Regional Development Australia/Northern Rivers (NSW) ACC

SUBMISSION: INQUIRY INTO A NEW REGIONAL DEVELOPMENT PROGRAM

PARLIAMENT OF AUSTRALIA, HOUSE OF REPRESENTATIVES

Standing Committee of Infrastructure, Transport, Regional Development and Local Government

Overview of the Northern Rivers Region

The Northern Rivers Region is diverse and is rich in its natural landscapes and its people and lifestyle (current population 267,473 as at 2006 Census). The Region commencing in the local government area of Clarence, moving to Casino, Lismore, Ballina, Kyogle, Byron, Tweed out to Norfolk Island (current population approximately 2,379) features many varied forms of economic engagement, including traditional farming, tourism, creative industries, health, education and recently, natural gas. Three river systems, the Clarence, the Richmond and the Tweed meander through the region supplying a wealth of water, sport and tourism activities. The coastline from Wooli, Yamba, Evans Head, Ballina, Byron to Tweed is a visitors sandy haven all year round enjoying national parks, tourism events/festivals and ocean activities. For those that enjoy the country, Grafton, Tabulam, Bonalbo, Woodenbong to Murwillumbah pride themselves on lush pastures, water catchment areas and many national parks. For the Bushwalking enthusiast Mount Warning, recently listed a National Icon by Tourism Australia, is approximately a 4 hour return expedition to the summit.

Northern Rivers is seeing a change in its population, the Region is attracting retirees and there are new sea, tree and oasis changers preferring the Northern Rivers as a place to live. These shifts in population bring opportunities for diverse economic engagement. The region is experiencing rapid growth.

The Region is strong in indigenous culture and heritage.

Sports and education feature in the region with Grafton regularly hosting various regional sporting events, including, hockey and rowing and Lismore and Tweed engaging in education with Southern Cross University. The Region also benefits from its proximity to the Gold Coast and Brisbane, tapping into an existing tourism market.

For the region to now remain competitive, regional development needs to focus on adequate business, industry and social infrastructure.

See Appendix 1 Regional Statistics at a Glance and Population Projection.

Terms of Reference

1. Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects;

2. Examine ways to minimise administrative costs and duplication for taxpayers;

3. Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs; and

4. Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs.

Methodology

The Northern Rivers (NSW) ACC provided the region, including Local Governments, State and Federal Government agencies, community organisations, business organisations, recipients of Australian Government grants, including Regional Partnerships, and individuals with the opportunity to provide input into the NRACC Submission – Inquiry into a New Regional Development Program.

- Approximately 263 emails were forwarded to stakeholders as listed above. See Appendix 2;

- 30 key stakeholders were followed up by telephone calls. See Appendix 3;

- 31 written responses to email. See Appendix 3;

- Total responses 61.

Over the term of the Regional Partnerships Program 652 enquiries for funding under the program were received by the NRACC office seeking funding for various infrastructure and community projects from 1 July 2003 to October 2006. Of the

Northern Rivers (NSW) ACC Summary of Submission Categories

1. Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects;

652 enquiries received 63 were approved under the program giving a conversion rate of 10%. These enquiries were also analysed and referenced within this submission. See Appendix 4 and Table 1 below.

Northern Rivers Infrastructure Requirements

Results of Northern Rivers (NSW) ACC research into infrastructure and community requirements in the Northern Rivers Region revealed the following:

Table 1 – Analysis of Enquiries Received

Percentage	Enquiries	Sector	Needs Analysis
18%	118	Business	Feasibility, capital infrastructure, fit out, marketing, salaries
12%	78	Community Centres	Capital infrastructure, fit out and equipment for community centres, halls, social gathering amenities in general
10.7%	70	Sporting & Recreation	Capital infrastructure, fit out and equipment for various sporting codes
8.3%	54	Children & Youth	Capital infrastructure, fit out, and operational (including salaries) equipment for playgroups, preschools, youth centres and activities
5.1%	33	Community Safety	Capital infrastructure, fit out and equipment for surf life saving clubs, coastal patrol towers and general community safety
4.4%	29	Tourism	Planning, marketing (signage) and operational (including salaries)
4.3%	28	Indigenous	Capital infrastructure (buildings & roads), fit out, equipment and operational (including salaries)
4.1%	27	Environment	Innovation (water recycling) and water way management and water supply to other drought affected regions
3.8%	25	Arts & Culture	Infrastructure, fit out, equipment and operational (including salaries, marketing, industry website development) for art galleries and cultural centres
3.5%	23	Education & Training	Infrastructure, fit out, equipment and operational (including salaries) for community education
3.2%	21	Transport	Infrastructure for road, rail, air, water ports, community transport, cycle and walkways
3.2%	21	Health	Infrastructure and fit out for health services, hospitals, rural doctors, palliative care, hydrotherapy pools and early intervention
3.1%	20	Social Services	Infrastructure, fit out and operational (including salaries) for Neighbourhood Centres, mental health and drug and alcohol support services
2.3%	14	Aged	Infrastructure, fit out and operational (including salaries) for community retirement homes and Meals on Wheels
2.0%	13	Showgrounds	Infrastructure upgrades for showgrounds
1.8%	12	Planning	Feasibility studies, planning studies, NGO project salaries
1.7%	11	History Preservation	Infrastructure, fit out and operational (including salaries) for various museums (for example, naval, historical, locomotive)
1.7%	11	Churches	Infrastructure upgrades for all religious denominations
1.2%	8	Cooperatives	Planning & infrastructure upgrades
1.2%	8	Village/Town Upgrades	Street upgrades
0.9%	6	Disability	Infrastructure upgrades (disability access)
0.8%	5	Media	Infrastructure and fit out for local radio towers
0.6%	4	Accommodation	Infrastructure for crisis accommodation
0.6%	4	Men	Infrastructure, fit out and operational (including salaries) for support services to men
0.5%	3	RTC's	Rural Transaction Centres
0.5%	3	Communication	Infrastructure for transmission towers and fit out for regional video conferencing capabilities
0.3%	2	Investment	Funding and community banks
0.2%	1	Women	Infrastructure, fit out and operational (including salaries) for

		support services to women	
0.0%	0	Utilities	-
0.0%	0	Water Storage	-
100%	652		

Written submissions put forward by Northern Rivers' community representatives also highlighted the following requirements:

- Capital infrastructure costs for office and workspace
- Salaries to employ staff to implement specific projects
- Employment and skills development
- Research into health and hospital facilities
- Tourism bodies

Northern Rivers Program Requirements

An overall summary of submissions provided by community representatives indicated that a new Program could include the following:

Program

- A new Program is essential to provide Local Government and communities with a source of capital for community infrastructure. State and Local Government funding is extremely limited relative to existing and projected needs;
- A new Program requires clearly defined and documented objectives set by the Australian Government;
- A new Program could be set with objectives that are not too restrictive as to limit innovative regional development projects yet not so broad that they are essentially meaningless.

Eligibility

- Project eligibility criteria could be sufficiently flexible to enable recognition of the diversity of issues, needs, challenges and opportunities facing communities (rapid population or employment growth within or near communities, communities experiencing high unemployment, communities experiencing declining industries);
- Project eligibility criteria could be defined in a manner which encourages and harnesses local initiative, leadership, commitment and drive.

Objectives

- Community Capacity Building;
- More efficient or more effective delivery of existing community services;
- Provision of new community services;
- Experimentation in community development;
- Funding could be provided for 'hard' community infrastructure (capital works and equipment).

Funding Recipients

- Local Government Councils;
- Regional and Sub-Regional Organisations of Councils;
- Not-for-profit Community Organisations;
- The Program should not fund commercial enterprises.

Support for Local Government

- Funding ageing infrastructure has consistently been identified by local government as a significant cost pressure.

