2018 versions of Queensland Streets and Complete Streets Funding Methodology
January 2018
Dear Leigh

**2018 versions of Queensland Streets and Complete Streets Funding**

Thank you for meeting up in mid-January and taking the time out to explain the 2018 versions of Queensland Streets and Complete Streets Project current status along with the project objectives. We have now commenced the process of preparing the first components of the project for funding.

In order to assist IPWEAQ in understanding the process we have prepared this funding methodology for you that sets out each of the components and their contribution to improving your success with funding. Some of these components such as the sequence and timetable are incomplete at this point due to dependency on steps such as agreement to the story, consultation and development of final plans and costings. The methodology explains how this works.

**Note the methodology to prepare the documents, as distinct from obtaining the funding, will be developed as part of the project plan process.**

Please also note that this methodology and contents of this document are based on Section51 extensive experience and are thus confidential. We kindly ask that they are not distributed to other parties outside IPWEAQ.

We look forward to working with you to significantly increase your opportunity for success with applying for funding for this great project.

Yours sincerely

Colin Steele

Managing Director
Section51
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1 Executive summary

IPWEAQ has asked Section51 for assistance in obtaining external funding for the 2018 versions of Queensland Streets and Complete Streets Project. This Section51 methodology sets out how will be providing this assistance.

To significantly improve your success with funding we will help turn your project into something exciting which will deliver either the Queensland or Australian Government policy outcomes. We assist to make your project ready for funding and we will develop the evidence you required to prove that you can commence immediately, the project can be delivered, and the outcomes are measurable. The evidence includes project planning and comprehensive needs, social and economic assessments against state or national policy.

We will prove that your project is investment ready and that it will deliver either the Queensland or Australian Government policy outcomes or preferably both. These are the key elements required to increase your chance of funding success.
2 Your project

2.1 Queensland Streets and Complete Streets

Queensland Streets is an IPWEA publication that provides the basis for a uniform standard of residential streetworks design, incorporating “state-of-the-art” principles and techniques. It evolved in parallel with AMCORD with no significant differences in philosophy regarding basic principles. The Performance Criteria are consistent between the two, with Queensland Streets taking the Performance Criteria into more detail due to its more specialized nature.

It was revised and renamed "Complete Streets" in 2010, although the original document is still used by many public works engineers.

Complete Streets is a technical guide for urban street design, but really it is so much more than that. In conjunction with its online presence, this Guide seeks to be a living, breathing, evolving, comprehensive how-to-kit for contemporary urban street design that will produce quality spaces that cut across a variety of contexts for a wide range of users to experience and enjoy. Technical, aesthetically oriented and even esoteric in parts; this Guide is about helping build and strengthen communities through highly effective means as it captures, inspires and guides you – the engineer and designer, practitioners, stakeholders and decision makers – at the design and planning stage to ensure real, significant impact and lasting positive change. The outcome is greatly improved social spaces – better streets and quality neighbourhoods.

2.2 Discussion paper

In August 2016 John Derbyshire prepared a discussion paper on both IPWEAQ documents.

The paper provided a review of Queensland Streets and Complete Streets in response to comments and criticisms from the local government industry and engineering profession about their suitability for contemporary use. It provides recommendations on a way forward that addresses current concerns about those documents.

The discussion paper provides a comprehensive series of recommendations on a way forward that addresses current concerns about those documents. Two of these are to update Queensland Streets for contemporary use for the planning and design of street networks in lower-density residential-only precincts and if Complete Streets is to
continue to be promoted by IPWEAQ, undertake significant amendments to the
document and promote it as a resource reference only.

To achieve these and the many other recommendations requires significant staff and
financial resources, beyond the current capacity of IPWEAQ.

2.3 Project status

In response IPWEAQ has asked for assistance from Section51, specialists in accessing
funding for projects. Initial discussion between IPWEAQ and Section51 occurred on
16th January on potential sources of funding. The challenge is that the majority of grant
programs are to construct infrastructure, with very few sources available for planning,
design or document preparation such as Queensland Streets or Complete Streets

Colin Steele (Section51) raised an alternate approach however that may open up
opportunities. The current trend in interest, both Queensland and Australian
Government is Smart Technology and Smart Infrastructure.

2.4 IPWEAQ supporting documentation

There are two primary support documents available.

