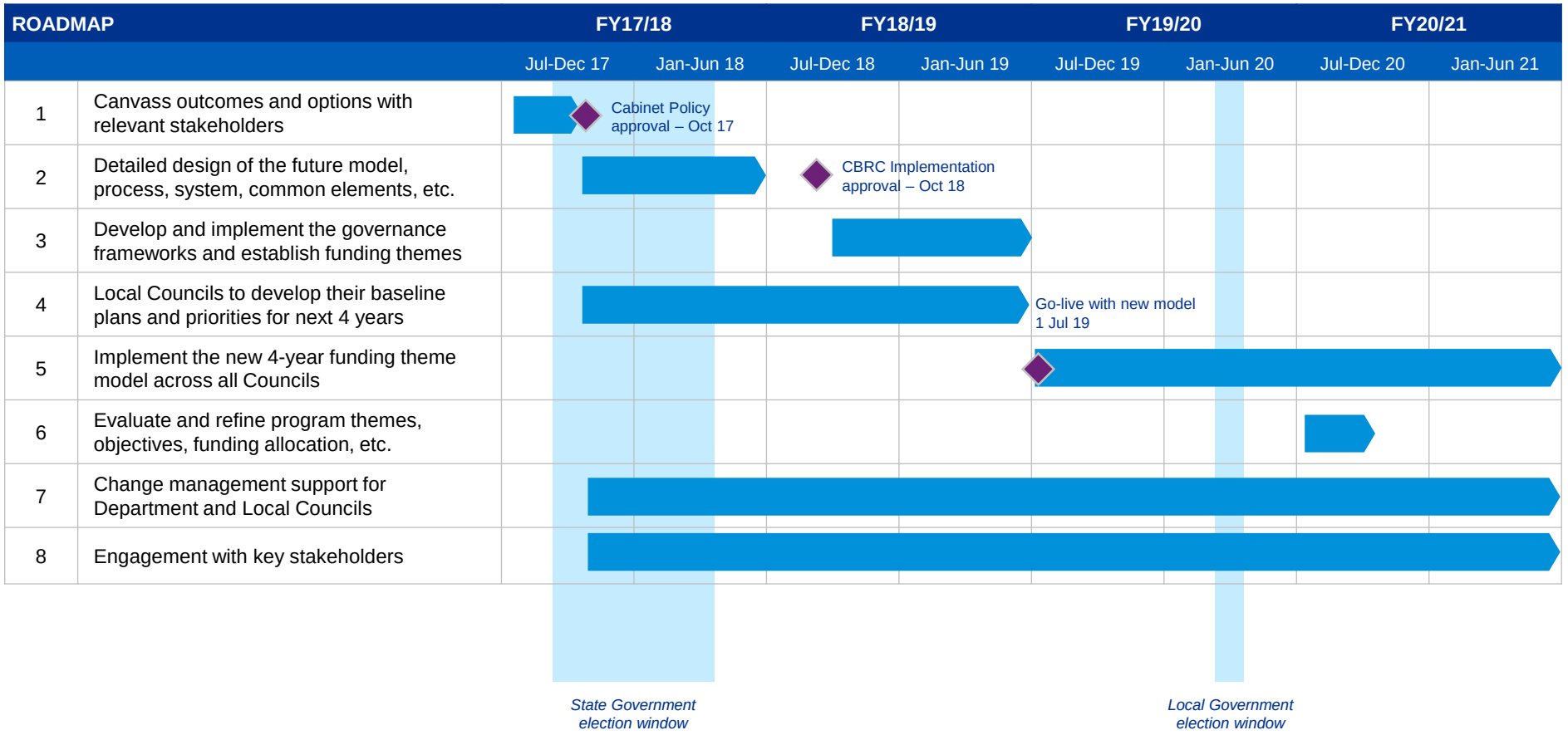
Implementation roadmap

Implementation roadmap

Proposed implementation roadmap and timeframes

The timeline below outlines a proposed implementation roadmap for the delivery of a modernised grant management model and framework under Option B.



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Appendix 1:
Councils selected for consultation

Appendix 1: Councils selected for consultation

Councils overview and selection criteria

Councils overview and context

The table alongside provides a list of councils by LGAQ segment classification.

In addition to the current review, the LGAQ has recently commissioned a survey of selected councils (on behalf of DSD) to identify common constraints impacting their ability to deliver grant funded projects, with participating councils from each segment highlighted in red in the table.

See also: Appendix 5 – LGAQ – Geneng Solutions research.

Proposed selection criteria

AEC was tasked with consulting with between 2 and 4 councils within each of the segments for this local government grants review project. The following broad criteria were adopted in establishing an initial shortlist of councils by AEC and LGAQ:

- Reasonable geographic spread in aggregate across all consulted councils.
- Reasonable geographic spread within each segment.
- Reasonable institutional knowledge and stability of CEO/management within each of the councils selected (to the extent possible).
- Level and spread of grant funding received by each council.
- Mix of broad sector and specific challenges faced by each council.

Indigenous Segment (16)	Rural / Remote Segment (23)	Coastal Segment (15)	South East QLD Segment (12)	Resources Segment (10)
Aurukun SC	Balonne SC	Bundaberg RC	Brisbane CC	Banana SC
Cherbourg Aboriginal SC	Barcoo SC	Burdekin SC	Gold Coast CC	Barcaldine RC
Doomadgee Aboriginal SC	Blackall-Tambo RC	Cairns RC	Ipswich CC	Burke SC
Hope Vale Aboriginal SC	Boulia SC	Cassowary Coast RC	Lockyer Valley RC	Carpentaria SC
Kowanyama Aboriginal SC	Bulloo SC	Cook SC	Logan CC	Central Highlands RC
Lockhart River Aboriginal SC	Charters Towers RC	Douglas SC	Moreton Bay RC	Cloncurry SC
Mapoon Aboriginal SC	Croydon SC	Fraser Coast RC	Noosa SC	Isaac RC
Napranum Aboriginal SC	Diamantina SC	Gladstone RC	Redland CC	Maranoa RC
Northern Peninsula Area RC	Etheridge SC	Gympie RC	Scenic Rim RC	Mount Isa CC
Palm Island Aboriginal SC	Flinders SC	Hinchinbrook SC	Somerset RC	Western Downs RC
Pormpuraaw Aboriginal SC	Goondiwindi RC	Livingstone SC	Sunshine Coast RC	
Torres SC	Longreach RC	Mackay RC	Toowoomba RC	
Torres Strait Island RC	Mareeba SC	Rockhampton RC		
Woorabinda Aboriginal SC	McKinlay SC	Townsville CC		
Wujal Aboriginal SC	Murweh SC	Whitsunday RC		
Yarrabah Aboriginal SC	North Burnett RC			
	Paroo SC			
	Quilpie SC			
	Richmond SC			
	South Burnett RC			
	Southern Downs RC			
	Tablelands RC			
	Winton SC			

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Appendix 1: Councils selected for consultation

Preliminary Council list for selection

Preliminary selection and rationale

AEC consulted with LGAQ to discuss which councils would best represent the proposed selection criteria, noting that there may be numerous councils meeting the criteria from which a sample would need to be selected. The table below provides the preliminary list of the councils from which a broader sample was built.

Segment	Council	Reason for Selection
Indigenous	1. Palm Island Aboriginal SC 2. Torres Strait Island RC	— Provided $9.6m in 2015/16 across an array of different programs, good example of Indigenous segment and coastal issues as well. — Provided $8.5m in 2015/16 cross an array of different programs, undertakes many different activities compared to other councils.
Rural/Remote	1. Charters Towers RC 2. North Burnett RC 3. Quilpie SC	— Captured in DSD review, historic funding for sport/recreation and disaster recovery. — Covers south-east aspect of the state for rural/remote, wide range of recent grants). — Covers south-west aspect of the state (received $8.6m in 2015/16 NDRRA).
Coastal	1. Bundaberg RC 2. Cassowary Coast RC 3. Mackay RC	— Captured in DSD review, good example of coastal/regional city. — One of the highest rated councils in the state with a variety of coastal challenges (extreme weather, foreshore, etc.). — Mix of impacts from coastal to resources demands, good example of coastal/regional city.
SEQ	1. Lockyer Valley RC 2. Noosa SC 3. Gold Coast CC	— Captures non-metro aspect of SEQ, experience with disaster recovery funding, Royalties for Regions, Get Ready QLD grant programs. — Covers northern aspect of SEQ. — Covers southern aspect of SEQ and, importantly, one of the larger growth SEQ councils.
Resources	1. Burke SC 2. Central Highlands RC 3. Maranoa RC	— Covers north-west aspect of the state, good coverage of rural/remote and resources implications. — Captured in DSD review, covers central Queensland and is impacted significantly by extractive resources activity. — Covers inland south area and coal seam gas resources sector activity occurring (in addition to agriculture).

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Appendix 1: Councils selected for consultation

Revised Council list for selection

Revisions proposed by DILGP and LGAQ

A number of adjustments to the preliminary list were subsequently proposed by DILGP and LGAQ for various reasons:

- Given that both Palm Island Aboriginal SC and Torres Strait Island RC are located offshore, it was considered appropriate to replace Torres Strait Island RC with Lockhart River Aboriginal SC.
- The addition of an indigenous council of Doomadgee Aboriginal SC, with a back-up of Cherbourg Aboriginal SC.
- Given the larger number of rural/remote councils relative to resources and SEQ councils, it was considered appropriate to increase the number of rural/remote councils and reduce the number of resources and SEQ councils in the sample, with:
  - Burke SC (resources) being replaced with Bulloo SC (rural/remote), which was identified as having a significant reliance on grant funding.
  - Noosa SC (SEQ) being replaced with Cook SC (rural/remote), which was considered an appropriate representative for issues faced in Far North Queensland.
- Richmond SC (rural/remote) was also identified as a good council to consult with given its relatively small administration function, replacing North Burnett SC (rural/remote).
- The addition of a back-up for central Queensland being Flinders SC (rural remote).
- Following extreme weather events, it was considered inappropriate to consult with affected councils and consequently it was proposed that Gladstone RC replace Mackay RC (and Whitsunday RC be removed as back up).
- As a result of a recent change in CEO, it was considered appropriate to replace Bundaberg RC with Gympie RC.
- Given that contact had been made with Noosa SC, Burke SC (resources) and North Burnett SC (rural/remote) regarding their availability before the amendments to the council list were finalised, these three councils will still be provided with the opportunity to participate if they wanted to.

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Appendix 1: Councils selected for consultation

Revised Council list for selection

Revised list of councils selected for consultation

Segment	Council	Reason for Selection
Indigenous	1. Palm Island Aboriginal SC	— Provided $9.6m in 2015/16 across an array of different programs, representative of Indigenous segment, coastal issues.
	2. Lockhart River Aboriginal SC	— Captured in DSD review, provided $9.6m in 2015/16 across various programs, representative of Indigenous segment.
	3. Aurukun SC	— Received a high number of grants from across a range of departments in 2015/16, including service provision grants.
	*4. Doomadgee Aboriginal SC**	— Covers north-west aspect of the state, representative of Indigenous segment.
Rural/Remote	1. Charters Towers RC	— Captured in DSD review, historic funding for sport/recreation and disaster recovery.
	2. Quilpie SC	— Covers south-west aspect of the state, received $8.6m in 2015/16 (NDRRA), representative of rural/remote.
	3. Longreach RC	— Received a high number of grants from across a range of departments in 2015/16, including service provision grants.
	4. North Burnett RC	— Covers south-east aspect of the state for rural/remote, has received a wide range of grants recently.
	*5. Bulloo SC**	— Covers south-west aspect of the state, significant reliance on grant funding, representative of rural/remote.
	*6. Richmond SC**	— Relatively small administration function, representative of rural/remote.
Coastal	1. Cassowary Coast RC	— One of the highest rated councils in the state with a variety of coastal challenges (extreme weather, foreshore, etc.).
	2. Cook SC	— Received a high number of grants from across a range of departments in 2015/16, including service provision grants.
	*3. Gympie RC**	— Covers south-east aspect of the state (but just outside of SEQ).
	*4. Gladstone RC**	— Mix of impacts from coastal to resources demands, good example of Coastal/Regional City.
SEQ	1. Lockyer Valley RC	— Captures non-metro aspect of SEQ, experience with disaster recovery funding, royalties for regions, get ready QLD.
	2. Gold Coast CC	— Covers southern aspect of SEQ, important to capture one of the larger growth SEQ councils.
	3. Noosa SC	— Covers northern aspect of SEQ.
Resources	1. Maranoa RC	— Covers inland south area and coal seam gas resources sector activity occurring (in addition to agriculture).
	2. Burke SC	— Covers north-west aspect of the state, good coverage of rural/remote and resources implications.
	*3. Central Highlands RC**	— Captured in DSD review, covers central Queensland and is impacted significantly by extractive resources activity.