Partnerships

- Most States and Territories have developed programs to fund regional infrastructure projects. While these vary from State to State, they often require matching Federal funding. This has at times proved frustrating for applicants as they undergo several assessment processes and differing timelines;
- Interdepartmental coordination in relation to partnership funding opportunities.

Marketing of Program

- It has been found that a proactive approach by an on the ground organisation will ensure that a Program is constantly marketed and successful;
- An on the ground organisation will ensure that properly completed applications are submitted. Local knowledge is essential to ensure that the applicants have the capabilities to manage and complete an approved project in accordance with the application guidelines.

2. Examine ways to minimise administrative costs and duplication for taxpayers:

An overall summary of submissions provided by community representatives highlighted ways to minimise administrative costs and duplication for taxpayers:

- In general, Northern Rivers community representatives noted that there were limited opportunities to access infrastructure funding of any kind for local projects;

3

- The new Program could include a small start up fund to support organisations to carry out initial development work (research, planning, local government development applications, construction certificates, etc);
- The new Program could incorporate an expeditious assessment/approval process;
- The Program could allow for inclusion of a contingency in each application to take into account cost increases/project changes due to the length of time between submitting an application and actual receipt of funds. This contingency would only be released for the project if specific costs increased or changes were necessary due to the time taken for the project to be approved;
- The Whole of Government approach needs direction; working together to fund projects needs interdepartmental procedures set in place to coordinate funding approvals;
- The application process could be straightforward. It is important that the most deserving projects receive funding rather than the applications prepared by the best grant writers.

The Northern Rivers (NSW) ACC also agree with the following recommendations from the Australian National Audit Office Report (ANAO). These recommendations now appear to have been addressed and will also minimise administrative costs.

- The internal procedures – The importance

Page 21, of Volume 1, ANAO Report 'It is particularly important that the department's administrative procedures are documented and that any departures from those procedures are well informed and appropriately authorised. Departments are responsible for ensuring published Program Guidelines and documented internal procedures are consistently applied through training of staff, appropriate supervision and management oversight, particularly for larger or more complex assessments.'

- Decision making process – eligibility and assessment criteria

Page 59 of Volume 1, ANAO Report 'Various reviews of the administration of discretionary grant programs, including Parliamentary Committee inquiries and reviews and ANAO performance audits, have highlighted the importance of the procedures for the selection of successful applicants being formulated and documented in advance of any selection process, and being consistently and transparently applied. This assists in ensuring accountability and equity in the treatment of applicants, and in avoiding perceptions of bias or political interference.'

3. Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs;

There were few responses received in relation to the Australian National Audit Office report as many community representatives were unaware of the audit report existing in the public domain. In general it was noted that the various levels of involvement during project development and with other governments ensured transparency and the ANAO report only reported on 3% to 5% of problem projects.

Northern Rivers (NSW) ACC also agree with the following recommendations from the ANAO Report. The Northern Rivers (NSW) ACC is also aware that these recommendations have now been addressed by the Department:

- Recommendation No. 1

ANAO recommends that, in the design and implementation of discretionary grants program, the Department of Transport and Regional Services further strengthen its administrative processes, and provide relevant advice to responsible Ministers in relation to:

- The statutory obligations relating to the approval and payment of grants arising under the applicable financial management legislation, and
- Options for implementing administrative arrangements that satisfies program policy objectives while ensuring the efficient and effective compliance with all applicable statutory obligations.

- Recommendation No. 2

ANAO recommends that, as part of its responsibilities for developing and maintaining the commonwealth's financial framework, the Department of Finance and Administration assess the merits of proposing amendments to the FMA Regulations that would have the effect of requiring approvers to document the basis of which the approver is satisfied that the proposed expenditure:

- Represents efficient and effective use of the public money;
- Is in accordance with the relevant policies of the Commonwealth.

4. Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs.

Community representative's submissions outlined the following:

- A moratorium could be placed on funding programs prior to an election to prevent inappropriate projects being funded;

- A stop on funding prior to an election period would ensure that any new government is not over committed.

Community Comments Addressing Each of the Submission Categories

1. Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

ACC Research - Communities Driving Their Projects

Recently the Northern Rivers (NSW) ACC completed research into enquiries received by various community sectors over the last 5 years. From the enquiries received, it was demonstrated that 63% of projects identified were driven by the community sector, 22% the commercial sector and 15% the Local Government sector. Given this research it can be assumed that communities create and direct their own future with assistance from Government funding portfolios.

General Community Consensus

Generally regions desperately need assistance with infrastructure, particularly growing regions such as the Northern Rivers. Regional communities relied upon the previous infrastructure program to implement their community aspirations. Communities are generally devastated that they have been left without a federal program for 18 months as there are limited opportunities for infrastructure funding under state and territory government programs.

Infrastructure Project Drivers

▽ Commercial Sector ✔ Community Sector ⊡ Local Government Sector

63%

22%

15%
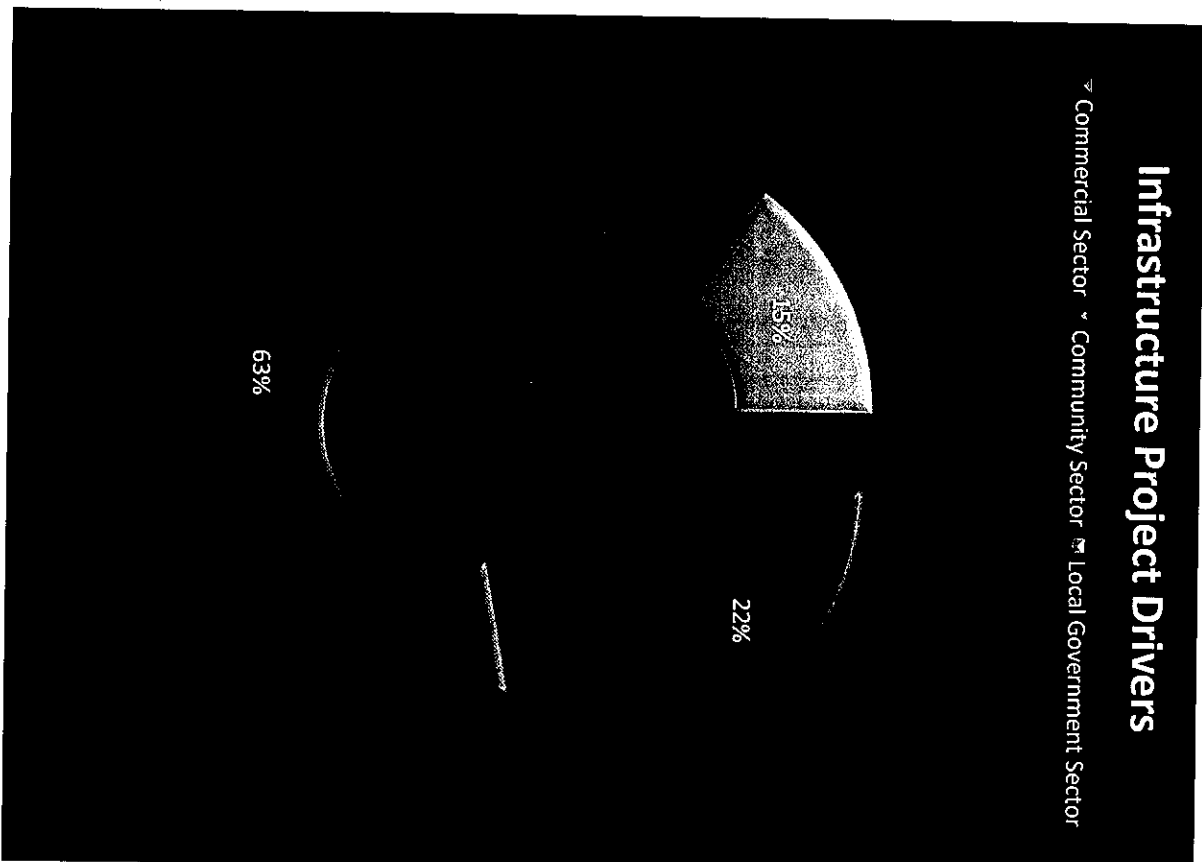
ACC Research - Regional Infrastructure Requirements