- Queensland Streets and Complete Streets
- August 2016 John Derbyshire discussion paper on both IPWEAQ documents.
3 Source of funds & trends

3.1 Context

In 2018 there are 537 local government bodies in Australia including metropolitan, regional, rural, and Indigenous communities. Of these, about 60 - 70 per cent are regional/rural. There are 78 local government areas within Queensland.

Every one of the 78 or 537 has needs that would be assisted with external funding. It is safe to suggest that every council in Australia (with the exception of Peppermint Grove in WA) may say that their State Government does not provide them with enough funds to operate at the level required to serve their community or develop their wonderful projects.

This is the funding environment that IPWEAQ is working within. Competition is fierce for limited funding. If you project is the same as everyone else then that reduces your chance of success. Being different is one of a number of keys to accessing funding.

The added challenge is that most funding is to build infrastructure. Very little funding is normally available for strategy and design.

3.2 Trends

Australian and State Government Grants and Funding have ongoing and continuously changing trends. An interest of government in one year may not be their interest in the following year. Grant programs come and go as does curiosity of the government at the time.

Section51 tracks the trends and identifies the emphasis of the cycle. This enables applications for funding to focus on the interest of each government at that point in time. This opens up of grant program opportunities that you would not have normally considered for a project. A bridge may be available to apply for a social program or a toilet block may become eligible for a natural resource program.

One of a number of current trends in funding may be to the advantage of IPWEAQ. This is the increase in interest in smart technology as a way of managing the rapidly changing infrastructure agenda.
3.3 Queensland Government

Smarter Infrastructure for Queensland Discussion Paper September 2017 says:

Smart Infrastructure underpins every aspect of modern life. While the systems using our infrastructure have improved, the underlying infrastructure has developed comparatively slowly. Smart infrastructure seeks to extract greater value from new and existing assets by improving user experience, reducing expenditure and enabling better decision-making and policy outcomes from the same or similar cost, environmental and spatial footprint.

3.4 Australian Government

There are multiple Australian Government opportunities relevant to IPWEAQ which were available in 2017 and are likely to reopen in 2018. The Australian Government has extensive evidence requirements necessitating substantial preparation, particularly of attachments.

The Australian Government Smart Cities Plan says:

Australia’s cities – regional and metropolitan are some of the best in the world. To succeed in the 21st Century economy our cities need to be productive and accessible, but they also need to be liveable. Great cities attract talent and investment - they encourage innovation and create jobs and growth.

Our future prosperity depends upon government, business and the Australian community working together to support our cities, big and small.

On 29 April 2016, the Australian Government launched its Smart Cities Plan. The Smart Cities Plan will help build an agile, innovative and prosperous nation.

All Australians are encouraged to share their ideas to help shape the cities agenda.

Both these programs and plans and many related programs are potential sources of funding. The Australian Government Smart Cities Program has imminent potential with round 2 possibly open early in the year.
3.5 Being ready to apply

Using the words of the Departmental of Infrastructure Staff, applying for funding is like putting together a jigsaw puzzle. The Department has so much choice in projects, that if a IPWEAQ does not provide every single piece of the jigsaw in the application, they will not be competitive. To strategically prepare for grants and funding is to understand which pieces can be laid out now and how you can fill in the puzzle before the grant program opens.

The process sounds simple but with evidence and other requirements due to strong competition for limited funds a comprehensive approach to grant preparation is required. The sequence is project selection as the first step, followed by evidence collection, attachment compilation and application preparation. Getting the projects right is critical.

3.6 Meaning of a grant

As a reminder, the meaning of a grant is different for the Queensland and Australian Governments.

Queensland

Information Sheet 6.1 - Definition and Framework

Introduction

Grants and other funding are provided by government to support the achievement of objectives consistent with government policy. Grants may be covered by legislation or regulation or be subject to Cabinet, Ministerial or administrative discretion. Grant programs in Queensland may be diverse in their structure, purpose and risk, and range in their accountability requirements from highly complex to relatively simple.

As all Queensland government grant programs involve the use of public money, grant providers are accountable for funds allocated under various grant programs. Providers are required to meet various regulatory obligations contained in the Financial Accountability Act 2009 (the Act), the Financial and Performance Management Standard 2009 (the Standard) and other applicable legislation.