**Councils chose not to participate in the consultation.*

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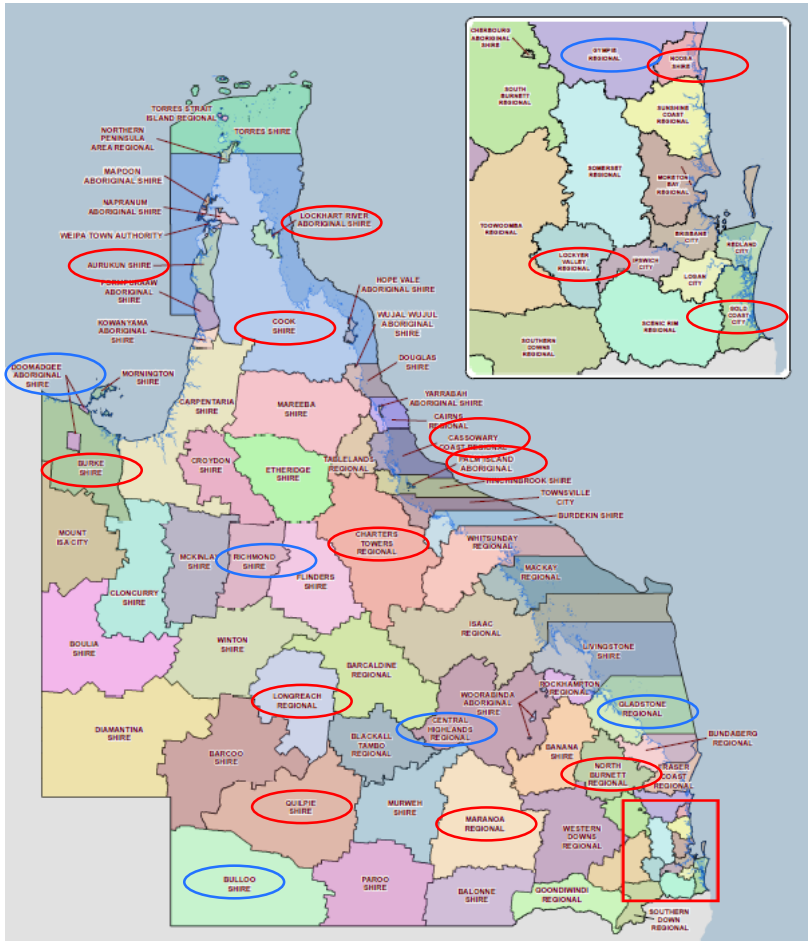
Appendix 1: Councils selected for consultation

Revised Council list for selection - map



Map legend

	Councils from the revised list of councils selected for consultation that chose to participate.
	Councils from the revised list of councils selected for consultation that chose not to participate.

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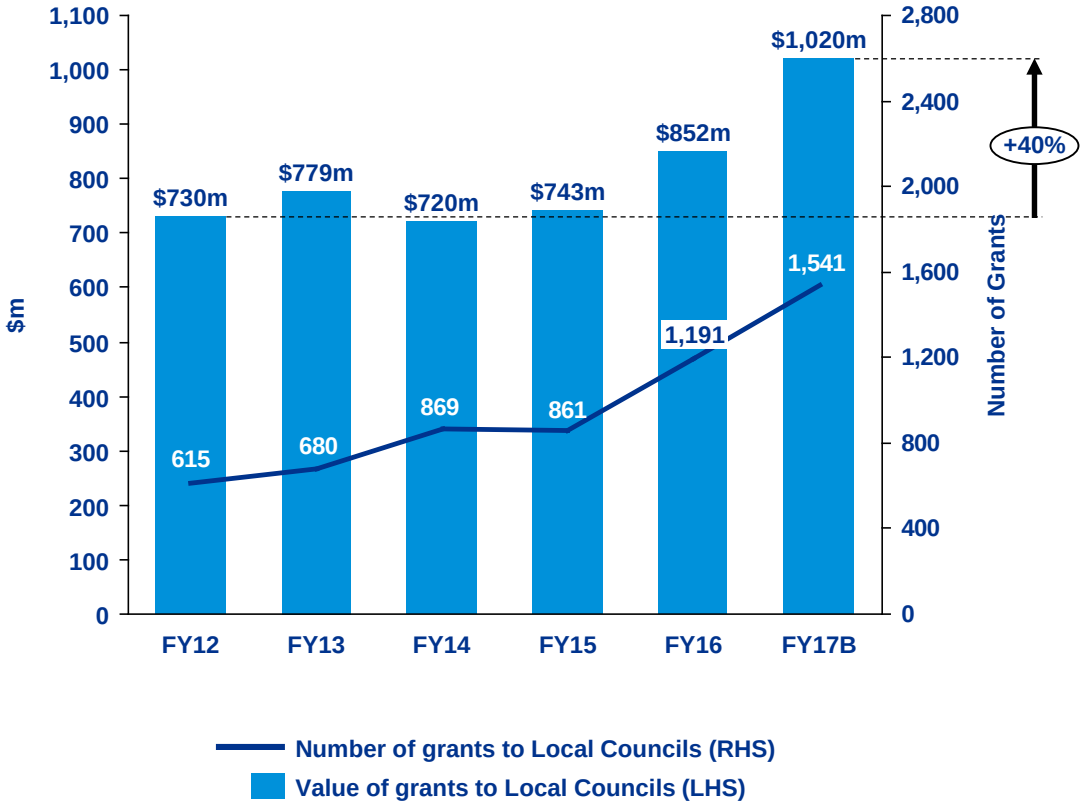
Appendix 2:
Supplementary analysis including FAGs

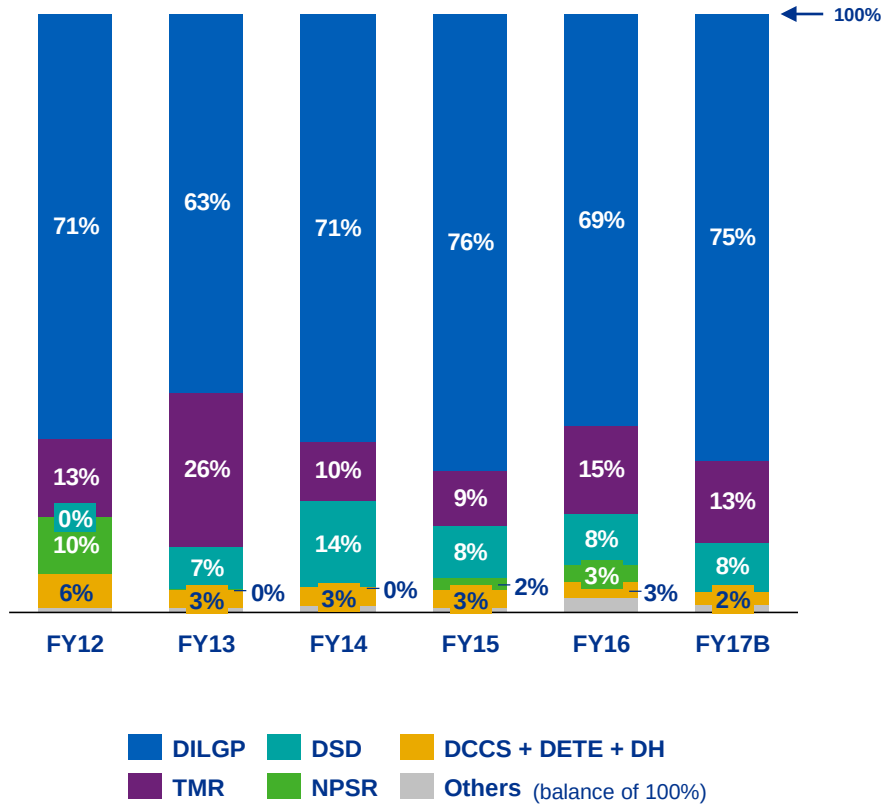
Appendix 2: Supplementary analysis

History of grant funding to Councils
(including FAGs)

Historical trend of funding to Councils



Breakdown of funding by QLD Department (based on $ value)



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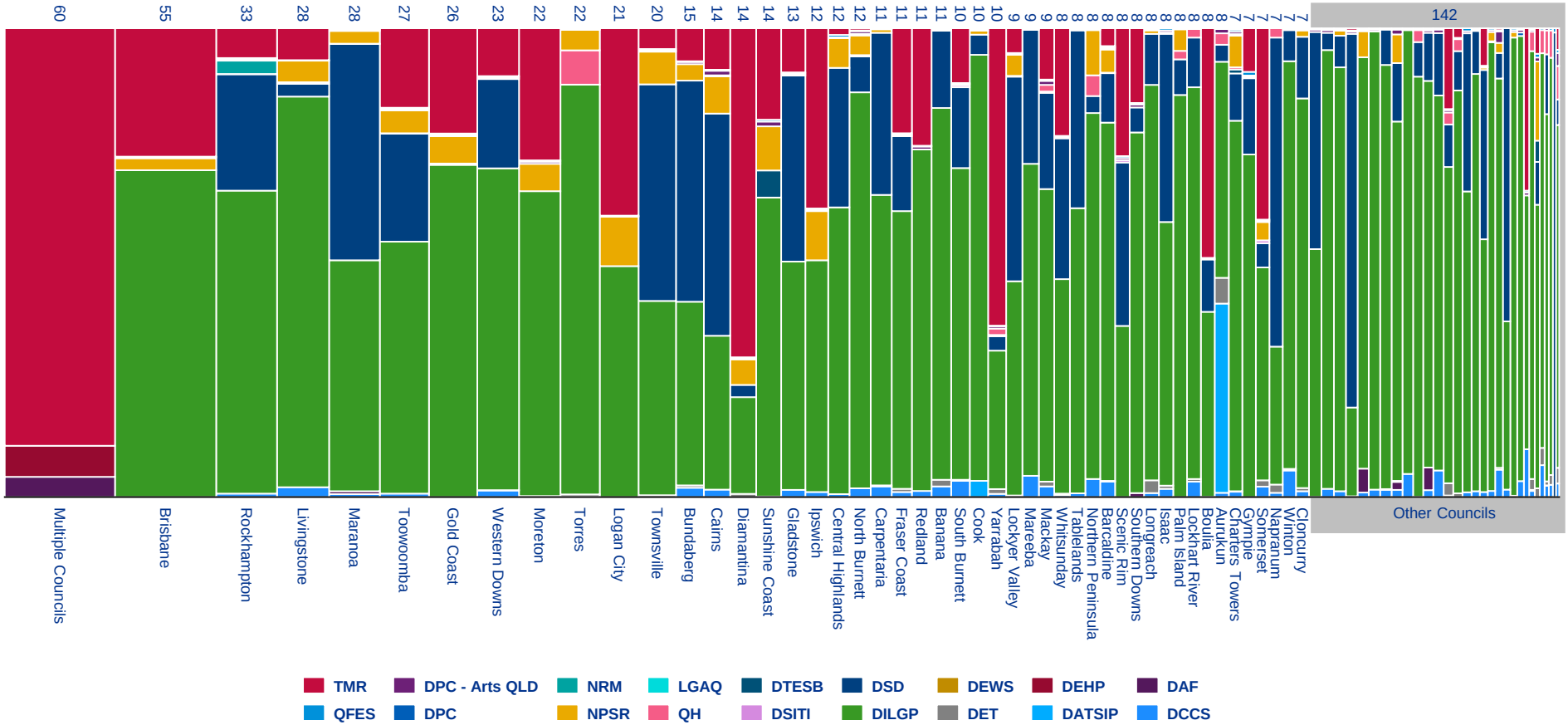
Appendix 2: Supplementary analysis

Grant funding by Council and Department

(FY15/16 - including FAGs)