The Northern Rivers (NSW) ACC also recently completed research into enquiries received for infrastructure and community related funding in the Northern Rivers over the past 5 years. Overall results can be viewed in the table below; however, the Northern Rivers demonstrated that their top 5 infrastructure requests/priorities evolved around:

1 Business – 18% of all Enquiries

2 Community Centres (Community Centres, Halls, Social Gathering Amenities) – 12% of all Enquiries

3 Sport & Recreation (Facilities for Various Sporting Codes) – 10.7% of all Enquiries

4 Children & Youth (Playgroups, Preschools, Youth Centres/Activities) – 8.3% of all Enquiries

5 Community Safety (Surf Life Saving Clubs, Coastal Patrol Towers) – 5.1% of all Enquiries

6

Infrastructure Enquiry Analysis

Chart categories (Number of Enquiries):

- 18.0% Business
- 12.0% Community Centres
- 3.8% Arts & Culture
- 10.7% Sporting & Recreation
- 0.0% Water Storage
- 0.0% Utilities
- 0.5% Communication
- 3.1% Social Services
- 3.2% Health
- 3.2% Transport
- 4.4% Tourism
- 4.1% Environment
- 2.0% Showgrounds
- 1.7% Churches
- 1.7% History Preservation
- 3.5% Education & Training
- 5.1% Community Safety
- 1.2% Village, Town Upgrades
- 0.6% Men
- 0.2% Women
- 2.1% Aged
- 4.3% Indigenous
- 0.9% Disability
- 8.3% Children & Youth
- 0.8% Media
- 0.5% RTC's
- 0.3% Investment
- 1.2% Cooperatives
- 0.6% Accommodation
- 1.8 % Planning

X-axis: 0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100 105 110 115 120

Number of Enquiries

Community Submissions - The Importance of a Regional Funding Program

Douglas Jardine, Community Representative - "The North Coast of NSW is facing not only unprecedented growth but also an aging population. Moreover this growth is being grafted onto essentially rural communities, which often have little in the way of community facilities and other resources to meet the needs of this growth. The inadequate and insufficient existing infrastructure to meet the needs of growth (often magnified by in-migrants expecting a standard of services similar to the urban areas they have come from) has created significant challenges for communities in accommodating this growth.

In tackling these challenges Community Development must be the priority. Community Development to be sustainable must

- Address local social, economic and environmental issues

- Be nurtured from within the community rather than be imposed by some external level of government.

To achieve this, communities should be encouraged not only to identify their own aspirations and needs, but also have the means to fulfill those aspirations; and not just call on government to provide them. An integral component of community development is the self-determination created by common striving towards its dreams.

Unfortunately many of the needs of North Coast communities are major expenditure items, which are beyond the means of local communities to raise themselves (through local government, local benefactors, lamington drives etc). Considerable support may be needed from outside the community.

The Regional Partnership Program had the ability to provide that support.

7

- It required a community to fully articulate what it was it was trying to achieve and to seek support from other agencies;

- It could provide funding across all issues of concern to a community;

- It required integration with funding partners;

- Through its regional structure it encouraged equity in the process by providing an essential local dimension to meeting local challenges rather than being Canberra based.

Consequently, I consider it to be essential that Federal Regional Development Funding be retained if local communities are to continue to meet the challenges they face. Moreover, it must also be rolled out in a regional manner (ie not based in Canberra).'

Pottsville Beach Neighbourhood Centre, Angela Maxwell - 'Infrastructure funding in Regional areas needs to reflect the population growth demands. The Tweed Local Government Area has experienced exceptional and rapid population growth recently and infrastructure to meet this demand in growth does not exist, adding pressure on NGOs, such as this centre, which is already understaffed and running at a ratio of 1 staff member to 20 volunteers.

An NGO such as this is the first point of call for all community members, particularly those experiencing vulnerabilities. This service links people to people and appropriate activities/services internally and externally. Enhancement of infrastructure and operational staffing will see an increase in outcomes for the community.

An important part of Neighbourhood Centre work is to identify and establish appropriate partnerships. An infrastructure program will allow that capacity building to continue.

Also, an infrastructure program is vital to support regional growth and assist services such as this Neighbourhood Centre, which works to strengthen its community at a grass roots level.'

General Responses - The Importance of a Regional Funding Program

- 'Project ideas have to be generated from the people and the community they live in. Take away infrastructure programs, you take away community voice. These programs mean the difference between a weak and strong community – these programs bring communities together.'

- 'I stress the importance of funding to be made available for infrastructure projects that provide community development outcomes, not just programs for larger projects such as roads and dams.'

- 'The regions and local government areas were crying out for a program of the Regional Partnerships nature for many years prior to the introduction of the program. Ballina Shire strongly supports a similar initiative to encourage communities that are self driven to enable them to articulate their aspirations. These types of programs provide an essential local dimension to meeting infrastructure and community requirements.'

- 'Come up with another program in the not too distant future. Imperative for community development that money is kept available for communities to drive their own projects'.

- 'Disappointed that the regions will need to wait 12 months with no infrastructure program to deliver much needed projects. The lack of a program puts projects at risk that have a small amount of state funding and that cannot go ahead without federal funding assistance. Not having a regional program has left the local government in limbo with regard to various projects in development. Generally regions desperately need assistance with infrastructure, particularly growing regions such as the Northern Rivers. Council is unable to fully fund major infrastructure projects that the community deserves. Regional communities relied upon the regional partnerships program. As there is nothing else, communities are feeling deserted by government.'

Community Submissions – What Communities Thought of the Regional Partnerships Programme

Ballina Shire Council – 'Overall Experience – The Regional Partnerships program was a genuine program, which provided appropriate funding opportunities for regional communities to move forward various infrastructure and social projects identified at a community level. The process involved in screening projects and applicants at a regional level and assisting projects and applicants with comprehensive project development procedures, prior to a project being forwarded to the departmental assessing body, ensured that projects were sustainable and would accomplish what they set out to achieve.'

Nimbin Neighbourhood Centre – *'The Process as we experienced - The process of applying for the Regional Partnerships funding was rigorous in our experience and involved the obtaining of letters of support from a significant number of referees as well as the support of the local Area Consultative Committee. The process we undertook ensured that the Project put forward was genuine, otherwise we would have been unable to obtain such widespread support for it from all levels of Government, NSW Police, NSW Premiers Dept and the community itself. Our Project was also the result of a protracted process of community consultations over a period of some 3 years, the details and minutes of which we provided to the Department at the time of application for funds.'*

Geoff Jacobsen – Community Representative – *'From the little that I know, it seems that the former Regional Partnerships Program should have ensured that funding was provided to regional programs amounting to an investment in genuine and accountable community infrastructure projects. The only problem appears to be that in some instances, the government did not adhere to the guidelines.'*

General Community Responses - What Communities Thought of the Regional Partnerships Programme

- *'In general, the Regional Partnerships Program procedure organised applicants and their projects. This level of organisation assisted applicants with the ability to source funding opportunities elsewhere, including Norfolk Island Government. This proved to be an indirect spin off, whereby applicants came to government with projects that were well formulated.'*

- *'Process – Was fine, questions valid. The questions and criteria ensure adequate assessment of a project. The level of consultation from ACC on the ground to the Department ensures project legitimacy.'*