This Information Sheet is intended to assist agencies in understanding the meaning of the term ‘grant’ and the grant management framework.
Queensland Definition

A ‘grant’ is a generic term applied to funding or other incentives provided to individuals or bodies (including community groups, statutory bodies or commercial enterprises) that exhibit some, or all, of the following characteristics:

- a transfer to a recipient which may be in return for compliance with certain terms and conditions
- a transfer which may not directly give approximately equal value in return to the Government (that is, there is a non-exchange transaction or subsidisation), and
- a recipient may have been selected on merit against a set of program-specific criteria.

Australian Government definition

Grants are defined in the Commonwealth Grant Rules and Guidelines:

Scope of the CGRGs

2.3 For the purposes of the CGRGs, a ‘grant’ is an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth:
   a. under which relevant money\(^1\) or other CRF money\(^2\) is to be paid to a recipient\(^3\) other than the Commonwealth; and
   b. which is intended to assist the recipient achieve its goals; and
   c. which is intended to help address one or more of the Australian Government’s policy objectives\(^4\); and
   d. under which the recipient may be required to act in accordance with specified terms or conditions.

---

1 Relevant money is defined in section 8 of the PGPA Act.
2 Other CRF money is defined in section 105 of the PGPA Act.
3 Notional payments and receipts by entities within the meaning of section 76 of the PGPA Act are not grants.
4 In an accounting sense, a grant is a non-exchange transaction, as government does not directly receive approximately equal economic value directly in return.
3.7 How to get the funding

How to get the funding process at its most basic level is simple, yet complex.

Simple in that if you have an exciting project which will deliver either the Queensland or Australian Government policy outcomes, which can commence immediately, with no impediments and you can measure and prove what you have delivered for them before the next election, then your chance of funding success is significantly improved.

Complex, as the funding bodies, despite their words, are not interested in your members, your issues, or your problems.

Thus, to get the funding you must be completely ready, with no impediments to undertaking the project at the time of the application and you must prove with comprehensive needs, social and economic, evidence that you will deliver either the Queensland or Australian Government policy outcomes or preferably both and that you will be able to measure their outcomes when delivered.
4 Methodology, evidence & sequence

4.1 Methodology

The Section51 methodology shows the steps we take to turn your project into something exciting which will deliver either the Queensland or Australian Government policy outcomes, which can commence immediately, and you can measure and prove what you have delivered for them before the next election.

4.2 Evidence

The evidence must prove that you are investment ready. The evidence must additionally prove that you are a good investment, and that you will deliver the funding providers outcomes.

The evidence we prepare will prove that you have undertaken a comprehensive need, social and economic assessment against state or national policy. We will prove that your project will deliver either the Queensland or Australian Government policy outcomes and we will be able to measure their outcomes when delivered.

4.3 Sequence

The sequence for turning the 2018 versions of Queensland Streets and Complete Streets project into something exciting for the funding providers is provided below. Note that this sequence has not been completed in this draft due to dependencies such as agreement to the story, completion of final document preparation design plans and costings and other evidence requirements.
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### 4.4 Evidence chapters

The following chapters show the evidence documentation in detail, beginning with the needs analysis, project plan then business case and cost benefit analysis. Further other supporting evidence requirements are shown which may be dependent on the specific grant programs applied for.
5 Needs or Value for Money

5.1 Purpose

A needs analysis is a systematic method to determine who needs the project, how great the need is, characteristics of the target group, patterns of their unmet needs, how the project will meet the identified need and the expected outcome.

The purpose of the needs analysis is to tell the story of the funding providers needs and how your project will meet their needs. The needs analysis includes the needs of other groups as a way of demonstrating the breadth of outcomes and value for money you will be providing for the funding provider.

5.2 Sequence

The needs analysis is the first document put together as this provides the story which is used consistently throughout the application and evidence.

5.3 Funding provider terminology

The grants and funding process is constantly changing. No two grant programs are the same, no two applications will be the same. There can be either significant or subtle changes to document terminology depending on the funding provider or grant round.

In late 2017 there was a subtle shift in the Needs Analysis terminology between the Australian Government and Queensland Government. The second round of Building Better Regions Fund which closed on 19th December 2017 subtly shifted needs analysis to ‘value with relevant money’. Note this is different to value for money due to the Australian Government definition of ‘relevant money’ in the funding guidelines. Even though this is an infrastructure program, the subtle shift applies across all grant programs at the Australian Government level.