Councils ranked by funding received ($millions) and Department received from – FY15/16



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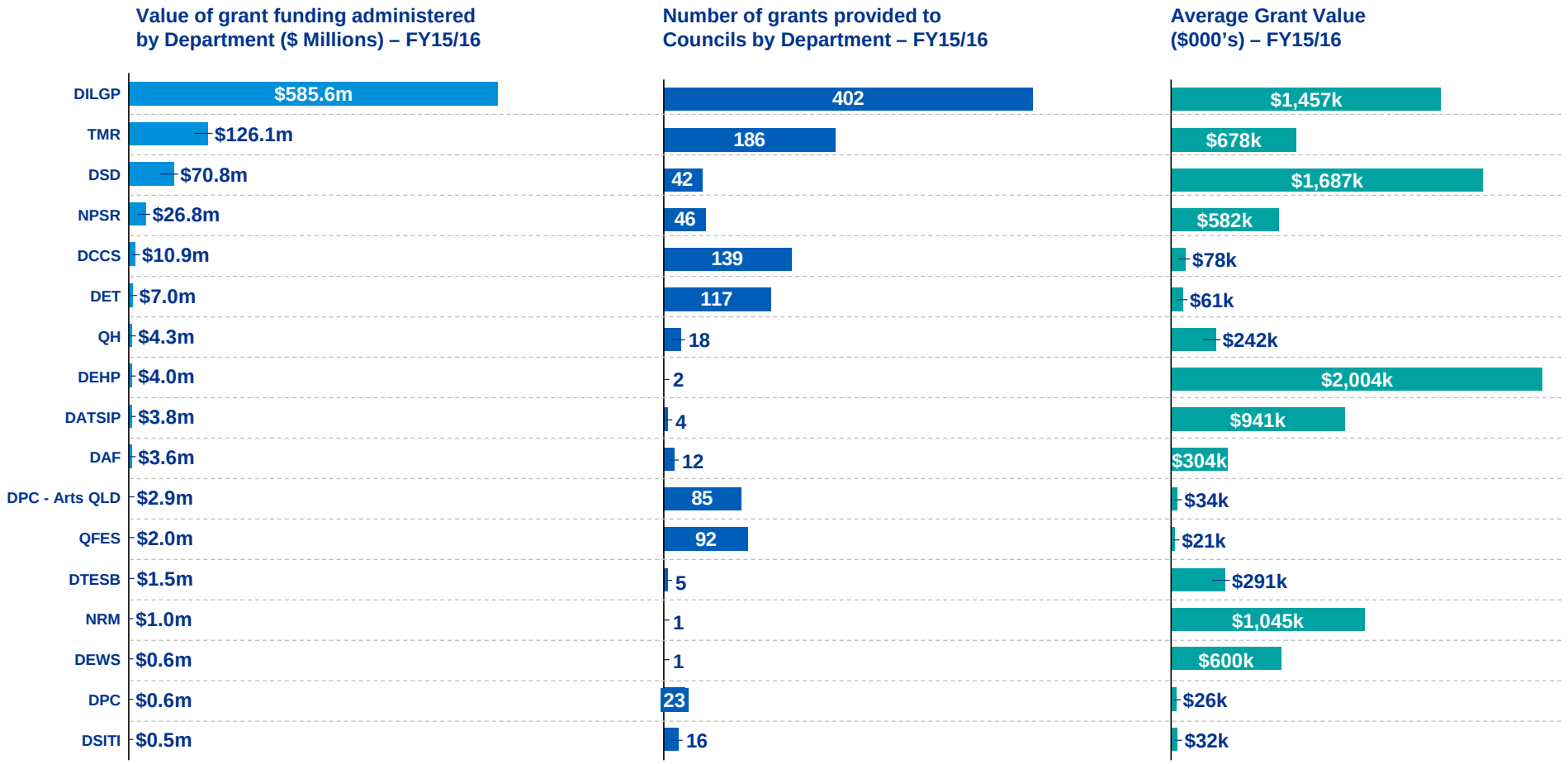
Appendix 2: Supplementary analysis

Value and number of grants administered by Department

(FY15/16 - including FAGs)



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Appendix 2: Supplementary analysis

Value and number of grants received by Council type

(FY15/16 - including FAGs)

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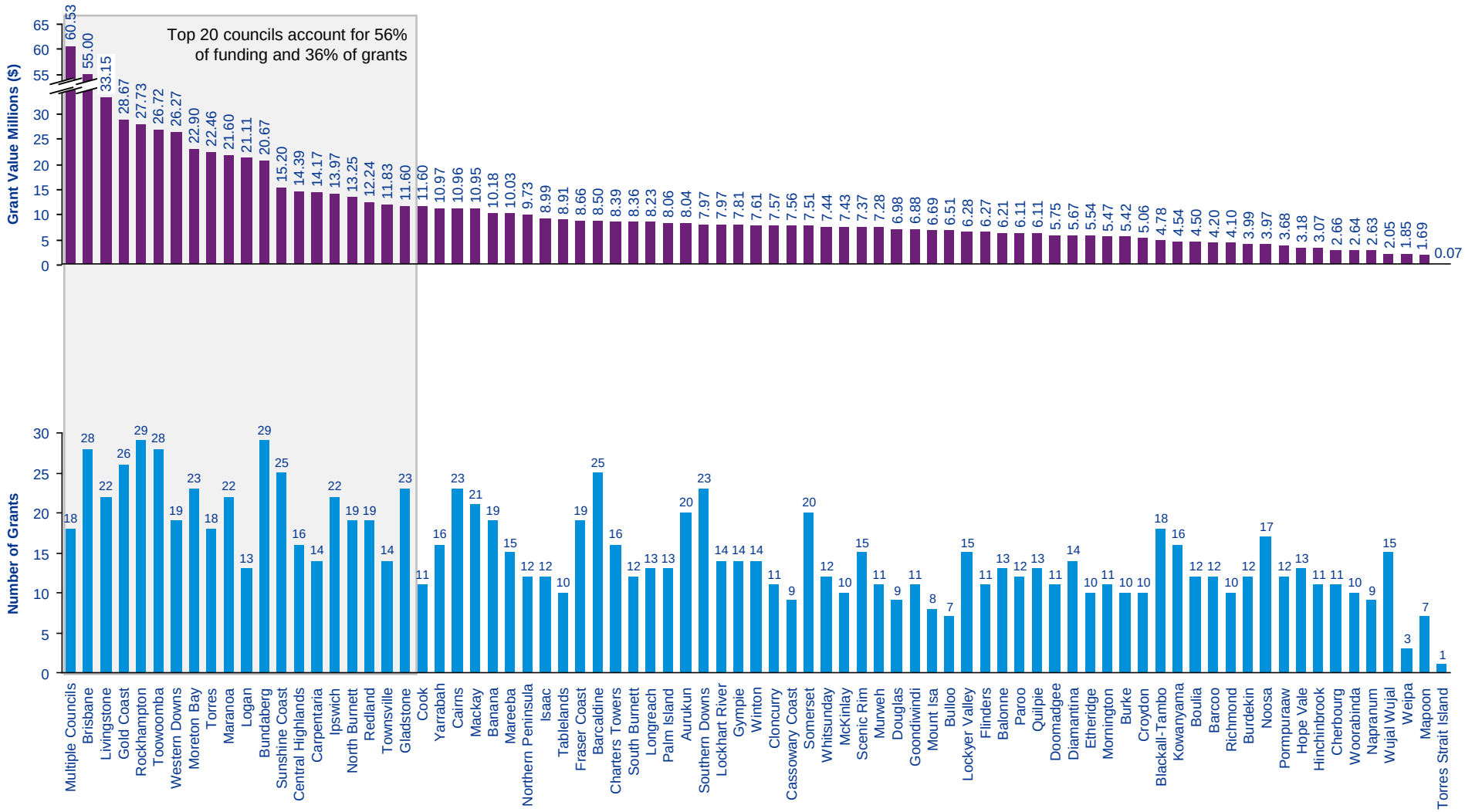
Appendix 2: Supplementary analysis

Value and number of grants received by Council

(FY15/16 - including FAGs)



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Appendix 3:
Program case studies

Appendix 3: Programs case studies

Summary of case study program features

Several grants programs stand-out as having features which have more collaborative program management practices and/or provide greater outcomes for councils. These programs are the Transport Infrastructure Development Scheme (TIDS), Works for Queensland and QCoast2100.

SUMMARY OF CASE STUDY GRANT PROGRAM FEATURES			
Feature	**TIDS**	**Works for Queensland**	**QCoast2100**
Objective	The Transport Infrastructure Development Scheme (TIDS) provides funding to local governments for transport related initiatives which support State Government objectives.	Support job-creating maintenance and minor infrastructure works relating to assets owned or controlled by eligible applicants.	Provide funding, tools and technical support to assist coastal councils understand, plan for and implement mitigation strategies to adapt their coastlines in preparation for the long-term effects of climate change.
Date commenced	Mid-1990s	2016/17	2015/16
Funding model	Allocative	Allocative	Allocative, via LGAQ
Funding timeframe	4 years	One financial year	Multi-year
Drivers of funding	80% based on road km 20% based on number of councils	Council identified projects that meets their community team maintenance or minor infrastructure works, not already proposed for funding within existing council budgets	Coastal councils assisted by LGAQ in identifying the need to participate in the program
Governance model	Memorandum of Understanding between the Queensland Government and the LGAQ	Direct grant applications between Queensland Government and councils	Joint governance between EHP, LGAQ and DILGP that ensures flexibility, transparency and accountability in decision-making
Capability development provisions	Includes a Capability Development Fund	Funding provided directly to develop business cases, feasibility studies and regional planning	The program itself is a capability development program
Benefits to councils	Long-term planning aligned to council planning timeframes and regional collaboration	Minimal admin costs for Councils and State Government; maintenance and non-traditional projects funded	Flexible grant processes and timeframes; direct support from LGAQ and SMEs throughout the process
Potential weaknesses	Further work to be done around measuring outcomes from investments (e.g. improved road safety)	Potential for councils to become reliant on Queensland Government to fund ongoing maintenance	None noted

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TIDS - overview and objectives

Roads and Transport Alliance - Transport Infrastructure Development Scheme

TMR, LGAQ and Local Councils

- The Roads and Transport Alliance (the Alliance) is a unique governance, planning and grant administration arrangement between the Queensland Government (Department of Transport and Main Roads), the Local Government Association of Queensland and Local Councils.
- The Alliance administers the Transport and Infrastructure Development Scheme (TIDS). TIDS is commonly referenced throughout government and councils when discussing the Alliance in general.
- The Roads and Transport Alliance was established in 2002 as a cooperative agreement between the Department of Transport and Main Roads, the Local Government Association of Queensland and Local Councils to jointly address shared road and transport challenges and deliver improved value from all available resources.

Objectives

The objective of the Roads and Transport Alliance are to:

- Maximise the economic, social and environmental benefits of joint investments.
- Achieve maximum efficiencies through collaboration and innovation in network planning, program development and delivery.
- Improve technical skills through training, technology and knowledge transfer.
- Optimise safety.
- Maximise the investment on the Queensland transport network.

Partners in Government Agreement

- The Roads and Transport Alliance is an in-practice reflection of the Partners in Government Agreement between the Queensland Government and the Local Government Association of Queensland on behalf of Queensland Local Governments.

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TIDS - agreement overview and governance arrangements

Memorandum of Agreement

— The Alliance is governed by a Memorandum of Agreement between the Queensland Government and the Local Government Association of Queensland which includes:

- A defined scope for the agreement
- Alliance principles
- Objectives and outcomes
- Roles and responsibilities
- Governance framework
- Issue resolution principles

— The current Memorandum of Agreement is due to be renewed in 2018.