- *'Well structured program, the criteria targeted was sharp and would not let you get away with soft projects. Sometimes anal, but made applicants look carefully at project planning.'*

- *'Devastated that the program closed – Regions most definitely need a regional program. State funding is limited in dollar value, limited funds available for country projects. It appears that country towns have been forgotten, they are communities that require facilities just as communities in Sydney do. Country towns are feeling overlooked. Communities are not asking for something for nothing, communities are willing to work for change and growth.'*

Community Submission - What Communities Have Said They Need From a Regional Program

Whole of Government Approach

Nimbin Neighbourhood Centre – *'Whole Of Government Approach – Ideally, the desired results/outcomes to be achieved in each region would be developed and agreed upon in a consistent manner between all levels of Government in consultation with on-the-ground service providers, along the lines of the Friedman model of Results Based Accountability, so that all funding programs could be aimed at the same set of results/outcomes. Thus all accountability could be streamed into the same set of data in order to track the trends and progress in a consistent and cohesive fashion. This would also simplify funding applications and accountability and reporting mechanisms, in that all funding programs would have the same requirements, which would in turn reduce the unnecessary workload upon organisations applying for funding and having to deal with multiple Departments' differing application and accountability requirements. Further, this would increase the value obtained per dollar at community organisations for the taxpayer, as less time would be spent on applying for and accounting for grants funding, and more time would be spent on actually delivering the services!*

I refer you to the LCSA/NCOSS/YAPA Results Based Accountability Implementation Group recently established in New South Wales for the purpose of encouraging an aligned approach between all levels of Government, in consultation with community organisations and service providers who deliver the outcomes on the ground, in relation to results/outcomes based planning and reporting. I would invite you to contact the EO of LCSA (The Peak for Neighbourhood Centres in NSW – Local Community Services Association), Mr Brian Smith, on (02) 9660 2044, info@lcsa.org.au for more information regarding this issue.'

Kyogle Shire Council – *'Whole of Government – Matching community and federal funding ok, matching state and federal funding near impossible. Whole of Government approach needs direction. Working together to fund appropriate projects needs appropriate departmental coordination and procedures to be in place to ensure awareness across departments.'*

Threshold

Ballina Shire Council – *'Threshold – Smaller projects under $50,000.00 could benefit from a streamlined process. A more rigorous process of development and assessment is appropriate for projects over $50,000.00.'*

Trevor Mallet, Community Representative – 'Applications could be placed in categories, eg, $20,000.00 and under; $10,000.00 and under, etc, for smaller organisations to make it easier.'

Pre Approval & Seed Funding

Tweed Shire Council – 'Council would like to propose that Regional Development Australia drop some of the redundant application question and introduce a pre-lodgement application which would incorporate concept plans, tenure arrangements and independent planning advice. The application, if approved, would carry a pre-approval along with seed funding to go towards achieving all necessary project approvals (eg Development Applications, Environmental Impact Statements, detailed design). This would help share the risk as well as the holding costs equally among all project partners. This streamlined process would represent a cost saving to our ratepayers and, your tax payers, who collectively are our community.'

Pottsville Beach Neighbourhood Centre, Angela Maxwell – 'New Program Opportunities – An NGO such as this could benefit from a program that promotes a pre approval process, a program that considers a funded planning component within the early stages of project development, and a program that supports a percentage of operational funding for this type of NGO – To enhance self generating income streams.'

State Premier's Department – 'Given the cost involved in developing many projects, it may be advisable to consider simplified EOI initially to provide an initial assessment of the project concept and save costs to the applicants and RDA before detailed applications are prepared and submitted. DA Approvals - Where projects require DA approvals, flexibility and practicality must prevail. Given the costs and associated difficulties of obtaining DA's in advance, it is unreasonable to expect applicants and Local Government to complete and approve these "on the off chance" that the project receives Ministerial approval.'

Geoff Jacobson, Community Representative – 'From an applicants point of view, the retrospectivity rule is financially damaging in respect of projects which are going to be partially completed at least irrespective of whether or not grants are made. The requirement for organisation to incur the expense of lodging development applications as a pre-requisite to lodgement of an application is totally unreasonable. In our case, we had to spend $1,134.00 on council fees and lodge a DA. If our project had been such that it was going to be completely abandoned if funding was not granted that money would have been lost, but since we always intended to complete that part of the project that we could afford without any government assistance it was not so critical.'

Nimbin Neighbourhood Centre – 'I further recommend that the Department consider establishing a small Start Up Fund which can be used to support organisations to carry out the initial development work required in order to bring the project up to eg Construction Certificate stage. In our case, initial funds of around $5000 or less would have assisted us in this regard and would have minimised the risk that we placed upon our organisation (and subsequently to taxpayers) and the funds we applied to the initial process.'

Partnerships

Ballina Shire Council – 'Partnerships – A good process, which encouraged all levels of government to work together. The focus on developing partnerships encouraged members of the community/applicants to come forward and develop skills in driving projects, communicating with stakeholders and launching a project.'

Terry Moody, Community Representative – 'In order to deliver programme outcomes eligibility criteria must account for the varying ability of communities to contribute. Remote and socio economically disadvantaged communities such as the Upper Clarence commonly have poor community infrastructure, and are disadvantaged in accessing remote services (and increasingly so with increased transport costs). These areas have few community based resources to contribute to projects, and few opportunities if any to develop partnerships.'

Terry Moody, Community Representative – 'Socio economically disadvantaged communities often have high levels of disfuntionality, and it is unrealistic to expect this to change overnight so that a project receives across the community support – there is a role for strong leadership and mediation from external bodies.'

Contingencies

Kyogle Shire Council, Margo Rutledge – 'For infrastructure projects a contingency component would assist in managing infrastructure type projects. Generally most capital projects will have slight cost overruns.'

State Premier's Department – 'Contrary to current government practice, all projects should adopt the commercial practice of including a contingency to cover unforeseen events. This should be set at a minimum 10% increasing with the scale and risk of the project.'

Nimbin Neighbourhood Centre – 'I recommend that the Department consider allowing for a rate of contingency funds to be attached to all capital grants, eg at a rate of 10-20%, which would only be released to the funded agency if certain contingencies actually rose, such as increase in costs of material due to fuel costs. This would prevent many hours of administrative time being wasted by all parties on a process which eventually comes to nought. It would also cover the potential risk of a project remaining incomplete in spite of time energy and funds having been applied to it.'

Competitive Policy

State Premier's Department - 'Projects should demonstrate a capacity to leverage private and community sector funding and clearly target ongoing economic development benefits. At all times, "competitive neutrality" must be maintained to ensure public sector agencies do not dominate the funding.'

Richmond Valley Council – 'Council would suggest that the Inquiry seriously consider the application of National Competition Policy Principles in future and ensure that such guidelines are applied in an appropriate manner.'

General Comments - What Communities Have Said They Need From a Regional Program

- 'New Program Opportunities – a territory government such as Norfolk Island could benefit from a program that involved opportunities such as: Funding evolved around health/hospital facilities; research into Australian hospital models; and ongoing tourism funding – collaboration with Australian tourism bodies.'

- 'Project announcements did not recognise the regional body involved with the funding program to allow further promotion of the program to other volunteer organisations in the community.'

- 'Possible Consideration - Different categories of funding, minor amounts, mid range amounts, larger amounts. Anything over $100,000.00 could be considered separately, speed up the smaller amounts.'

- 'Pre Approval – In favour of partnerships, however, to stop the round about of gaining commitment from one level of government to another (multi levels of approval), a pre approval process may increase flexibility in project partner management and contracting. Partnerships contracting timelines difficult as one source of funding may need expenditure, while another is still waiting for approval.'