5.4 How it is put together

The needs analysis is based on the workshop or visit by Colin Steele where program logic was used to determine the story of your project from the perspective of the funding providers. This story is written up at the beginning of the document and from this we determine who needs the project, how great the need is, characteristics of the target group, patterns of their unmet needs, how the project will meet the identified need and
the expected outcome. This is summed up at the end of the document as the value for the funding provider and how the project is worthwhile.

5.5 What S51 does

Undertakes the workshop to determine the story, undertakes the research on the funding providers and other groups needs at the point in time of drafting and sets out how your project will meet their needs. We draft the needs analysis for your agreement and sign off.

5.6 What we need from you

A defined project as per the project plan, which is prepared concurrently with the needs analysis. Agreement to the story created in the workshop or visit. Policy objectives of IPWEAQ and advice on other group’s needs.

For the 2018 versions of Queensland Streets and Complete Streets Project, the story created will be about how the new documents will prepare our street for future technology.

5.7 Timeline

For the 2018 versions of Queensland Streets and Complete Streets Project, the needs analysis will be completed at the end of the 3rd week of February.

5.8 Example table of contents

The contents vary depending on the funding provider. The following is for an infrastructure project. This will be varied for the smart funding we are pursuing.
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6 Project Plan

6.1 Purpose

The purpose of Project Management Plan is to set out the methods and processes that determine how best to plan, develop, control and deliver a project throughout the continuous implementation process until successful completion. Managing projects means describing and performing the activities required to meet the specific objective of successful project undertaking the project and handover.

The project plan must prove to the funding provider that you have thought through every aspect of the project through to completion and beyond. The project plan provides the confidence to the funding provider that if they provide you with funds, those funds will be spent properly with minimal risk.

For this project the project plan will include a methodology on how to prepare the documents.

6.2 Sequence

The project plan is the second document put together as this provides the details of exactly what is going to be built, in what time frame, at what cost and how you are going to deliver the project.

6.3 Funding provider terminology

The project plans like all evidence documents is never the same between grant programs and applications.

Some online applications have minimal attachment requirements which necessitate the project plan to contain all the information ie such as risk. Other applications required separate risk etc thus the project plan has less content.

6.4 How it is put together

The Project Plan contains all of the relevant information about the foundation for the project (along with the Business Case), how undertaking the project of the project is to be managed and post undertaking the project activities. We collect all the components of the project from plans to costings to communication and compile a draft document for
4.4 Your agreement. The Project Plan is the document that provides the ‘road map’ enabling the effective day-to-day (operational) management and control of the project.

6.5 What S51 does

Collects all documentation related to the undertaking the project, delivery costings etc of the project. Aligns the project documentation and the way it is presented with the story set out in the needs analysis. Often this requires renaming the project, including the documentation. We ensure the Project Plan contains all of the relevant information about the foundation for the project (along with the Business Case), how undertaking the project of the project is to be managed and post undertaking the project activities.

6.6 What we need from you

All documentation in relation to the project including costings, timeframe and schedule.

6.7 Timeline

For the 2018 versions of Queensland Streets and Complete Streets Project, the needs analysis will be completed at the end of the 4th week of February.

6.8 Example table of contents

The contents vary depending on the funding provider. The below is for an infrastructure project which will be varied for the smart funding and document preparation.
7 Business Case

7.1 Purpose

The Business Case determines the magnitude of benefits generated relative to the expenditure required to complete this development. The objective of this Business Case is to assess whether the project would be more beneficial for the community and the funding provider than a ‘without project’ case scenario.

The purpose of the Business Case is to prove with evidence and data that the funding provider will achieve a financial return for either the Queensland or Australian economy from investing in your project.

Business cases are mandatory documents for most applications.

7.2 Sequence

The business case is the third document put together as this is dependent on the needs analysis to the story and the project plan to provide the data on the project.

7.3 Funding provider terminology

Both the Australian and Queensland Governments have strict Treasury Guidelines for the preparation of Business Cases and the accompanying Cost Benefit Analysis (see next section). They must be prepared by a qualified economist with all calculations provided in accordance with the guidelines. As an example, for Queensland applications ‘We used Queensland Treasury Guidelines for Economic Appraisals (TPP 07-5). A summary of the results for the economic analysis in terms of Net Present Value (NPV) and Benefit Cost Ratio (BCR) are ….’