Governance Structure

Strategic direction	**Roads and Transport Alliance Board** Senior Executive Officers of TMR & LGAQ
Collaborative regional planning/prioritising road and transport infrastructure. Allocating funding, identifying efficiencies	**Regional Roads and Transport Groups** Local government elected representatives & TMR District Director
Supports the Regional Roads and Transport Groups with local knowledge sharing and technical expertise	**Technical Committee** Local government engineers/senior managers or engineering consultants & TMR district senior technical officer/s

Roads and Transport Alliance Project Team
LGAQ support staff and TMR Local Government Partnerships team members

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TIDS - process, funding and capability development

Funding Process

- Funding for the projects commissioned under the Alliance is made through the Transport and Infrastructure Development Scheme (TIDS).
- TIDS pre-dates the Alliance and was established under an Act of Parliament in the mid-1990s.
- Regional Road and Transport Groups (RRTGs) develop two year fixed/two year indicative forward works programs, consistent with the Department of Transport and Main Roads four year planning cycle. Forward works programs may consist of local roads of regional significance, active transport infrastructure and safe school travel infrastructure.
- Each RRTG receives an annual allocation of funding via the Roads and Transport Alliance Board. The funding arrangements promote flexibility as funds can be transferred between Councils based on their needs. Each RRTG must:
  - allocate their funding to the highest priority project/s in their region
  - match the funding to a minimum of 50% of the cost of the project/s.
- Total funding allocated by TMR for TIDS in 2015/16 totalled $61.2 million. Funded projects include road upgrades, bridge and culvert works, intersection upgrades, traffic signal upgrades and road sealing (including for interstate linkages).
- Annual progress reports are published on the Transport and Main Roads webpage.

Capability development

- The TIDS program includes a Capability Development Fund.
- This fund can be used to increase council (workforce) capability related to Roads and Transport Alliance functions.
- In 2015/16 the $600,000 fund was used to improve the capability of councils in fields including asset management, joint purchasing and research sharing, program development and road safety.

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TIDS - allocation methodology and regional approach

Allocation methodology

— The allocation of TIDS is based on the following methodology approved by the Roads and Transport Alliance Board (the Board). It is the Board's responsibility to allocate TIDS funding to RRTGs.

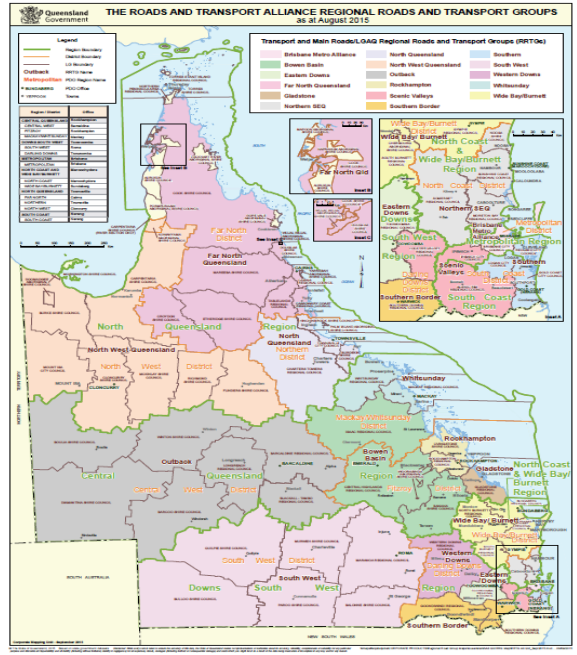
Total annual funding amount

80% of Total Funding Amount This calculation is based on local government road length as specified in the Queensland Local Government Grants Commission Annual Report. The total road kilometres data used for grant calculations for each council is used.	**20% of Total Funding Amount** This is divided between the number of councils in the Roads and Transport Alliance. This sum, a per council amount, is provided to RRTGs according to the number of councils that are members.
Per RRTG Calculation RRTG Allocation = [80% of Total Funding / total kilometres of road for councils in the Alliance] x kilometres of road for councils in the RRTG	**Per RRTG Calculation** RRTG Allocation = [20% of Total Funding / number of councils in the Alliance] x number of councils in RRTG

— RRTGs must spend 100% of their TIDS allocation each program/financial year. TIDS allocations cannot be carried over to the next year.

— RRTG members are required to regularly monitor the delivery of their works program to address potential under-spend/savings as early as possible.

— The Board may adjust TIDS funding allocations to RRTGs to ensure full delivery of the program at a state-wide level.



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Works for Queensland - overview and objectives

Works for Queensland

Department of Infrastructure, Local Government and Planning

- The Works for Queensland (W4Q) program is a grant program with the policy intention of creating or supporting jobs in Queensland regions experiencing high unemployment.
- This is achieved by issuing grants to councils to fund job creating or supporting maintenance or minor works programs.
- The program was introduced in the 2016/17 financial year and $200 million has been allocated to the program over two years.
- In 2016/17 more than 700 projects were funded totaling approximately $100 million.

Objective & eligible projects

“The objective of the 2016/17 W4Q program is to support job-creating maintenance and minor infrastructure works relating to assets owned or controlled by eligible applicants” (Queensland Government).

In 2016/17 eligible projects were those that:

- improved the condition (maintenance), quality or lifespan of a local government-owned capital asset such as, but not limited to, footpaths, kerb and channel works, roads, car parks, sewer, water and storm water systems and networks, shade structures, playgrounds, community and sport facilities, halls, swimming pools and water play infrastructure;
- were not already proposed for funding in the applicant’s 2016/17 budget;
- were new minor infrastructure works that met the required timeframe and program objectives; and
- clearly demonstrated they would create or sustain jobs.

Key Features

Works for Queensland is a standard grant program arrangement which features the following exceptions:

Allocation based – W4Q is not a competitive grant process, giving councils greater confidence when they are investing resources in the application process.

Payments in advance – recipient councils receive at-least 60% of the grant in advance. This payment schedule is different to most grant programs which make payments according to milestone reporting, which creates risks and interim costs for councils.

No co-contributions – most grant programs require financial co-contributions from councils, which creates a financial burden on councils to set aside funds from their annual budget in the hope they will win grant/s. W4Q does not oblige councils to co-contribute.

Maintenance – most grant programs and grant-issuing departments are strictly opposed to funding maintenance. W4Q specifically funds maintenance and asset improvement works.

Non-traditional projects – W4Q also funds grant-associated processes such as business cases, feasibility studies and regional planning. Councils must otherwise undertake these projects at their own cost and at the risk that the grant for the associated piece of work will not be awarded.

Positive feedback from Councils

Councils have enthusiastically received this program with a very high subscription rate in 2016-17.

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QCoast2100- overview and objectives

QCoast2100 – Coastal Hazard Adaptation Program

DEHP, LGAQ and Local Councils

- The QCoast2100 program is a unique grant program owned by the Department of Environment and Heritage Protection and administered by the Local Government Association of Queensland.
- The limited-life $12 million grant program (allocated over three years) was developed out of a pilot program and provides funding, tools and technical support to assist coastal councils understand, plan for and implement mitigation strategies to adapt their coastlines in preparation for the long-term effects of climate change.
- The program design acknowledges the need to build knowledge and understanding within councils, particularly around legal obligations and the importance of community buy-in.

Objectives

The objectives of QCoast2100 are to facilitate the development of high-quality information, enabling defensible, timely and effective local adaptation decision-making across key areas of planning and operations, such as:

- Land use planning and development assessment;
- Infrastructure planning and management including roads, storm water and foreshores;
- Asset management and planning including nature conservation, recreation, cultural heritage values and other public amenities;
- Community planning; and
- Emergency management.

Key features

Key features of the QCoast2100 program which distinguish it from other grant programs are:

Multi-year funding – most departments require councils to expend funds in single years.

Open grants – there are no grant funding rounds, meaning councils can apply as their schedules allow.

Flexible schedules – councils participate in the program at a pace and level that suits them.

Funding for SMEs – the LGAQ is able to use grant funding to engage subject matter experts.

Support through the grant process – councils are provided with program and subject matter support coordinated by the LGAQ.

Partners in Government Agreement

The QCoast2100 program is an in-practice reflection of the Partners in Government Agreement between the Queensland Government and the Local Government Association of Queensland on behalf of Queensland Local Governments.

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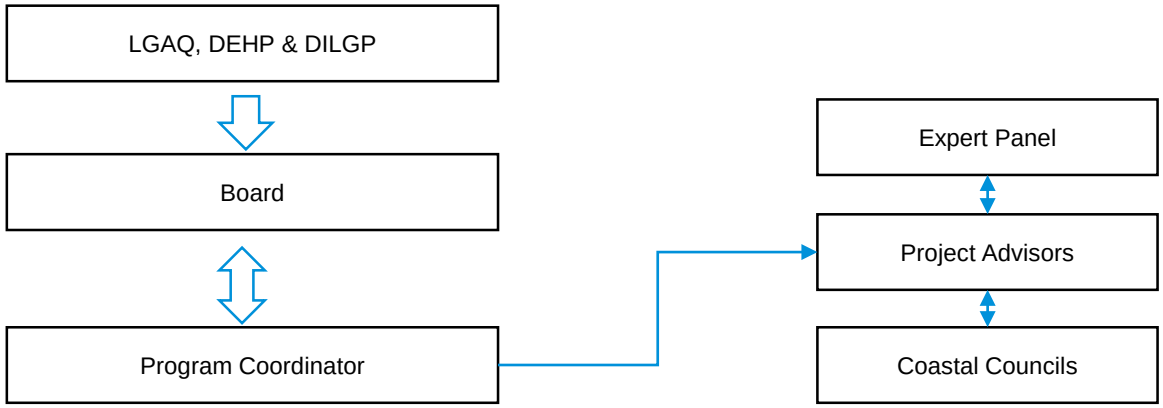
QCoast2100 - governance arrangements and program structure

Program Governance

The QCoast2100 program is governed by a board with representatives from the Local Government Association of Queensland, the Department of Environment and Heritage Protection and the Department of Infrastructure, Local Government and Planning.

Governance Structure



- The **Project Coordinator** oversees the operation and delivery of the program.
- The **Expert Panel** provides technical advice to the Board, Program Coordinator and councils as required.
- The **Project Advisors** provide direct support to councils on scoping projects, understanding technical requirements and managing project variations.

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QCoast2100 - process and funding

Process

- Through the program the LGAQ works with councils to build the knowledge and strategies necessary to address climate change related risks over the long term, with the aim of enhancing council planning for coastal hazards and incorporating this knowledge and planning into other council operations.
- The program consists of 8 phases and councils can participate in the phases at a rate that suits them.
- The grant application process is open – meaning there are no funding rounds or time frame restrictions.
- When applying for grants councils:
  - must provide a co-contribution, co-contributions are determined using a sliding scale from 2% to 40% based on capability and capacity;
  - must provide in-kind resources; and
  - are encouraged to collaborate with other institutions and engage proactively with the community.
- Grant applications are reviewed by the LGAQ in the first instance and DEHP in the second. Final approval rests with the Board.

Funding

- The program is funded by DEHP at $4 million per year for 3 years, concluding in 2017/18. The LGAQ receives an administration fee from within this allocation and manages the remainder of the funds, including grant payments to councils.
- Grants are issued as a contract between the LGAQ and councils, grant payments are based on councils reaching milestones as specified in the contract.
- The LGAQ also uses money from the grant fund to engage SMEs to advise the program and run information sessions with councils.

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Appendix 4:
LGAQ proposed grant objectives

Appendix 4: LGAQ proposed grant objectives

Grant outcome and objectives proposed by LGAQ

The following grant program funding outcome and objectives have been proposed by LGAQ.

Outcome

Improved infrastructure and service delivery for communities.

Objectives

- Infrastructure and services that are more responsive to community needs.
- Improved integration of infrastructure and service delivery between state and local governments.
- Greater capability and capacity within councils to deliver and manage infrastructure and services.
- A well-defined pathway for achieving innovation in infrastructure and service delivery.
- Improved ability to communicate grant program outcomes to communities and stakeholders.

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Appendix 5:
Other consultation and related reports

Appendix 5: Other consultation and related reports

LGAQ Financial Sustainability Survey

In consultation with DILGP, the Queensland Audit Office, the Queensland Treasury Corporation and the Local Government Finance Professionals Association the LGAQ undertook an internal (unpublished) survey of all mayors, council Chief Executive Officers and Chief Financial Officers in 2017.

- A response rate of in excess of 80% was achieved.
- 100% of Mayors indicated that their council supported extending the eligibility criteria for grants to include maintaining and renewing the condition and capacity of existing assets.
- Commonwealth and State funding is considered the highest priority external factor for councils (78% of Mayors, 53% of senior officers).
- Asset renewal is considered the highest priority internal factor for councils by senior officers (51%) and the second highest priority internal factor for Mayors (behind own source revenue).
- 49% of senior officers indicated that council assets had insufficient capacity to meet community service levels and standards, with 42% of these respondents acknowledging that councils required financial support (around half indicating that support was required urgently) to refurbish or build infrastructure to address capacity shortfalls.