2. Examine ways to minimise administrative costs and duplication for taxpayers

Community Submissions – Ways to Minimise Administrative Costs & Duplication

Nimbin Neighbourhood Centre – 'At the outset I wish to point out that securing funds for capital works and capital infrastructure is very difficult and there are very few sources of funds available for this purpose at any level of Government. Often community organisations are unable to increase or improve capacity due to a lack of infrastructure and in particular poor accommodation and office space.'

Nimbin Neighbourhood Centre – 'In relation to capital works, the risk of duplication for taxpayers is in my experience minimal as there are very few State Government funds available (in NSW at least) to apply to infrastructure or capital works projects.'

Nimbin Neighbourhood Centre – 'I further recommend that the Department improves the time lapse between the application and the receipt of funds by the funded agency, to minimise the risks of costs blowing out.'

Ballina Shire Council - 'Administration levels are appropriate. Duplication of Program – The program was a unique program. State Funding – State Funding is extremely difficult to access, limited funding values, whilst any contribution from the state government is valued, the value is never significant to encourage completion of a project. This lack of state government infrastructure funding only enhances the significance of appropriate federal funding towards infrastructure type projects in regional areas. Council relies upon this type of funding to complete major community economic development projects.'

Kyogle Shire Council – 'Administration Costs – No duplication, reporting requested was reasonable, easy and clear. Funding Duplication – No duplication, there are limited infrastructure funding programs available.'

Geoff Jacobson, Community Representative – 'The only suggestion that I have to make to minimize administration costs and duplication to taxpayers is to reduce the number of people involved in the process. Members of groups like the ACC are familiar with the communities in which they work, they meet the people involved so are able to make informed and personal

assessments of the bona fides, and quite capable to making appropriate recommendations. I cannot see the point in having the ACC involved, then a regional Office like Newcastle and then another in Canberra.'

Ann Lawson, Community Representative – 'We ourselves have only a small team who are able to work on such projects and thus feel that a Project Team allied to any grant scheme, who would be able to give ongoing support to small organisations would be incredibly beneficial. Many worthwhile prospective grant recipients must fall by the wayside because they simply do not have the number of people with the required expertise and time, who are able to complete the necessary paperwork.'

State Premier's Department – 'Best Practice research on Grant Administration is widely available. Implementing the Audit recommendations is essential.'

<u>General Comments - Ways to Minimise Administrative Costs & Duplication</u>

- 'No – the program gave provision to applicants that may have never been able to receive funding under normal government opportunities. The program gave opportunities for various levels, community and government, to leverage infrastructure requirements.'

- 'Speed up the process. Departmental systems need to be streamlined so delays don't occur on the ground. Program Duplication – no other programs appropriate.'

- 'Administration Costs – no duplication, reporting requested was reasonable, easy and clear. Funding Duplication – No duplication, there are limited infrastructure funding programs available.'

- 'No duplication – existing shortage of programs that cover a wide range of infrastructure projects. Would benefit from a pre approval process.'

- 'Duplication of Program – no, limited infrastructure programs.'

- 'No, no duplication, no aged infrastructure funding from HACC.'

- 'Administration – new forms once change of government took place, duplicated existing forms. Further administration for a community volunteer.'

- 'No duplication – only program that offered broad infrastructure other than sustainable regions for a short time. Administrative costs are the government's duty and responsibility to investigate.'

3. Examine the former government's practices and grants outlined in the Australian National Audit Office (ANAO) report on <u>Regional Partnerships with the aim of providing advice on future funding of regional programs</u>

Community Submission – Governments Practices Prior to ANAO Report

<u>Ballina Shire Council</u> – 'Practices - Clear and transparent process within the Northern Rivers Region. Errors/mismanagement may have occurred within other regions, however, these could be singled out, assessed, rectified, rather than disbanding an entire program/extensive system that provided excellent community outcomes.'

<u>Nimbin Neighbourhood Centre</u> – "Unfortunately, time prevents me from being able to thoroughly read all 640 pages of the Audit Report No 14. I have however skimmed through the report and make the following general comments:

- There was no apparent expedition of the provision of funds to us and in fact the process of obtaining the funds was in our case protracted and complex;

- The flexibility around the funding programme should be **retained** as far as possible to allow for innovation and access to funding for a wide rage of projects, provide they are aimed at achieving the desired results/outcomes.

- It should be recognised that there is a severe limit upon funding grants available to community organisations for the purpose of capital works and infrastructure. In our case, Regional Partnerships was the ONLY source of funds available, and had we not been able to access these funds the Project would not have been able to go ahead at all.

- Funding For Profit organisations. I accept that there is a role for Government in providing funding for For-Profit organisations. However, given the potential of For-Profits to generate profit for shareholders etc, which is not the case with not-for profits I would be interested to see the Government investigate a **no-cost or low-cost loan system** similar to eg the HECS system, whereby a For-Profit organisation could repay the funds provided by Government over a period of time on a percentage basis as against the profits of the organisation. This would, over time, save taxpayers funds as well as remove the obvious questions around providing funds to an organisation which leads to profits being generated for shareholders. There could be special allowances made for organisations where the overall benefit to society is strong, such as alternative energy providers, for example.'

<u>General Comments - Examine the Former Government's Practices Prior to ANAO</u>

- 'Funding received by Norfolk Island organisations were not seen as hand outs, funds were received after lengthy project development and combined efforts/input by community members and government.'

- 'Length of approvals too long. The process that the department took was ok, projects then were held up at the approval stage. With lengthy delays management of a project becomes difficult - budgets, tenancies, additional costs.'

- 'The project was not involved with a hand out because of an election. The project was a community partnership project that genuinely required funding. If the project was not funded, the service would have had to remain in a facility that did not comply with OH&S.'

- 'The ANAO report only reported on 3% or 5% of problem projects, no problems with projects in the Northern Rivers Region. It appeared that the misappropriation of funds occurred mostly in QLD with the National Party. A small percentage of projects were not governed correctly. A large percentage of good projects were not represented in the report. Real focus on the ones that went wrong rather than right.'

- 'Length of approvals too long. The process that the department took was ok, projects then were held up at the approval stage. With lengthy delays management of a project becomes difficult - budgets, tenancies, additional costs.'

- 'N/A – Not Aware of ANAO Report.'

4. Examine the former government's practices and grants in the Regional Partnership Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs.

Community Submission – Governments Practices Post ANAO Report

<u>Kyogle Shire Council</u> – '*Practices – Process experienced ensured due process. The various levels of involvement ensured transparency. Approval process was lengthy delaying projects and funding leveraged from community, local government and state government. Political Process – The political process was difficult due to the timing of the federal election. Election processes hold up projects – changing of programs create an on/off again environment for applicants*'

<u>State Premier's Department</u> – '*All applications approved by a previous government should be endorsed by a new government, unless evidence exists as to doubt the eligibility of a project. In this case the project should be reviewed to determine due diligence in assessment.*'

<u>Tweed Shire Council</u> – '*Given the uncertainness that was encountered with all of Council's lodged applications during this transition phase it is recommended that an added level of transparency be introduced by imposing a moratorium on all funding approvals/announcements six months prior to a Federal election.*'

General Comments - Examine the Former Government's Practices Post ANAO Report

- 'Project Approvals – Concern with regard to projects that were approved for funding prior to the election and waiting contracting. Reversing an existing approval could leave communities and community entities in difficult situations. A stop on funding prior to an election period would ensure that any new government is not over committed.'

- 'A moratorium could be placed on funding programs prior to an election to stop inappropriate projects being funded at the wrong time and to give developed projects the opportunity to know where they stand during an election period. Provision of a moratorium would also spread departmental administration load during a change of government to allow the new government to be ready to introduce appropriate changes. Governments need to be wary of larger schemes/projects, smaller community involvement has better results.'

- 'Communities need to be made aware of processes prior to an election period. Difficulties with timelines during change of government.'