7.4 How it is put together

The Business Case is prepared by Section51 partner economist, A.P. SHEERE CONSULTING. Arabella (AP SHEERE) is a highly respected international trained economic consultant in the fields of economic development and marketing. Arabella Perugini-Sheere has over 20 years’ experience in these subject areas and has successfully worked both in and for the public and private sectors.
Arabella takes the Needs Analysis and Project Plan and from this uses her extensive specialist expertise to develop the sound economic arguments which result in the comprehensive business cases. Arabella has an extensive data request requirement which are based on a range of economic profile and other aspects of IPWEAQ’s functions and operations that she will seek directly from you.

7.5 What A.P. SHEERE does

Arabella prepared the Business Case based on extensive original research. The Section51 team provides support with strategic data as required.

7.6 What we need from you

Arabella will require extensive data and information well beyond the normal project details. A sample Table of Contents is provided below. Please note that all Business Case and CBA documents are tailored to each client’s project, resulting in project specific headings and sub-headings.

7.7 Timeline

For the 2018 versions of Queensland Streets and Complete Streets Project, the Business Case time line will be determined by the availability of information on the completed project. The plan would be March at this stage.

7.8 Example table of contents

The contents vary depending on the funding provider. A sample Table of Contents is:
SAMPLE TOC

1.0 EXECUTIVE SUMMARY

2.0 INTRODUCTION
   2.1 Purpose of the report
   2.2 Introduction to the Qantas Founders Museum
   2.3 Introduction to the Longreach region
   2.4 Longreach’s strategic location in Queensland
   2.5 Project background
   2.6 Current situation
   2.7 Options review
   2.8 The Preferred Option
      2.8.1 Project location
      2.8.2 Project description
      2.8.3 Project objectives
      2.8.4 Project outcomes
      2.8.5 Project plans and designs
      2.8.6 Project partners
      2.8.7 Project exclusions
      2.8.8 Related projects

3.0 CONTEXT AND NEED FOR THE PROJECT

4.0 National, State, Regional, Local benefits – summary

5.0 Why is the project being undertaken? (e.g. as only)
   5.1 Support industry growth and diversification
   5.2 Make the region a more attractive place to live, work and invest
   5.3 Provide a greater sense of community cohesion, community connections and address social disadvantage

Note: THIS IS MAIN PART OF THE DOCUMENT ARGUING THE CASE FOR THE PROJECT AND WILL INCLUDE A NUMBER OF SUBHEADINGS SUCH AS STATISTICAL AND DEMOGRAPHIC DETAILS AND ASSESSMENT. SOME EXAMPLES ARE PROVIDED BELOW:
   • Fluctuations/Issues in the local economy – case studies
   • Current economic diversification and future growth/opportunities - case studies
   • Resident workers industry of employment
   • Jobs in the LGA
   • Journey to work data
   • Non-resident workforce
   • ABR data
   • Estimated Residential population and trends
   • Households in the LGA
   • Age structure in the LGA
   • Resident volunteering activities
   • SEIFA ranking
   • Unemployment rate

6.0 The project’s strategic alignment with National, State, Regional and Local Programs
7.0 Stakeholders and community support
8.0 Actions to ensure that Project impacts are realised
9.0 ESTIMATED PROJECT COSTS
10.0 Project capital costs
11.0 Project ongoing/annual costs
12.0 Schedule of works/Gantt chart
13.0 Funding arrangements

14.0 COST BENEFIT ANALYSIS
15.0 Objectives, options and scope
16.0 Scope Assessment
17.0 Quantitative assessment of benefits
18.0 General parameter values
19.0 Monetised benefits (examples)
   19.1 Summary of monetised benefits/savings
   19.2 Increase in visitor numbers using the Museum (plus retail component), town centre and other attractions and subsequent spend. Include Vivid income details here and any other income streams.
   19.3 Property appreciation
   19.4 Retail Property rental appreciation
   19.5 Reduction in crime
   19.6 Population growth and household expenditure
   19.7 Increase in volunteer opportunities
   19.8 Reduced maintenance/running costs
   19.9 Reduced insurance premiums

20.0 Economic activity affected by the project
   20.1 Employment during construction
   20.2 Operational/post construction employment
   20.3 Multiplier impacts – construction jobs