Reference: Managing for Long Term Financial Sustainability, LGAQ (internal report), March 2017.

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Appendix 5: Other consultation and related reports

LGAQ - Geneng Solutions research

LGAQ Commissioned Geneng Solutions to survey councils in order to identify the common constraints impacting councils' ability to deliver grant funded projects (Department of State Development) within the identified time and budgetary limits and to seek advice on appropriate capacity building support that could be provided by the Queensland Government. This report was delivered to the LGAQ in March 2017 and is summarised below:

- 10 councils were consulted regarding the internal and external constraints impacting their ability to deliver grant funded projects under the Remote and Indigenous Communities Fund, Royalties for Resource Producing Communities Fund and Regional Capital Fund of the Building Our Regions Program.
- Advice was also sought on appropriate capacity building support that could be provided by the state to overcome project delivery issues in the future.
- A key issue impacting on project delivery was identified to be the lack of rigour adopted in the project planning phase, which is a result of the limited funds available for design and planning to get projects to 'shovel ready' status when their funding success is uncertain.
- Insufficient timeframes for the delivery of complex or major projects and a lack of consideration of seasonal impacts in Northern Queensland have exacerbated delivery issues.
- Councils also indicated that state reporting of grant expenditure should be on an accrual basis rather than simply based on claims which does not account for committed expenditure and work in progress.
- A number of proposed actions to improve delivery were suggested by councils (summarised on the following page).

Reference: Local Government Delivery Support Investigation – Consultation with Local Government, Geneng Solutions (Prepared for Local Government Association of Queensland), March 2017.

See also: Appendix 1 – Councils overview and selection criteria

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Appendix 5: Other consultation and related reports

LGAQ - Geneng Solutions research

KEY FINDING	SUPPORTING DETAIL
Actions to improve project readiness for delivery	— Multi-year funding to support project development and delivery. — Earlier advice from agencies on grant programs timing and criteria to support long-term financial planning. — Funding for project planning, design and approvals to ensure truly 'shovel ready' projects are funded and cost estimation is sufficiently advanced. — Untied funds to support better alignment with councils strategies, priorities and long-term financial plans (and reduced levels of required co-contributions). — Longer funding timeframes for larger and more complex projects and to appropriately account for project delays outside of council control (e.g. wet season impacts, contractor availability, materials availability).
Training to improve council capacity	— Ensuring that asset management (and financial sustainability) principles and obligations for asset renewal take priority over new assets despite the availability of funding for new assets. — Improving project management skills for staff including contract management. — Training in grant administration and acquittal processes. — Ongoing program of training to manage staff turnover impacts.
Actions to support council delivery	— Appointment of a lead state agency to manage multiple approvals linked to funding to expedite project delivery. — Training in the QTC Project Decision Framework. — Access to experienced and skilled consultants and mentoring/support mechanisms. — Greater support for regional collaboration projects.
Options for immediate support	— Councillor and staff training programs. — Training in QTC Project Decision Framework. — Access to experienced and skilled consultants and mentoring/support mechanisms.

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Appendix 5: Other consultation and related reports

Input from QTC and QAO

The LGAQ met with the Queensland Audit Office and the Queensland Treasury Corporation in June 2017 to discuss grant programs. The outcomes of this meeting are summarised below:

- General support for grant programs supporting asset sustainability via multi-year programs, with such an approach being more likely to promote improvements to asset management planning and better integration with long-term financial plans.
- Multi-year programs must be capable of providing certainty to councils even following changes in government priorities.
- Any contributions from private funding partners should be in the form of grants and not loans.
- Any move towards allocation-based rather than competitive funding programs should incorporate a distribution formula linked to demonstrated asset management planning and the robustness of capital investment decision frameworks.
- As councils improve their asset management planning and decision frameworks, state oversight could be reduced (e.g. twice yearly reporting rather than monthly).
- Grant funding criteria could be used to incentivise improved regional collaboration, support capacity building in smaller councils and be used for feasibility study and business case development where linked to approved asset management plans.
- Greater transparency is required as to the true financial position of councils in outer years after asset management plans are integrated with financial plans, so that effective decision making can occur as to the priority areas for state funding.
- Grant programs that promote innovation and revenue generating/cost reduction strategies should be considered.

Reference: Meeting held on 5 June 2017. Attendees: Queensland Audit Office – John Hanwright and Patrick Flemming, Queensland Treasury Corporation – Anthony Coates and Christine Ip, LGAQ – Kirsten Pietzner and Roland McMillan, AEC Group – Martin Drydale.

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Appendix 5: Other consultation and related reports

Project decision framework - QTC

Queensland local governments are faced with significant challenges as they seek to balance the need to replace ageing infrastructure with affordability considerations and the community expectations in relation to service levels. In response, Queensland Treasury Corporation (QTC) has developed this Project Decision Framework, which aims to provide an overarching system through which decision making for new projects can be disciplined, robust and in the best interests of the community. It has a deliberate and specific focus on the investment of time required at the start of a project in order to maximise cost efficiencies, optimise resource allocation and achieve positive community outcomes while minimising risks and uncertainties.

QTC has developed a best-practice approach to project selection, tailored specifically to Queensland's local governments. In doing so, the guiding Framework, tools and templates are fit-for-purpose and scalable according to the size, risks and complexity of projects being assessed. The three components that form the Framework are:

1. Policy

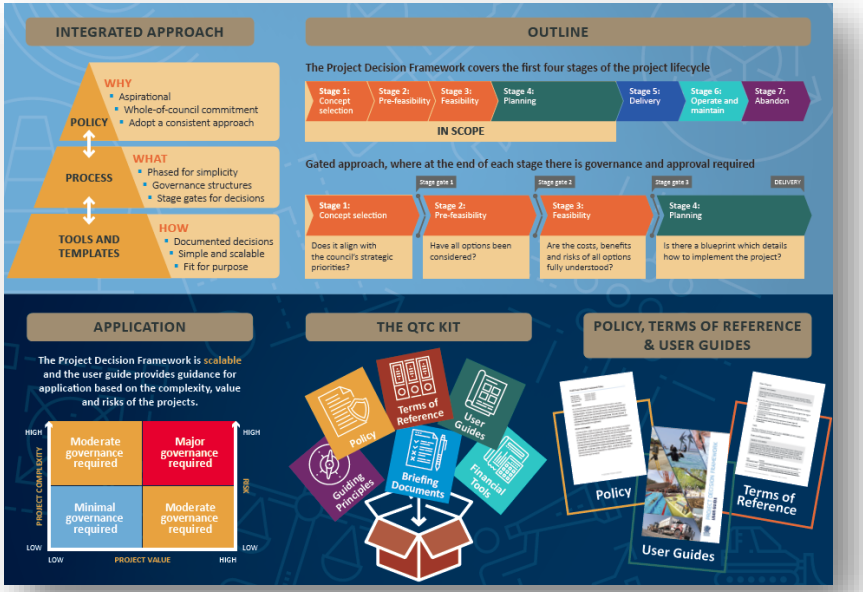
A policy has been provided for adoption as an internal policy that commits everyone in council to assessing projects based on need and due diligence. The policy ensures accountability of all levels of council, provides transparency of all project decisions and promotes confidence within the community that their best interests are being served.

2 Process

The Framework steps councils through a staged approach comprising four discrete stages with decision points or stage gates in between each stage. Each stage has clearly articulated selection criteria against which project proposals are to be measured. The process is supported by a defined decision making group with the appropriate delegations and authorities to progress or reject proposed projects at any point, based on the selection criteria

3 Tools and templates

The Framework also includes a suite of tools and templates that are simple, tailored to the Queensland local government sector and support decision makers to make assessments based on value-for-money criteria.



Reference: Materials provided by QTC

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Appendix 6:
List of grant programs

Appendix 6: List of grant programs

List of grant programs

This list of 71 grant programs provides the high-level details of all grant programs that provided a grant to at least one Queensland local council in 2015/16. The total number of grants programs open to council applications is slightly higher than this.

DEPARTMENT	PROGRAM	VALUE	FUNDING SOURCE
DPC - Arts Queensland	RADF (Regional Arts Development Fund)	$2,080,000	Queensland Government
DPC - Arts Queensland	Creative Sparks	$80,000	Queensland Government
DPC - Arts Queensland	Queensland Arts Showcase Program	$2,167,000	Queensland Government
DPC - Arts Queensland	Indigenous Regional Arts Development Fund	$200,000	Queensland Government
DPC - Arts Queensland	Backing Indigenous Art - Indigenous Arts Centres	$1,030,000	Queensland Government
DPC - Arts Queensland	BIA (Backing Indigenous Arts) - Indigenous Festivals	$35,000	Queensland Government
DPC - Arts Queensland	BIA (Backing Indigenous Arts) - PAP /QASP	$500,000	Queensland Government

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DEPARTMENT	PROGRAM	VALUE	FUNDING SOURCE
DPC - Arts Queensland	Playing Queensland Fund	$1,900,000	Queensland Government
DPC - Arts Queensland	Projects and Programs Fund	$758,000	Queensland Government
DPC - Arts Queensland	VACS (Visual Arts and Crafts Strategy) - PAP/QASP	$230,000	Queensland Government
DCCS	Community	Not provided	Queensland Government
DCCS	Community Care	Not provided	Queensland Government
DCCS	Disability Services	Not provided	Combined Qld & Cwth Govts
DCCS	Domestic & Family Violence	Not provided	Queensland Government
DCCS	Families	Not provided	Queensland Government
DCCS	Individuals	Not provided	Queensland Government
DCCS	Older People	Not provided	Queensland Government

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DEPARTMENT	PROGRAM	VALUE	FUNDING SOURCE
DCCS	Young People	Not provided	Queensland Government
DEHP	Cape York Land & Sea Management Grants	$850,000	Queensland Government
DEHP	Coastal Hazard Adaptation Program (QCoast 2100)	$4,000,000	Queensland Government
DEWS	Queensland Water Regional Alliances Program (QWRAP)	$1,800,000	Queensland Government
DTESB	Tourism Demand Driver Infrastructure Program (TDDI)	$2,632,349	Commonwealth Government
DPC – ANZAC	Queensland Anzac Centenary Grants Program	up to $80,000	Queensland Government
DPC – ANZAC	Queensland Anzac Centenary Legacy Project	Single grantee	Combined Qld & Cwth Govts
Transport & Main Roads	Cycle Network Local Government Grant (CNLGG)	$12,000,000	Queensland Government
Transport and Main Roads	Recreational Boating Infrastructure	$500,000	Queensland Government
Transport and Main Roads	Community Road Safety Grants (CRSG)	$2,000,000	Queensland Government

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DEPARTMENT	PROGRAM	VALUE	FUNDING SOURCE
Transport and Main Roads	Passenger Transport Infrastructure Investment Program (PTIIP) - Passenger Transport Accessible Infrastructure Program (PTAIP)	$5,000,000	Queensland Government
Transport and Main Roads	Passenger Transport Infrastructure Investment Program (PTIIP) - Regional & Remote Long Distance Coach Infrastructure	$200,000-$400,000	Combined Qld & Cwth Govts
Transport and Main Roads	Passenger Transport Infrastructure Investment Program (PTIIP) - Regional & Remote Ferry Infrastructure Upgrades	$1,000,000-$2,000,000	Combined Qld & Cwth Govts
Transport and Main Roads	Black Spot Programme	$30,000,000	Commonwealth Government
Transport and Main Roads	Transport Infrastructure Development Scheme (TIDS) - Roads and Transport Alliance (RTA) TIDS program	$61,200,000	Queensland Government
Transport and Main Roads	Transport Infrastructure Development Scheme (TIDS) - Statewide Capability Development Fund (SCDF) program	$600,000	Queensland Government
Transport and Main Roads	One-off Grants	$3,600,000	Queensland Government
NPSR	Get Out, Get Active	$500,000	Queensland Government
NPSR	Get Playing Places and Spaces (Round 4)	$11,000,000	Queensland Government

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Appendix 6: List of grant programs