- 'Moratorium on funding prior to an election period would stop pork barrelling.'

- 'No complaints with public servants, all were most helpful, the ACC was helpful, Canberra treated applicants courteously. People did their best to assist. Whole process could be sped up. Incredible delays, October 2007 and still waiting.'

- 'Election period - All projects that had a commitment prior to a change of government should be honoured by the next government.'

- 'N/A – Not Aware of ANAO Report.'

Population Projection to 2023
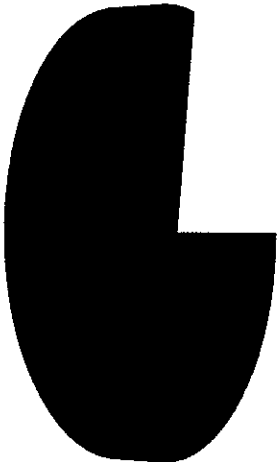
■ Present Regional
Population as at 2006
Census - 267,473

Regional Population
Projection Increases
as at 2023 - 77,527
Source Northern
Rivers Regional
Development Board

Regional Statistics at a Glance

Statistics	Ballina	Byron	Clarence	Kygle	Lismore	Richmond	Tweed	National Average
Total Persons	38461	28766	48146	9256	42210	21313	79321	-
Indigenous	1049 or 2.7%	445 or 1.5%	2307 or 4.8%	539 or 5.8%	1577 or 3.7%	1233 or 5.8%	2334 or 2.9%	2.3%
65 Years and Over	7528 or 19.6%	3483 or 12.1%	9302 or 19.3%	1413 or 15.3%	5746 or 13.6%	3809 or 17.9 %	17606 or 22.2%	13.3%
Unemployment	7.3%	8.8%	9.9%	10.2%	9.2%	8.8%	7.1%	5.2%
Weekly Medium Individual Income	$397.00	$383.00	$333.00	$305.00	$378.00	$342.00	$364.00	$466.00
Weekly Medium Household Income	$779.00	$738.00	$631.00	$599.00	$760.00	$651.00	$683.00	$1027.00
Weekly Medium Family Income	$1017.00	$932.00	$781.00	$705.00	$993.00	$826.00	$904.00	$1171.00
Weekly Medium Rent	$210.00	$250.00	$150.00	$118.00	$165.00	$145.00	$210.00	$190.00
Monthly Medium Housing Loan	$1290.00	$1200.00	$953.00	$780.00	$1083.00	$910.00	$1300.00	$1300.00

APPENDIX 2

Email forwarded to the Community of the Northern Rivers Region

Dear Community Member

As you are aware, Area Consultative Committees will transition to Regional Development Australia Committees in January 2009. A new local infrastructure program is being developed and will be announced in the May 2009 Budget. We have been given the opportunity as a region to provide input into the formulation of the new program guidelines and provide advice on priorities for the types of local community infrastructure that could encourage economic development in our local communities. As we have recently worked with many of you on your initiatives, we would value your input into the following submission.

Once we have collated your responses, the NRACC/RDA will present a submission to the House of Representatives Standing Committee. To enable us to complete the submission by the 14 July 2008, we will require your returned input on the following dot points by the 7 July 2008.

■ Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects;

■ Examine ways to minimize administrative costs and duplication for taxpayers;

■ Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs (http://www.anao.gov.au/search.cfm?cat_id=0&arg=regional%20partnerships); and

■ Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs.

See attachment – Terms of Reference

If you require any clarification on these points, please contact me on the number listed below.

Thank you.

Ann

Ann Carkery
Executive Officer
Northern Rivers (NSW) ACC

T: 02 6672 6544
F: 02 6672 6744
M: 04 1115 8740
W: www.northernriversacc.com.au

NOTICE: If you would prefer not to receive further messages from this sender, please send a reply with the subject UNSUBSCRIBE

APPENDIX 3

Email and Telephone Responses to the Inquiry

APPENDIX 3

Email and Telephone Responses to the Inquiry

DOUGLAS JARDINE – TOWN PLANNING CONSULTANT

P.O. Box 1111, Murwillumbah, NSW 2484

Email: jardine@better.net.au

☎ (02) 6672 5554

ABN 96 274 767 144

Executive Officer,
Northern Rivers (NSW) ACC,
PO Box 5190,
Murwillumbah South,
NSW 2484

1 July 2008

Attention: Ann Carkery

Dear Ann,

Inquiry into a new Regional Development Funding Programme

I offer the following comments in respect of this Inquiry based on my experiences as

- A strategic planner working in a high growth coastal location,

- Someone who has been responsible for the preparation of funding applications, and

- A member of community organizations which has sought from various bodies funding for significant community initiatives

Consequently I consider I am well-placed to comment on the importance of retaining Regional Development Funding.

The North Coast of NSW is facing not only unprecedented growth but also an aging population. Moreover this growth is being grafted onto essentially rural communities, which often have little in the way of community facilities and other resources to meet the needs of this growth. The inadequate and insufficient existing infrastructure to meet the needs of growth (often magnified by in-migrants expecting a standard of services similar to the urban areas they have come from) has created significant challenges for communities in accommodating this growth.

In tackling these challenges Community Development must be the priority. Community Development to be sustainable must

- address local social, economic and environmental issues

- be nurtured from within the community rather than be imposed by some external level of government.

To achieve this, communities should be encouraged not only to identify there own aspirations and needs but also have the means to fulfill those aspirations;

and not just call on government to provide them. An integral component of community development is the self-determination created by common striving towards its dreams.
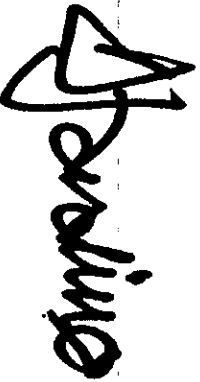
Unfortunately many of the needs of North Coast communities are major expenditure items, which are beyond the means of local communities to raise themselves (through local government, local benefactors, lamington drives etc). Considerable support may be needed from outside the community.

The Regional Partnership Programme had the ability to provide that support.

- It required a community to fully articulate what it was it was trying to achieve and to seek support from other agencies

- It could provide funding across all issues of concern to a community

- It required integration with funding partners.

- Through its regional structure it encouraged equity in the process by providing an essential local dimension to meeting local challenges rather than being Canberra based

Consequently, I consider it to be essential that Federal Regional Development Funding be retained if local communities are to continue to meet the challenges they face. Moreover, it must also be rolled out in a regional manner (ie not based in Canberra).

Yours Sincerely

[signature: Jardine]

Douglas Jardine

Douglas Jardine – Town Planning Consultant

Ann Carkery

From: Ellen - NRACC [elle@northernriversacc.com.au]
Sent: Friday, 11 July 2008 9:41 AM
To: 'Ann Carkery'
Subject: FW: Submission to Standing Committee

Ellen Jurd | Project Officer | Northern Rivers (NSW) ACC
p 02 6672 6544 | 2/1 Wharf Street, Murwillumbah, PO Box 5190, Murwillumbah South NSW 2484 | web www.northernriversacc.com.au

From: Jeni and Paul [mailto:gaiafilm@linearg.com]
Sent: Wednesday, 9 July 2008 1:06 PM
To: Ellen - NRACC
Subject: Re: Submission to Standing Committee

Hi Ellen, If you would like to email your FAX No. I will fax the letter we have received from the Fed gov. There isn't much time to reply to the following dot points but here goes
* Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects.
*Examine the former government's practices and grants in the Regional Partnerships Program after 2003-6 with aim of providing advice on future funding of regional programs.