21.0 Cost Benefit Analysis Summary
22.0 Sensitivity Analysis
23.0 Qualitative Assessment (examples)
   23.1 Developing community pride and wellbeing
   23.2 Building a stronger community
   23.3 Eliminating the access barrier

24.0 IMPLEMENTATION CASE
25.0 Program and milestones
26.0 Project team and Governance
27.0 Tenders and contract management
28.0 Tender process
29.0 Communication
30.0 Procurement
31.0 Risk Management
32.0 Change Management
33.0 Reporting
34.0 Project reporting
35.0 Project Evaluation
36.0 Commissioning, Operations and Sustainability

37.0 APPENDIX
8 Cost Benefit Analysis

8.1 Purpose

The purpose of Cost Benefit Analysis is to provide the detailed economic data and calculations within a cost benefit framework (CBA) to assess the desirability of the project and provide a Benefit Cost Ration (BCR) for the dollar return to government from the investment in funds.

A CBA may not be required for this project due to the amount of funding being requested and that this is not an infrastructure project. We have left this chapter here to give an understanding of a CBA if we do have to complete one for a funding provider.

8.2 Sequence

A Cost Benefit Analysis is generally only required for larger requests of funds, usually over $1 million. The CBA provides a further level of economic analysis to the Business Case. Where the CBA is required it is prepared concurrently with the Business Case.

8.3 Funding provider terminology

Both the Australian and Queensland Governments have strict Treasury Guidelines for the preparation of Business Cases and the accompanying Cost Benefit Analysis as outlined in the previous section.

A CBA requires both a Quantitatively and Qualitative assessment of benefits and economic analysis in terms of Net Present Value (NPV) and Benefit Cost Ratio (BCR) are provided in Table 12.0. These were calculated from the estimates of Present Value Benefits and Present Value Costs assessed for calculations at a 7% and other discount rates. Economic appraisal uses a cost benefit framework (CBA) to assess the desirability of each option based on net decreases in user costs relative to the ‘without project’ case.

Costs and benefits that can be directly expressed in economic terms are referred to as ‘quantitative’. Costs or benefits that cannot be quantified in economic terms are referred to as ‘qualitative costs’ and ‘qualitative benefits’. It is important here to understand that ‘quantitative’ in this sense means quantified in monetary terms. Even though something can be expressed numerically, it may not necessarily be able to be quantified in the economic sense by the assignment of a monetary value.
A Benefit Cost Ratio greater than 1 means that the benefits outweigh the costs and the investment should be considered. If the ratio is less than 1, the costs outweigh the benefits.

8.4 How it is put together

The Cost Benefit Analysis is prepared by Section51 partner economist, A.P. SHEERE CONSULTING as outlined in the Business Case section.

8.5 What A.P. SHEERE does

Arabella prepared the CBA based on extensive original research. The Section51 team provides support with strategic data as required.

8.6 What we need from you

Arabella will require extensive data and information well beyond the normal project details. This is illustrated with the sample Table of Contents shown in the previous section on Business Case preparation.

8.7 Timeline

For the 2018 versions of Queensland Streets and Complete Streets Project, the Business Case will be completed in mid-March depending on availability of final costings.
9 Social Benefits

9.1 Purpose

The purpose of social benefits is to demonstrate to the funding provider that their investment will provide the community and region that your members serve with benefits during and beyond the undertaking the project phase.

Social benefits cover increases in regional amenity, improving community connections and inclusion and providing opportunities for learning and knowledge creation and addressing disadvantage within the community.

This social benefits analysis provides a perspective of the direct (primary), indirect (secondary) and external effects of the project. Direct effects are the benefits that can be directly linked to the owners/users of the project e.g. users of the project.

Indirect effects are the benefits that are passed on to the broader community and region outside the project but which the project is involved.

Where possible quantifiable evidence is provided for benefits although with indirect and external effects qualified evidence is the primary source used.

9.2 Sequence

Social benefits is prepared following the project plan, concurrently with the timing of the Business Case & Cost Benefit Analysis.

9.3 Funding provider terminology

Demonstrating social benefits varies considerably between the Australian and Queensland Governments. The governments have different constitutional responsibilities when it comes to social benefits, thus their interest is different. It is possible to prepare a baseline social analysis based on the positive impact of the project on the community that can be varied for the language of each government.