List of grant programs

DEPARTMENT	PROGRAM	VALUE	FUNDING SOURCE
NPSR	Get Playing Plus (Round 2)	$40,000,000	Queensland Government
DEWS	Queensland Water Regional Alliances Program (QWRAP)	$1,800,000	Queensland Government
DSITI	Queensland Government Agent Program (QGAP)	$1,534,000	Queensland Government
DATSIP	Cherbourg Youth Sports and Recreation Program	$1,750	Queensland Government
DATSIP	Aurukun CCTV	$362,305	Queensland Government
DATSIP	Cape York Institute	$400,000	Not provided
DATSIP	Infrastructure Fund to Aurukun	$3,000,000	Not provided
DAF	Managing Farm Pests	$5,600,000	Commonwealth Government
DAF	Queensland Food and Fibre - Feral Pest Initiative	$5,000,000	Queensland Government
DAF	Weed & Pest Animal Drought Initiative	$10,000,000	Commonwealth Government

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DEPARTMENT	PROGRAM	VALUE	FUNDING SOURCE
DAF	Rural Farm Financial Counselling Service	$250,000	Queensland Government
QFES	Local Government Subsidy	$1,640,863	Queensland Government
QFES	SES Non-Recurrent Subsidy Program	$320,000	Queensland Government
DSD	Building our Regions Round 1	Total program allocation (2015/16 to 2019/20): $375,000,000 – DSD allocation: $225,000,000	Queensland Government
DSD	Royalties for the Regions program	$509,000,000 over four years for DTMR and DSD managed projects	Queensland Government
DILGP	Community Resilience Fund 2015/16	$40,000,000	Queensland Government
Queensland Health	Water Fluoridation	$50,000	Queensland Government
Queensland Health	Public Environment Health - Indigenous	$4,258,449	Queensland Government
Queensland Health	Zika Virus Prevention Grants	$40,000	Queensland Government

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DEPARTMENT	PROGRAM	VALUE	FUNDING SOURCE
DILGP	Financial Assistance Grant 2015/16 - General Purpose Grant	$318,870,461	Commonwealth Government
DILGP	Financial Assistance Grant 2015/16 - Identified Roads Component	$131,787,806	Commonwealth Government
DILGP	Get Ready Qld 2015/16	$2,000,000	Queensland Government
DILGP	Indigenous Economic Development Grant 2015/16	$1,441,414	Queensland Government
DILGP	Livingstone and Rockhampton Revitalisation	Not provided	Combined Qld & Cwth Govts
DILGP	Local Government Grants and Subsidies Program 2015/16	$23,553,000	Queensland Government
DILGP	Natural Disaster Resilience Program 2015/16	$3,555,219	Combined Qld & Cwth Govts
DILGP	Revenue Replacement Program 2015/16	$3,525,000	Queensland Government
DILGP	State Government Financial Aid 2015/16	$30,334,000	Queensland Government

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List of grant programs

DEPARTMENT	PROGRAM	VALUE	FUNDING SOURCE
DET	Student Hostel Support Scheme	$600,000	Queensland Government
DET	Skilling Queenslanders for Work: First Start	$3,250,000	Queensland Government
DET	Skilling Queenslanders for Work: Work Skills Traineeships	$3,134,000	Queensland Government
DET	Apprenticeship Boost: Queensland Apprentice Pledge	$3,000,000	Queensland Government
DET	Apprenticeship Boost: School to Trade Pathway	$1,000,000	Queensland Government
DET	Non-School Organisations (NSO) Program	$7,500,000	Queensland Government
NRM	Queensland Natural Resources Management Investment Program	$80,000,000 over 5 years (2013-2018)	Queensland Government

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Appendix 7:
List of acronyms

Appendix 7: List of acronyms

List of acronyms

AEC - consulting firm sub-contracting to KPMG and contributing to this review

AO - Administration Officer

EOI - expression of interest

FAGs - Financial Assistance Grants

FTE - full time equivalent

FY - financial year eg Fy15/16

IT - information technology

KPMG - consulting firm leading this review

LGAQ - Local Government Association of Queensland

LHS - left hand side

NDRRA - Natural Disaster Recovery and Relief Arrangements

PO - Professional Officer

QAO - Queensland Audit Office

QCoast2100 - Coastal Hazard Adaptation Program

QLD - Queensland

QTC - Queensland Treasury Corporation

QWRAP - Queensland Water Rural Alliance Program

RC - regional council

RHS - right hand side

ROCs - Regional Organisations of Councils

RRTG - Regional Road and Transport Group

SC - shire council

SEQ - South East Queensland

SES - Senior Executive Service

SIP - State Infrastructure Plan

SO - Senior Officer

TIDS - Transport Infrastructure Development Scheme

W4Q - Works for Queensland

DAF - Department of Agriculture and Fisheries

DATSIP - Department of Aboriginal and Torres Strait Islander Partnerships

DCCS - Department of Communities, Child Safety and Disability Services

DEHP - Department of Environment and Heritage Protection

DET - Department of Education and Training

DEWS - Department of Energy and Water Supply

DILGP - Department of Infrastructure, Local Government and Planning

DPC - Department of Premier and Cabinet

DSD - Department of State Development

DSITI - Department of Science, Information, Technology and Innovation

DTESB - Department of Tourism, Major Events, Small Business and the Commonwealth Games

NPSR - Department of National Parks, Sport and Racing

NRM - Department of Natural Resources and Mines

QFES - Queensland Fire and Emergency Services

QH / Health - Queensland Health

TMR - Department of Transport and Main Roads

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Appendix 8:
Grants data by council (FY15/16)

Appendix 8: Grants data by council (FY15/16)

List of funding to Councils – Alphabetical Order

Applicant / recipient (Council)	Council Type	Grant Number (excl. FAGs)	Grant Value - $ (excl. FAGs)	Average value per grant - $	Funding per capita - $	Funding as % Revenue	Funding per km road - $
Aurukun Shire Council	Indigenous	17	6,224,801	345,822	4,371	32%	4,394
Balonne Shire Council	Rural and Remote	11	1,480,883	134,626	307	7%	399
Banana Shire Council	Resource	17	2,513,543	147,855	165	4%	495
Barcaldine Regional Council	Resource	23	1,747,110	75,961	523	7%	433
Barcoo Shire Council	Rural and Remote	10	512,178	51,218	1,435	3%	262
Blackall-Tambo Regional Council	Rural and Remote	16	898,931	56,183	402	5%	243
Boulia Shire Council	Rural and Remote	10	1,540,424	154,042	3,144	11%	1,137
Brisbane City Council	South East QLD	26	16,709,237	668,369	14	1%	2,881
Bulloo Shire Council	Rural and Remote	5	640,994	128,199	1,619	5%	250
Bundaberg Regional Council	Coastal	27	13,159,054	487,372	139	8%	4,105
Burdekin Shire Council	Coastal	10	663,222	66,322	37	1%	300
Burke Shire Council	Resource	8	2,507,979	313,497	4,471	20%	3,384
Cairns Regional Council	Coastal	21	5,362,308	255,348	33	2%	3,544
Carpentaria Shire Council	Resource	11	9,418,276	856,207	4,164	20%	5,500
Cassowary Coast Regional Council	Coastal	7	4,348,639	621,234	152	6%	3,497
Central Highlands Regional Council	Resource	14	5,700,587	407,185	181	5%	1,192
Charters Towers Regional Council	Rural and Remote	14	1,890,257	135,018	152	5%	493
Cherbourg Aboriginal Shire Council	Indigenous	9	2,090,516	232,280	1,619	32%	6,291
Cloncurry Shire Council	Resource	9	2,284,957	253,884	682	9%	1,345
Cook Shire Council	Coastal	9	2,764,244	307,138	631	15%	764
Croydon Shire Council	Rural and Remote	8	1,670,554	208,819	5,124	15%	1,430
Diamantina Shire Council	Rural and Remote	12	2,722,366	226,864	9,453	14%	2,345
Doomadgee Aboriginal Shire Council	Indigenous	9	4,518,075	502,008	3,227	50%	24,581
Douglas Shire Council	Coastal	7	5,673,838	810,548	486	15%	15,028
Etheridge Shire Council	Rural and Remote	8	919,033	114,879	992	6%	450
Flinders Shire Council	Rural and Remote	9	397,577	44,175	222	2%	30
Fraser Coast Regional Council	Coastal	17	1,991,480	117,146	20	1%	629
Gladstone Regional Council	Coastal	21	4,070,097	193,814	60	2%	1,429
Gold Coast City Council	South East QLD	24	10,226,261	426,094	18	1%	3,032
Goondiwindi Regional Council	Rural and Remote	9	1,027,621	114,180	93	3%	222
Gympie Regional Council	Coastal	12	2,695,834	224,653	55	3%	1,110
Hinchinbrook Shire Council	Coastal	9	1,100,523	122,280	97	3%	1,350
Hope Vale Aboriginal Shire Council	Indigenous	11	2,194,775	199,525	1,944	11%	1,829
Ipswich City Council	South East QLD	20	7,241,362	362,068	38	3%	3,807
Isaac Regional Council	Resource	10	3,984,113	398,411	164	4%	1,107
Kowanyama Aboriginal Shire Council	Indigenous	14	2,996,933	214,067	2,624	17%	1,124
Livingstone Shire Council	Coastal	20	29,443,123	1,472,156	796	33%	20,213
Lockhart River Aboriginal Shire Council	Indigenous	12	6,439,435	536,620	11,751	35%	28,763
Lockyer Valley Regional Council	South East QLD	13	2,183,044	167,926	56	4%	1,438
Logan City Council	South East QLD	11	10,490,370	953,670	34	2%	4,406
Longreach Regional Council	Rural and Remote	11	769,390	69,945	188	2%	132
Mackay Regional Council	Coastal	19	4,625,802	243,463	37	2%	1,547
Mapoon Aboriginal Shire Council	Indigenous	5	664,236	132,847	2,259	7%	1,887
Maranoa Regional Council	Resource	20	5,181,224	259,061	374	7%	782
Mareeba Shire Council	Rural and Remote	13	3,568,084	274,468	163	7%	1,310
McKinlay Shire Council	Rural and Remote	8	1,921,818	240,227	1,810	15%	1,048
Moreton Bay Regional Council	South East QLD	21	8,214,617	391,172	19	2%	2,258
Mornington Shire Council	Indigenous	9	3,961,973	440,219	3,234	29%	12,743
Mount Isa City Council	Resource	6	1,197,874	199,646	53	2%	502
Murweh Shire Council	Rural and Remote	9	772,172	85,797	167	4%	223
Napranum Aboriginal Shire Council	Indigenous	7	1,548,549	221,221	1,611	11%	1,372
Noosa Shire Council	Coastal	15	1,866,104	124,407	35	2%	1,594
North Burnett Regional Council	Rural and Remote	17	2,209,094	129,947	215	6%	419
Northern Peninsula Area Regional Council	Indigenous	10	5,935,607	593,561	2,187	24%	4,412
Other (Multiple Councils)	NA	17	60,534,486	3,186,026	-	-	-
Palm Island Aboriginal Council	Indigenous	11	6,911,580	628,325	2,588	34%	95,944
Paroo Shire Council	Rural and Remote	10	1,290,882	129,088	701	9%	377
Pormpuraaw Aboriginal Shire Council	Indigenous	10	2,122,878	212,288	2,857	18%	439
Quilpie Shire Council	Rural and Remote	11	1,295,298	117,754	1,366	6%	471
Redland City Council	South East QLD	17	7,100,965	417,704	47	3%	6,449
Richmond Shire Council	Rural and Remote	8	238,329	29,791	286	2%	5
Rockhampton Regional Council	Coastal	27	20,640,213	764,452	247	11%	9,570
Scenic Rim Regional Council	South East QLD	13	4,348,556	334,504	109	7%	2,367
Somerset Regional Council	South East QLD	18	4,089,831	227,213	170	12%	1,916
South Burnett Regional Council	Rural and Remote	10	1,401,253	140,125	43	2%	221
Southern Downs Regional Council	Rural and Remote	21	1,076,309	51,253	30	2%	285
Sunshine Coast Regional Council	South East QLD	23	4,886,065	212,438	17	1%	1,549
Tablelands Regional Council	Rural and Remote	8	3,521,848	440,231	141	7%	1,821
Toowoomba Regional Council	South East QLD	26	11,418,896	439,188	70	4%	1,669
Torres Shire Council	Indigenous	13	9,487,997	729,846	2,589	62%	8,997
Torres Strait Island Regional Council	Indigenous	1	67,177	67,177	14	0%	0
Townsville City Council	Coastal	12	4,945,965	412,164	26	1%	2,621
Weipa Town Authority	Resource	3	1,849,149	616,383	466	27%	-
Western Downs Regional Council	Resource	17	8,497,128	499,831	251	6%	1,047
Whitsunday Regional Council	Coastal	10	2,700,140	300,016	79	3%	1,365
Winton Shire Council	Rural and Remote	12	2,219,337	184,945	1,634	13%	679
Woorabinda Aboriginal Shire Council	Indigenous	8	2,129,265	266,158	2,131	13%	7,170
Wujal Wujal Aboriginal Shire Council	Indigenous	13	1,606,498	123,577	5,427	20%	18,864
Yarrabah Aboriginal Shire Council	Indigenous	14	10,109,469	722,105	3,764	65%	133,491