We can only speak on behalf of the Blue Knob Hall Gallery & Cafe to say that we built our community hall with donated land, labour, materials over 80 years ago. It was been run totally by volunteers ever since. In 2000 we renovated the space into an art gallery and cafe with grants of less than $50,000 for almost a total rebuild inside and the extras of veranda, council approved kitchen and composting toilet, grey water systems and car park. This time last year after 3 months of writing a submission to "Regional Partnerships" in consultation with the ACC we wanted to add a large workshop, free standing stone studio, veranda extension and roofs on two sides of the building to give us more undercover space. Everything that has happened at our Hall has been largely achieved by goodwill, a positive cohesive community, volunteers and hard work. Not a dollar has ever been wasted from any grants we have received, which have always been audited and signed off in a proper manner. If you look at what we have achieved in providing a local artist's gallery, cafe, and facility for community and social events, and learning for so little financial input from government then it is our feeling we have been totally "genuine", "accountable" and worthy of the small amount of funding required for us to grow and benefit our community. We also feel the government needs to trust the local ACC and Councils for their support of projects in their areas. We also feel "partnerships" are very difficult to achieve. Just look at the situation we now find ourselves in at present where we have approval, funding and support from all our other partners as set out in our July 08 submission - except "Regional Partnerships" and so a fraction of the original vision can now be realised through no fault of our own. Plus it has taken one year of waiting to even clearly find out what the situation is and now a further year while you decide your options. Your Ministry which takes charge of this area has "infrastructure" as its first word in the ministry description and yet we have now been rejected with no opportunity of funding for over two years! So don't have partnerships and don't have lengthy impossible delays in decision making. Also look to yourselves as a government in your choice of infrastructure projects without political favour to particular areas and electorates. Surely it is up to the ACC, local councils and the Minister to approve a particular project and if some of the projects which have been approved are not worthy, genuine and

accountable, then it is the ACC's, local councils' and Federal government Minister's decisions that should be looked into - as inside a democracy every organisation has a right to apply for fair consideration and to be treated with respect.

Please Ellen - just use what you think may be relevant and please don't take this as any sling off at yourselves - that is not intended - but we feel the whole process has been a very "political" exercise. Hope we see you again at the Blue Knob Hall Gallery & Cafe for a cuppa and chat. You are welcome anytime. Kind regards Jeni Kendell President, Blue Knob Hall

On 08/07/2008, at 11:50 AM, Ellen - NRACC wrote:

Jenni, as discussed, please find below copy of emails forwarded to the community for comment.

We look forward to your input into this submission.

Regards

Ellen

Dear Community Member

As you are aware, Area Consultative Committees will transition to Regional Development Australia Committees in January 2009. A new local infrastructure program is being developed and will be announced in the May 2009 Budget. We have been given the opportunity as a region to provide input into the formulation of the new program guidelines and provide advice on priorities for the types of local community infrastructure that could encourage economic development in our local communities. As we have recently worked with many of you on your initiatives, we would value your input into the following submission:

Once we have collated your responses, the ACC/RDA will present a submission to the House of Representatives Standing Committee. To enable us to complete the submission by the 14 July 2008, we will require your returned input on the following dot points by the 7 July 2008.

- Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects;
- Examine ways to minimize administrative costs and duplication for taxpayers;
- Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs (http://www.anao.gov.au/search.cfm?cat_id=0&arg=regional%20partnerships); and
- Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs.

If you require any clarification on these points, please contact me on the number listed below.

Thank you.

Ann

Ann

Ann Carkery
Executive Officer
Northern Rivers (NSW) ACC

Ellen Jurd | Project Officer | Northern Rivers (NSW) ACC
p 02 6672 6544 | 2/1 Wharf Street, Murwillumbah, PO Box 5190, Murwillumbah South NSW 2484 | web www.northernriversacc.com.au

FACSIMILE MESSAGE

TO: NRACC   ELLEN ANN

FROM: TREVOR MALLETT
       EVANS HEAD
       NSW

DATE: 2.7.08

No. of pages: 2

Originating Fax No.: 0266 825085

MESSAGE:

Hope the attached is of some value, re your fax.

Anette thought I just had wanted me to put application into categories

e.g $20,000 & under $10,000 - & under etc.

for smaller organisations to make it easier.

Yours sincerely

Trevor Mallett

Re Doyles Pool

Comments on the previous Regional Partnerships application form

Too repetitive and lengthy

The form was generally way too involved

For committees like ours the time effort and resources that were required was incredible. Particularly when ours application was a joint application with the full approval of RVC.

Length of time for decisions

Development application time through RVC too lengthy so letter from RVC sufficient

Suggested Information for application

Name of committee / group

History (brief)

aims / objectives

Incorporated yes / no

Name of Project

Desired outcomes

Funds available for project

Goods in kind or volunteer labour written support

Progress with project eg land available

Benefits to community include employment opportunities and or tourism impact

Evidence of Council Support

Evidence of Community Support

Why not use the current facilities available in the region?

7/7/08   *Peter J Mallett*

Input for RDA Submission to House of Reps Standing Committee:
Infrastructure, Transport, Regional Development and Local Government

Prepared by:

NSW Department of Premier and Cabinet
North Coast Regional Coordination Program

1. *Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects.*

- **The Purpose of Funding Allocations:** The purpose of funding allocations distributed under a revised RDA strategy should be to fund projects that develop new and existing community based and regional infrastructure that supports and promotes economic and social development. While economic development may be the key determining outcome factor, it is critical that the long term and associated benefits of meeting the social, economic and environmental needs of local and regional communities is included when assessing project applications, funding allocations and the perceived benefits of specific projects.

- **Determining Priorities:** Projects must ultimately fit with Government (all levels preferably) priorities and objectives. However, projects that combine community, private and public sector partnerships to provide local and regional solutions will provide the best outcomes and must be at the centre of all decision making regarding assessment of submissions and funding allocations. It is important that election commitments do not over ride local and regional infrastructure needs as the key determining factor. Similarly, when assessing projects and allocating RDA funding, large metropolitan infrastructure projects should NOT take priority; rather, the RDA funding must remain focused on regional Australia.

- **Value Adding Projects:** Projects that incorporate employment and skills development strategies at the local and regional levels should be encouraged and given an additional weighting. They facilitate ownership and participation and enhance the social, economic, environmental, educational and employment outcomes while maintaining a focus on economic development. If government sponsored, these projects MUST include "training wages" which reward participation and promote skills development. **(An example of an extremely successful strategy previously employed by the Federal government is the "JobSkills Program" run from 1992 to 1997.)** While "Work for the Dole" has assisted in promoting "mandatory participation", it has not provided sufficient incentive or reward for participation and only targets a limited cohort of employment benefit recipients.

- **Grants V Competitive Tenders:** Funding should be grants based and not subject to competitive tendering.

- **Performance Management:** Projects should be performance based and tied to clearly definable and achievable outcomes. KPI's can be based around tangible physical outcomes (eg. infrastructure), social outcomes (eg. participation rates, reduction in unemployment), economic outcomes (eg. financial management of project, income generation from project) and environmental outcomes (eg. increased up take of green energy). While sustainable, ongoing projects and outcomes may be preferred, there is a difficulty in defining "sustainable" and "ongoing" while there is also a genuine risk of overlooking long term benefits that come from short term, one off projects. Funding for external Project evaluation should be provided and performance management linked to an evaluation plan developed at the start of the project.

- **Eligible applicants:** Applicants eligible for funding should include Local and State government agencies, Community based Not for Profit incorporated organisations. Some flexibility to include the private or for profit sector should be maintained but scrutinised carefully. Preference should be given to projects / applications that incorporate partnerships between public, private and community sector agencies / organisations. Projects should

demonstrate a capacity to leverage private and community sector funding and clearly target ongoing economic development benefits. At all times, "competitive neutrality" must be maintained to ensure public sector agencies do not dominate the funding.