9.4 How it is put together

Social Benefits is largely original research based on matching the project outcomes, with the social interests of each government. The story of your project from the perspective of the funding providers is the starting point that from this we work out the
characteristics of the social benefits groups and how the project will meet their identified need.

As this project is not physically based as such we may use case studies to demonstrate the social outcomes of the completion of the documents.

9.5 What S51 does

Undertakes the research on the funding providers interests, benefits groups and how your project will meet their needs. We draft the analysis for your agreement and sign off.

9.6 What we need from you

Social research and plans prepared by IPWEAQ. Policy objectives of IPWEAQ and advice on other group’s needs.

9.7 Timeline

For the 2018 versions of Queensland Streets and Complete Streets Project, the social analysis will be completed in mid-march.

9.8 Example table of contents

The contents vary depending on the funding provider. This example table of contents is for the Australian Government Building Better Regions Fund.
Index

Index ............................................................................................................................................. 2

1 Executive summary .................................................................................................................. 3

2 Defining Social Benefits ......................................................................................................... 5
   2.1 Social benefits ...................................................................................................................... 5
   2.2 Defining the region .............................................................................................................. 6
   2.3 RDAYMN region priorities ............................................................................................... 6

3 Making the region a more attractive place to live ............................................................... 8
   3.1 Definitions .......................................................................................................................... 8
   3.2 Liveability benefits .......................................................................................................... 8

4 Improving community connections and social inclusion .................................................... 10
   4.1 Definition ............................................................................................................................ 10
   4.2 Connection and inclusion benefits ................................................................................. 11

5 Increasing community volunteering ...................................................................................... 12
   5.1 Definition ............................................................................................................................ 12
   5.2 Volunteering benefits ....................................................................................................... 12

6 Delivering benefits beyond the construction phase ............................................................. 13
   6.1 Definition ............................................................................................................................ 13
   6.2 Beyond construction stage benefits .............................................................................. 13

7 Addresses disadvantage within the community ................................................................... 15
   7.1 Definition ............................................................................................................................ 15
   7.2 Disadvantage .................................................................................................................... 16
   7.3 How the project addresses this disadvantage ................................................................ 17

8 Summary of social benefits .................................................................................................... 18
10 Risk

10.1 Purpose

The purpose of the risk plan is to prove you are a low risk to those providing the money. Project risk management is a fundamental element of every application.

The project does not involve building infrastructure but the risk is about you spending the funding providers money.

10.2 Risk

The objective of the risk plan is to show you have considered any threats to loss of money though proper project planning, performance and control of adverse events thereby minimising negative outcomes. This approach enables project management effort to be prioritised towards those activities that present the best opportunities that

The ultimate purpose of risk identification and analysis is to prepare for risk mitigation. Mitigation includes reduction of the likelihood that a risk event will occur and/or reduction of the effect of a risk event if it does occur.

10.3 Sequence

Risk is prepared following the preparation of the social benefits, although depending on the grant program can be prepared concurrently with the project plan.

10.4 Funding provider terminology

The emphasis of the risk terminology is that you have considered the funding providers risk of providing you with funds.

10.5 What S51 does

We use the Queensland or Australian Governments published Risk Strategies as a base and from this prepared a risk strategy that meets their requirements. We add your policy documents and personalise them in line with both the grant program requirements and the story where possible. We ensure alignment and consistency in approach across all documents.
10.4 Funding provider terminology

The grants and funding process is constantly changing. No two grant programs are the same, no two applications will be the same. There can be either significant or subtle changes to document terminology depending on the funding provider or grant round.

In late 2017 there was a subtle shift in the Needs Analysis terminology between the Australian Government and Queensland Government.

The second round of Building Better Regions Fund which closed on 19th December 2017 subtly shifted needs analysis to ‘value with relevant money’. Note this is different to value for money due to the Australian Government definition of ‘relevant money’.

10.5 How it is put together

The needs analysis is based on the workshop or visit by Colin Steele where program logic was used to determine the story of your project from the perspective of the funding providers. This story is written up at the beginning of the document and from this we determine who needs the project, how great the need is, characteristics of the target group, patterns of their unmet needs, how the project will meet the identified need and the expected outcome. This is summed up at the end of the document as the value for the funding provider and how the project is worthwhile.