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Appendix 8: Grants data by council (FY15/16)

List of funding to Councils – Council Segments

Applicant / recipient (Council)	Council Type	Grant Number (excl. FAGs)	Grant Value - $ (excl. FAGs)	Average value per grant - $	Funding per capita - $	Funding as % Revenue	Funding per km road - $
Bundaberg Regional Council	Coastal	27	13,159,054	487,372	139	8%	4,105
Burdekin Shire Council	Coastal	10	663,222	66,322	37	1%	300
Cairns Regional Council	Coastal	21	5,362,308	255,348	33	2%	3,544
Cassowary Coast Regional Council	Coastal	7	4,348,639	621,234	152	6%	3,497
Cook Shire Council	Coastal	9	2,764,244	307,138	631	15%	764
Douglas Shire Council	Coastal	7	5,673,838	810,548	486	15%	15,028
Fraser Coast Regional Council	Coastal	17	1,991,480	117,146	20	1%	629
Gladstone Regional Council	Coastal	21	4,070,097	193,814	60	2%	1,429
Gympie Regional Council	Coastal	12	2,695,834	224,653	55	3%	1,110
Hinchinbrook Shire Council	Coastal	9	1,100,523	122,280	97	3%	1,350
Livingstone Shire Council	Coastal	20	29,443,123	1,472,156	796	33%	20,213
Mackay Regional Council	Coastal	19	4,625,802	243,463	37	2%	1,547
Noosa Shire Council	Coastal	15	1,866,104	124,407	35	2%	1,594
Rockhampton Regional Council	Coastal	27	20,640,213	764,452	247	11%	9,570
Townsville City Council	Coastal	12	4,945,965	412,164	26	1%	2,621
Whitsunday Regional Council	Coastal	10	2,700,140	300,016	79	3%	1,365
Aurukun Shire Council	Indigenous	17	6,224,801	345,822	4,371	32%	4,394
Cherbourg Aboriginal Shire Council	Indigenous	9	2,090,516	232,280	1,619	32%	6,291
Doomadgee Aboriginal Shire Council	Indigenous	9	4,518,075	502,008	3,227	50%	24,581
Hope Vale Aboriginal Shire Council	Indigenous	11	2,194,775	199,525	1,944	11%	1,829
Kowanyama Aboriginal Shire Council	Indigenous	14	2,996,933	214,067	2,624	17%	1,124
Lockhart River Aboriginal Shire Council	Indigenous	12	6,439,435	536,620	11,751	35%	28,763
Mapoon Aboriginal Shire Council	Indigenous	5	664,236	132,847	2,259	7%	1,887
Mornington Shire Council	Indigenous	9	3,961,973	440,219	3,234	29%	12,743
Napranum Aboriginal Shire Council	Indigenous	7	1,548,549	221,221	1,611	11%	1,372
Northern Peninsula Area Regional Council	Indigenous	10	5,935,607	593,561	2,187	24%	4,412
Palm Island Aboriginal Council	Indigenous	11	6,911,580	628,325	2,588	34%	95,944
Pormpuraaw Aboriginal Shire Council	Indigenous	10	2,122,878	212,288	2,857	18%	439
Torres Shire Council	Indigenous	13	9,487,997	729,846	2,589	62%	8,997
Torres Strait Island Regional Council	Indigenous	1	67,177	67,177	14	0%	0
Woorabinda Aboriginal Shire Council	Indigenous	8	2,129,265	266,158	2,131	13%	7,170
Wujal Wujal Aboriginal Shire Council	Indigenous	13	1,606,498	123,577	5,427	20%	18,864
Yarrabah Aboriginal Shire Council	Indigenous	14	10,109,469	722,105	3,764	65%	133,491
Banana Shire Council	Resource	17	2,513,543	147,855	165	4%	495
Barcaldine Regional Council	Resource	23	1,747,110	75,961	523	7%	433
Burke Shire Council	Resource	8	2,507,979	313,497	4,471	20%	3,384
Carpentaria Shire Council	Resource	11	9,418,276	856,207	4,164	20%	5,500
Central Highlands Regional Council	Resource	14	5,700,587	407,185	181	5%	1,192
Cloncurry Shire Council	Resource	9	2,284,957	253,884	682	9%	1,345
Isaac Regional Council	Resource	10	3,984,113	398,411	164	4%	1,107
Maranoa Regional Council	Resource	20	5,181,224	259,061	374	7%	782
Mount Isa City Council	Resource	6	1,197,874	199,646	53	2%	502
Weipa Town Authority	Resource	3	1,849,149	616,383	466	27%	-
Western Downs Regional Council	Resource	17	8,497,128	499,831	251	6%	1,047
Balonne Shire Council	Rural and Remote	11	1,480,883	134,626	307	7%	399
Barcoo Shire Council	Rural and Remote	10	512,178	51,218	1,435	3%	262
Blackall-Tambo Regional Council	Rural and Remote	16	898,931	56,183	402	5%	243
Boulia Shire Council	Rural and Remote	10	1,540,424	154,042	3,144	11%	1,137
Bulloo Shire Council	Rural and Remote	5	640,994	128,199	1,619	5%	250
Charters Towers Regional Council	Rural and Remote	14	1,890,257	135,018	152	5%	493
Croydon Shire Council	Rural and Remote	8	1,670,554	208,819	5,124	15%	1,430
Diamantina Shire Council	Rural and Remote	12	2,722,366	226,864	9,453	14%	2,345
Etheridge Shire Council	Rural and Remote	8	919,033	114,879	992	6%	450
Flinders Shire Council	Rural and Remote	9	397,577	44,175	222	2%	30
Goondiwindi Regional Council	Rural and Remote	9	1,027,621	114,180	93	3%	222
Longreach Regional Council	Rural and Remote	11	769,390	69,945	188	2%	132
Mareeba Shire Council	Rural and Remote	13	3,568,084	274,468	163	7%	1,310
McKinlay Shire Council	Rural and Remote	8	1,921,818	240,227	1,810	15%	1,048
Murweh Shire Council	Rural and Remote	9	772,172	85,797	167	4%	223
North Burnett Regional Council	Rural and Remote	17	2,209,094	129,947	215	6%	419
Paroo Shire Council	Rural and Remote	10	1,290,882	129,088	701	9%	377
Quilpie Shire Council	Rural and Remote	11	1,295,298	117,754	1,366	6%	471
Richmond Shire Council	Rural and Remote	8	238,329	29,791	286	2%	5
South Burnett Regional Council	Rural and Remote	10	1,401,253	140,125	43	2%	221
Southern Downs Regional Council	Rural and Remote	21	1,076,309	51,253	30	2%	285
Tablelands Regional Council	Rural and Remote	8	3,521,848	440,231	141	7%	1,821
Winton Shire Council	Rural and Remote	12	2,219,337	184,945	1,634	13%	679
Brisbane City Council	South East QLD	26	16,709,237	668,369	14	1%	2,881
Gold Coast City Council	South East QLD	24	10,226,261	426,094	18	1%	3,032
Ipswich City Council	South East QLD	20	7,241,362	362,068	38	3%	3,807
Lockyer Valley Regional Council	South East QLD	13	2,183,044	167,926	56	4%	1,438
Logan City Council	South East QLD	11	10,490,370	953,670	34	2%	4,406
Moreton Bay Regional Council	South East QLD	21	8,214,617	391,172	19	2%	2,258
Redland City Council	South East QLD	17	7,100,965	417,704	47	3%	6,449
Scenic Rim Regional Council	South East QLD	13	4,348,556	334,504	109	7%	2,367
Somerset Regional Council	South East QLD	18	4,089,831	227,213	170	12%	1,916
Sunshine Coast Regional Council	South East QLD	23	4,886,065	212,438	17	1%	1,549
Toowoomba Regional Council	South East QLD	26	11,418,896	439,188	70	4%	1,669
Other (Multiple Councils)	NA	17	60,534,486	3,186,026	-	-	-

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Appendix 8: Grants data by council (FY15/16)

List of funding to Councils – Number of Grants

Applicant / recipient (Council)	Council Type	Grant Number (excl. FAGs)	Grant Value - $ (excl. FAGs)	Average value per grant - $	Funding per capita - $	Funding as % Revenue	Funding per km road - $
Bundaberg Regional Council	Coastal	27	13,159,054	487,372	139	8%	4,105
Rockhampton Regional Council	Coastal	27	20,640,213	764,452	247	11%	9,570
Brisbane City Council	South East QLD	26	16,709,237	668,369	14	1%	2,881
Toowoomba Regional Council	South East QLD	26	11,418,896	439,188	70	4%	1,669
Gold Coast City Council	South East QLD	24	10,226,261	426,094	18	1%	3,032
Barcaldine Regional Council	Resource	23	1,747,110	75,961	523	7%	433
Sunshine Coast Regional Council	South East QLD	23	4,886,065	212,438	17	1%	1,549
Cairns Regional Council	Coastal	21	5,362,308	255,348	33	2%	3,544
Gladstone Regional Council	Coastal	21	4,070,097	193,814	60	2%	1,429
Moreton Bay Regional Council	South East QLD	21	8,214,617	391,172	19	2%	2,258
Southern Downs Regional Council	Rural and Remote	21	1,076,309	51,253	30	2%	285
Ipswich City Council	South East QLD	20	7,241,362	362,068	38	3%	3,807
Livingstone Shire Council	Coastal	20	29,443,123	1,472,156	796	33%	20,213
Maranoa Regional Council	Resource	20	5,181,224	259,061	374	7%	782
Mackay Regional Council	Coastal	19	4,625,802	243,463	37	2%	1,547
Somerset Regional Council	South East QLD	18	4,089,831	227,213	170	12%	1,916
Other (Multiple Councils)	NA	17	60,534,486	3,186,026	-	-	-
Aurukun Shire Council	Indigenous	17	6,224,801	345,822	4,371	32%	4,394
Banana Shire Council	Resource	17	2,513,543	147,855	165	4%	495
Fraser Coast Regional Council	Coastal	17	1,991,480	117,146	20	1%	629
North Burnett Regional Council	Rural and Remote	17	2,209,094	129,947	215	6%	419
Redland City Council	South East QLD	17	7,100,965	417,704	47	3%	6,449
Western Downs Regional Council	Resource	17	8,497,128	499,831	251	6%	1,047
Blackall-Tambo Regional Council	Rural and Remote	16	898,931	56,183	402	5%	243
Noosa Shire Council	Coastal	15	1,866,104	124,407	35	2%	1,594
Central Highlands Regional Council	Resource	14	5,700,587	407,185	181	5%	1,192
Charters Towers Regional Council	Rural and Remote	14	1,890,257	135,018	152	5%	493
Kowanyama Aboriginal Shire Council	Indigenous	14	2,996,933	214,067	2,624	17%	1,124
Yarrabah Aboriginal Shire Council	Indigenous	14	10,109,469	722,105	3,764	65%	133,491
Lockyer Valley Regional Council	South East QLD	13	2,183,044	167,926	56	4%	1,438
Mareeba Shire Council	Rural and Remote	13	3,568,084	274,468	163	7%	1,310
Scenic Rim Regional Council	South East QLD	13	4,348,556	334,504	109	7%	2,367
Torres Shire Council	Indigenous	13	9,487,997	729,846	2,589	62%	8,997
Wujal Wujal Aboriginal Shire Council	Indigenous	13	1,606,498	123,577	5,427	20%	18,864
Diamantina Shire Council	Rural and Remote	12	2,722,366	226,864	9,453	14%	2,345
Gympie Regional Council	Coastal	12	2,695,834	224,653	55	3%	1,110
Lockhart River Aboriginal Shire Council	Indigenous	12	6,439,435	536,620	11,751	35%	28,763
Townsville City Council	Coastal	12	4,945,965	412,164	26	1%	2,621
Winton Shire Council	Rural and Remote	12	2,219,337	184,945	1,634	13%	679
Balonne Shire Council	Rural and Remote	11	1,480,883	134,626	307	7%	399
Carpentaria Shire Council	Resource	11	9,418,276	856,207	4,164	20%	5,500
Hope Vale Aboriginal Shire Council	Indigenous	11	2,194,775	199,525	1,944	11%	1,829
Logan City Council	South East QLD	11	10,490,370	953,670	34	2%	4,406
Longreach Regional Council	Rural and Remote	11	769,390	69,945	188	2%	132
Palm Island Aboriginal Council	Indigenous	11	6,911,580	628,325	2,588	34%	95,944
Quilpie Shire Council	Rural and Remote	11	1,295,298	117,754	1,366	6%	471
Barcoo Shire Council	Rural and Remote	10	512,178	51,218	1,435	3%	262
Boulia Shire Council	Rural and Remote	10	1,540,424	154,042	3,144	11%	1,137
Burdekin Shire Council	Coastal	10	663,222	66,322	37	1%	300
Isaac Regional Council	Resource	10	3,984,113	398,411	164	4%	1,107
Northern Peninsula Area Regional Council	Indigenous	10	5,935,607	593,561	2,187	24%	4,412
Paroo Shire Council	Rural and Remote	10	1,290,882	129,088	701	9%	377
Pormpuraaw Aboriginal Shire Council	Indigenous	10	2,122,878	212,288	2,857	18%	439
South Burnett Regional Council	Rural and Remote	10	1,401,253	140,125	43	2%	221
Whitsunday Regional Council	Coastal	10	2,700,140	300,016	79	3%	1,365
Cherbourg Aboriginal Shire Council	Indigenous	9	2,090,516	232,280	1,619	32%	6,291
Cloncurry Shire Council	Resource	9	2,284,957	253,884	682	9%	1,345
Cook Shire Council	Coastal	9	2,764,244	307,138	631	15%	764
Doomadgee Aboriginal Shire Council	Indigenous	9	4,518,075	502,008	3,227	50%	24,581
Flinders Shire Council	Rural and Remote	9	397,577	44,175	222	2%	30
Goondiwindi Regional Council	Rural and Remote	9	1,027,621	114,180	93	3%	222
Hinchinbrook Shire Council	Coastal	9	1,100,523	122,280	97	3%	1,350
Mornington Shire Council	Indigenous	9	3,961,973	440,219	3,234	29%	12,743
Murweh Shire Council	Rural and Remote	9	772,172	85,797	167	4%	223
Burke Shire Council	Resource	8	2,507,979	313,497	4,471	20%	3,384
Croydon Shire Council	Rural and Remote	8	1,670,554	208,819	5,124	15%	1,430
Etheridge Shire Council	Rural and Remote	8	919,033	114,879	992	6%	450
McKinlay Shire Council	Rural and Remote	8	1,921,818	240,227	1,810	15%	1,048
Richmond Shire Council	Rural and Remote	8	238,329	29,791	286	2%	5
Tablelands Regional Council	Rural and Remote	8	3,521,848	440,231	141	7%	1,821
Woorabinda Aboriginal Shire Council	Indigenous	8	2,129,265	266,158	2,131	13%	7,170
Cassowary Coast Regional Council	Coastal	7	4,348,639	621,234	152	6%	3,497
Douglas Shire Council	Coastal	7	5,673,838	810,548	486	15%	15,028
Napranum Aboriginal Shire Council	Indigenous	7	1,548,549	221,221	1,611	11%	1,372
Mount Isa City Council	Resource	6	1,197,874	199,646	53	2%	502
Bulloo Shire Council	Rural and Remote	5	640,994	128,199	1,619	5%	250
Mapoon Aboriginal Shire Council	Indigenous	5	664,236	132,847	2,259	7%	1,887
Weipa Town Authority	Resource	3	1,849,149	616,383	466	27%	-
Torres Strait Island Regional Council	Indigenous	1	67,177	67,177	14	0%	0

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Appendix 8: Grants data by council (FY15/16)

List of funding to Councils – Value of Grants

Applicant / recipient (Council)	Council Type	Grant Number (excl. FAGs)	Grant Value - $ (excl. FAGs)	Average value per grant - $	Funding per capita - $	Funding as % Revenue	Funding per km road - $
Other (Multiple Councils)	NA	18	60,534,486	3,186,026	-	-	-
Livingstone Shire Council	Coastal	20	29,443,123	1,472,156	796	33%	20,213
Rockhampton Regional Council	Coastal	27	20,640,213	764,452	247	11%	9,570
Brisbane City Council	South East QLD	26	16,709,237	668,369	14	1%	2,881
Bundaberg Regional Council	Coastal	27	13,159,054	487,372	139	8%	4,105
Toowoomba Regional Council	South East QLD	26	11,418,896	439,188	70	4%	1,669
Logan City Council	South East QLD	11	10,490,370	953,670	34	2%	4,406
Gold Coast City Council	South East QLD	24	10,226,261	426,094	18	1%	3,032
Yarrabah Aboriginal Shire Council	Indigenous	14	10,109,469	722,105	3,764	65%	133,491
Torres Shire Council	Indigenous	13	9,487,997	729,846	2,589	62%	8,997
Carpentaria Shire Council	Resource	11	9,418,276	856,207	4,164	20%	5,500
Western Downs Regional Council	Resource	17	8,497,128	499,831	251	6%	1,047
Moreton Bay Regional Council	South East QLD	21	8,214,617	391,172	19	2%	2,258
Ipswich City Council	South East QLD	20	7,241,362	362,068	38	3%	3,807
Redland City Council	South East QLD	17	7,100,965	417,704	47	3%	6,449
Palm Island Aboriginal Council	Indigenous	11	6,911,580	628,325	2,588	34%	95,944
Lockhart River Aboriginal Shire Council	Indigenous	12	6,439,435	536,620	11,751	35%	28,763
Aurukun Shire Council	Indigenous	17	6,224,801	345,822	4,371	32%	4,394
Northern Peninsula Area Regional Council	Indigenous	10	5,935,607	593,561	2,187	24%	4,412
Central Highlands Regional Council	Resource	14	5,700,587	407,185	181	5%	1,192
Douglas Shire Council	Coastal	7	5,673,838	810,548	486	15%	15,028
Cairns Regional Council	Coastal	21	5,362,308	255,348	33	2%	3,544
Maranoa Regional Council	Resource	20	5,181,224	259,061	374	7%	782
Townsville City Council	Coastal	12	4,945,965	412,164	26	1%	2,621
Sunshine Coast Regional Council	South East QLD	23	4,886,065	212,438	17	1%	1,549
Mackay Regional Council	Coastal	19	4,625,802	243,463	37	2%	1,547
Doomadgee Aboriginal Shire Council	Indigenous	9	4,518,075	502,008	3,227	50%	24,581
Cassowary Coast Regional Council	Coastal	7	4,348,639	621,234	152	6%	3,497
Scenic Rim Regional Council	South East QLD	13	4,348,556	334,504	109	7%	2,367
Somerset Regional Council	South East QLD	18	4,089,831	227,213	170	12%	1,916
Gladstone Regional Council	Coastal	21	4,070,097	193,814	60	2%	1,429
Isaac Regional Council	Resource	10	3,984,113	398,411	164	4%	1,107
Mornington Shire Council	Indigenous	9	3,961,973	440,219	3,234	29%	12,743
Mareeba Shire Council	Rural and Remote	13	3,568,084	274,468	163	7%	1,310
Tablelands Regional Council	Rural and Remote	8	3,521,848	440,231	141	7%	1,821
Kowanyama Aboriginal Shire Council	Indigenous	14	2,996,933	214,067	2,624	17%	1,124
Cook Shire Council	Coastal	9	2,764,244	307,138	631	15%	764
Diamantina Shire Council	Rural and Remote	12	2,722,366	226,864	9,453	14%	2,345
Whitsunday Regional Council	Coastal	10	2,700,140	300,016	79	3%	1,365
Gympie Regional Council	Coastal	12	2,695,834	224,653	55	3%	1,110
Banana Shire Council	Resource	17	2,513,543	147,855	165	4%	495
Burke Shire Council	Resource	8	2,507,979	313,497	4,471	20%	3,384
Cloncurry Shire Council	Resource	9	2,284,957	253,884	682	9%	1,345
Winton Shire Council	Rural and Remote	12	2,219,337	184,945	1,634	13%	679
North Burnett Regional Council	Rural and Remote	17	2,209,094	129,947	215	6%	419
Hope Vale Aboriginal Shire Council	Indigenous	11	2,194,775	199,525	1,944	11%	1,829
Lockyer Valley Regional Council	South East QLD	13	2,183,044	167,926	56	4%	1,438
Woorabinda Aboriginal Shire Council	Indigenous	8	2,129,265	266,158	2,131	13%	7,170
Pormpuraaw Aboriginal Shire Council	Indigenous	10	2,122,878	212,288	2,857	18%	439
Cherbourg Aboriginal Shire Council	Indigenous	9	2,090,516	232,280	1,619	32%	6,291
Fraser Coast Regional Council	Coastal	17	1,991,480	117,146	20	1%	629
McKinlay Shire Council	Rural and Remote	8	1,921,818	240,227	1,810	15%	1,048
Charters Towers Regional Council	Rural and Remote	14	1,890,257	135,018	152	5%	493
Noosa Shire Council	Coastal	15	1,866,104	124,407	35	2%	1,594
Weipa Town Authority	Resource	3	1,849,149	616,383	466	27%	#DIV/0!
Barcaldine Regional Council	Resource	23	1,747,110	75,961	523	7%	433
Croydon Shire Council	Rural and Remote	8	1,670,554	208,819	5,124	15%	1,430
Wujal Wujal Aboriginal Shire Council	Indigenous	13	1,606,498	123,577	5,427	20%	18,864
Napranum Aboriginal Shire Council	Indigenous	7	1,548,549	221,221	1,611	11%	1,372
Boulia Shire Council	Rural and Remote	10	1,540,424	154,042	3,144	11%	1,137
Balonne Shire Council	Rural and Remote	11	1,480,883	134,626	307	7%	399
South Burnett Regional Council	Rural and Remote	10	1,401,253	140,125	43	2%	221
Quilpie Shire Council	Rural and Remote	11	1,295,298	117,754	1,366	6%	471
Paroo Shire Council	Rural and Remote	10	1,290,882	129,088	701	9%	377
Mount Isa City Council	Resource	6	1,197,874	199,646	53	2%	502
Hinchinbrook Shire Council	Coastal	9	1,100,523	122,280	97	3%	1,350
Southern Downs Regional Council	Rural and Remote	21	1,076,309	51,253	30	2%	285
Goondiwindi Regional Council	Rural and Remote	9	1,027,621	114,180	93	3%	222
Etheridge Shire Council	Rural and Remote	8	919,033	114,879	992	6%	450
Blackall-Tambo Regional Council	Rural and Remote	16	898,931	56,183	402	5%	243
Murweh Shire Council	Rural and Remote	9	772,172	85,797	167	4%	223
Longreach Regional Council	Rural and Remote	11	769,390	69,945	188	2%	132
Mapoon Aboriginal Shire Council	Indigenous	5	664,236	132,847	2,259	7%	1,887
Burdekin Shire Council	Coastal	10	663,222	66,322	37	1%	300
Bulloo Shire Council	Rural and Remote	5	640,994	128,199	1,619	5%	250
Barcoo Shire Council	Rural and Remote	10	512,178	51,218	1,435	3%	262
Flinders Shire Council	Rural and Remote	9	397,577	44,175	222	2%	30
Richmond Shire Council	Rural and Remote	8	238,329	29,791	286	2%	5
Torres Strait Island Regional Council	Indigenous	1	67,177	67,177	14	0%	0

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