10.6 What S51 does

Undertakes the workshop to determine the story, undertakes the research on the funding providers and other groups needs at the point in time of drafting and sets out how your project will meet their needs. We draft the needs analysis for your agreement and sign off.

10.7 What we need from you

A defined project as per the project plan, which is prepared concurrently with the needs analysis. Agreement to the story created in the workshop or visit. Policy objectives of IPWEAQ and advice on other group’s needs.
11 Other supporting evidence documents

11.1 Purpose

The purpose of other supporting evidence documents is to both meet the mandatory requirements of individual grant programs and to provide the funding provider proof that IPWEAQ is a safe investment.

11.2 Sequence

Every grant program and application is different. Preparation of some of these evidence documents can be undertaken prior to grant programs open or where applications are made outside the grants process.

11.3 Funding provider terminology

The terminology which is used in each of the attachment will match the individual state or Australian government grant program.

11.4 How it is put together

Many of the supporting evidence documents require personalising IPWEAQ policy documents for example procurement or asset management. The extent of the personalisation to the project is dependent on the grant program.

11.5 What S51 does

We take your policy documents and personalise them in line with both the grant program requirements and the story. We ensure alignment and consistency in approach across all documents. Where you do not have policy documents in a particular area we prepare a draft for you.

11.6 What we need from you

Copies of the latest policy documents or status of activities relevant to the particular supporting evidence attachment.
11.7 Timeline

For the 2018 versions of Queensland Streets and Complete Streets Project, the timeline may be dependent on specific funding opportunities. We need to know the individual grant requirements prior to preparation of many of these evidence documents.

11.8 List of supporting evidence documents

While each grant program is different it is possible to list some of the more common evidence documents that may need to be prepared. This list is not exclusive.

11.81 Document design

Document design will emerge though the project planning process. There may need to be a separate document to the project plan. The design should be as close as possible to final stage in contents.

11.82 Costing

Costings directly related to the process and document design to show the funding provider that you have clear evidence of both your and their cost for the project.

11.83 Experience

This attachment proves that you have a good track record in delivering both projects and grant funding. It is part of the demonstration that IPWEAQ is a good investment with minimal risk.

11.84 Matching funding

IPWEAQ may have to demonstrate that you have some funding in the project or that you have multiple sources of funding ie both Australian and State Government.

Note that funding needs to be in cash, at the time of the application. A promise from another government or Minister is not matching funding.
11.85 Consultation & support

This attachment sets out the support for the project across the political spectrum such as your members, community, groups and others. Letters of support wait until the grant program is open, but with this preparation work, letters should be straightforward.

11.86 IPWEAQ resolution

At some stage a IPWEAQ resolution will need to be made, or some similar evidence such as inclusion in IPWEAQ's strategic plan. This is a short attachment, but critical to the application.
12 Funding applications

12.1 Timing

Funding opportunities come in different ways, forms and times. With the preparation work undertaken as shown there will be a significant improvement in the potential for success for the 2018 versions of Queensland Streets and Complete Streets project.

12.2 Queensland

Queensland funding opportunities are likely to come with the various forms of the Smart Infrastructure Programme potentially in early to mid-2018. Taking the approach of Smart Technology may open up other opportunities not previously considered for this project.

12.3 Australian Government

Australian Government funding opportunities are likely to come with Smart Cities in early to mid-2018. As with Queensland, taking the approach of Smart Technology may open up other opportunities not previously considered for this project.

12.4 Note

Section51 does not know when grant programs will be open. In most cases the only person that knows is the Minister or Premier/Prime Minister. Our comments are based on past grant rounds. We do know that being prepared puts you at a significant advantage.

12.5 Outside the grant process

Funding opportunities outside the grants process come from having a project that is so interesting and exciting to funding providers, that is ready to go, and is sold well, that the governments may wish to directly fund you. As the project documentation is developed a component of the preparation will be for achieving funding outside the grants process. Note that this is a continuous process which requires ongoing awareness of opportunities and maximising the sales pitch though the documentation and other means.
12.6 Applying for different type of grants

Section51 and AP SHEERE can take the project documentation to a certain point in preparation. As said though every grant program is different thus refining each of the documents for each individual grant program application will be required. With the preparation work undertaken as shown there will be a significant advancement and improvement in the potential for the 2018 versions of Queensland Streets and Complete Streets project.