- **Commercial Viability and Sustainability:** Applicants must demonstrate their commercial viability and sustainability via their application. This can be easily achieved via audited financial accounts. Where external audits are available, these could be included with the application. While it may be assumed that public sector agencies pose the least risk, well managed and governed NGO's have a equally good, if not better track record in managing and administering public funds and delivering project outcomes as they are able to contain administration and over head costs.

- **Project Risk:** Projects should not be restricted to low risk applications. Those that include higher risk may provide greater returns and long term outcomes. All projects should be assessed on their own merit with some degree of commercial risk built in.

- **Risk management:** Risk management can be undertaken via contractual arrangements including 6 monthly progress reports, annual reports, annual audits, site monitoring visits and final reports with progress tied to project KPI's. Monitoring and reporting must include simple and verifiable performance checks based on contractual KPI's.

- **Co-funding:** Applications should be based on co-funding arrangements in which RDA funds are matched dollar for dollar (50 / 50). While both cash and in-kind contributions from non-RDA partners are acceptable, applicants must be able to demonstrate that the calculation of in-kind contributions is based on reasonable commercial accounting and financial management practice and principles.

- **Ownership of Intellectual Property and Assets:** Ownership of intellectual property produced under the project where feasible should be vested jointly with the project applicant's and funding body (particularly under a 50/50 regime). Ownership of assets produced by the grant should remain with the applicant/partners to avoid issues regarding future maintenance of infrastructure etc and may have complicated legal implications for the government associated with risk management etc.

- **Project Timeframes:** Project and program timeframes need to remain flexible to cater for differences in project scale, lead times, construction times etc. Nominally, projects may run from 6 to 24 months but may need to be adjusted to meet individual project needs.

- **Guidelines and selection criteria:** Applications should be prepared and submitted based on clear guidelines and selection criteria set out by RDA. Given the cost involved in developing many projects, it may be advisable to consider simplified EOI initially to provide an initial assessment of the project concept and save costs to the applicants and RDA before detailed applications are prepared and submitted.

- **Assessment of applications and funding allocations:** Assessment of applications and funding allocations could be based on either the Queensland Regional Infrastructure Program model or the NSW Area Assistance Scheme model and could include the following as an example of process:

  o Simplified EOI is submitted by applicant to gauge initial response from RDA

  o If EOI receives favourable response, applicants prepare and submit detailed applications to a Local Assessment Committee (LAC) based on clear guidelines and selection criteria. This initial application should not require detailed financial statements and audited accounts.

  o Applications would be submitted to LAC twice per annum. The LAC would comprise of 1 representative from RDA Regional Office, (Project Manager), Local Government, Community based NFP sector, Private sector, State Government, Aboriginal organisation, Environmental organisation and Social justice organisation. Initial assessment based on conformity with funding guidelines and selection criteria as well the project's capacity to meet local and regional infrastructure needs / demand that supports and promotes local and regional economic development. Decisions to reject the application, seek further clarification or promote the application to the

second stage of assessment is made by the LAC. Projects would be short listed for promotion to second stage. Assessment of applications in stage 1 should take no longer than 6 weeks from closing date for lodging of applications.

o If promoted to the second stage, applications are to be assessed by the Regional Assessment Committee (RAC) comprised of one representative from RDA Regional Office, (Executive Officer), Regional Organisation of Councils, Regional Chamber of Commerce, Regional Development Board and / or State Government Regional Development Department, Community based NFP sector, Environmental and Social Justice sectors.

Applications promoted to stage 2 should include detailed budgets and audited financial statements of the applicants. Applications would be assessed on capacity to support and promote local and regional economic development, meet Federal and State government priorities and objectives, financial due diligence and proven track record of applicant. Projects would be assessed for final approval for funding or rejected at this stage.

Projects approved are promoted to the final stage with recommendations to the National RDA office and Minister regarding funding allocations. Assessment of applications in stage 2 should take no longer than 8 weeks from receipt of applications from stage 1.

o Minister approves / rejects applications based on recommendations. Maximum of 4 weeks for sign – off from receipt of recommendations

o Contractual arrangements to be confirmed immediately following Ministerial approval and completed within 3 weeks.

- **DA Approvals:** Where projects require DA approvals, flexibility and practicality must prevail. Given the costs and associated difficulties of obtaining DA's in advance, it is unreasonable to expect applicants and Local Government to complete and approve these "on the off chance" that the project receives Ministerial approval.

- **Previous Government approvals:** All applications approved by previous government should be endorsed by new governments unless evidence exists as to doubt the eligibility of a project. In this case the project should be reviewed to determine due diligence in assessment.

- **The role of Regional RDA officers** should be to:
  o Promote RDA program in line with national priorities and objectives at the state, local and regional levels.
  o Seek potential and worthy applications that meet RDA guidelines, selection criteria and federal and state priorities and objectives
  o Provide access to and clarify guidelines and selection criteria for potential RDA applicants
  o Participate in both stages of the application assessment process
  o Make final recommendations to the National Office of RDA and the Minister
  o Undertake project monitoring, risk assessment and performance management

- **The role of National RDA officers** should be to:
  o Policy development and review
  o Ensure RDA funding is allocated equitably at the national and state level
  o Ensure RDA funding allocation remains within federal budget limits
  o Support Regional RDA officers in promoting the RDA program nationally
  o Confirm and clarify RDA policy nationally and ensure RDA funding allocations conform with guidelines and budget constraints
  o Endorse recommendations to the Minister
  o Contract negotiation and management

NB: This structure assumes that State RDA offices are made redundant and Regional offices strengthened to provide the key link between applicants and the National office. This structure also ensures that local and regional knowledge, relationships and skills are the key to ensuring valuable projects are progressed through the system and reduces costs of bureaucracy.

- **Whole of government approach:** While a WOG approach is preferred, minimising bureaucracy is critical to the success of a revised RDA model. Ultimately, control of RDA and approval of funding allocations must rest with the Federal government and Minister. Competitive neutrality must be maintained to ensure funding allocation is equitably distributed throughout local and regional economies through partnerships involving public, private and community sector organisations.

- **Provision of Feedback:** All applicants need to be given feedback on their application regardless of whether they are successful or not and particularly if they are unsuccessful. This will enable applicants to review future applications in light of feedback, help develop and strengthen community relationships and partnerships, enhance the viability of future applications and minimise criticism of government programs.

  Where funding is to be approved for a specific project, but at a reduced amount, a process of negotiation with the applicant is appropriate. This should include provision of detailed reasons why the funding is to be reduced substantiated by economic arguments demonstrating the rationale behind such a decision. Because this is a negotiated process, the applicant should have the right to respond to these arguments before any final decision is made.

- **Project evaluation:** This is one of the most critical tasks to be undertaken as part of the project. Depending on the scale of the project, all projects should include a 5% minimum Project Evaluation allocation as a standard line item in the project budget. In some cases, 5% may not be sufficient. In others this may be too much. However, formal project evaluations must form part of the overall project and be undertaken by a qualified and experienced external evaluator in accordance with recognised project evaluation tools and methodology. It should have the co-operation of the applicant / partners and RDA and inform RDA's performance management processes. Where a project involves substantial funding (ie $500,000 +) or extends over a period exceeding 12 months, RDA may wish to undertake a mid term evaluation to minimise risk.

- **Project contingency funding:** Contrary to current government practice, all projects should adopt the commercial practice of including a contingency to cover unforeseen events. This should be set at a minimum 10% increasing with the scale and risk of the project.

2. *Examine ways to minimize administrative costs and duplication for tax payers.*

- **Administrative costs:** Much can be done by way of revision of administrative, accounting, management and reporting functions to increase the efficiency of government funded programs and thereby strengthen public perception and trust. This could include:

  o Streamlining the application process by calling for EOI's in the first instance to gauge the government response to a project proposal.

  o Reducing the size of the applications and the information required in the applications. Eg. Stage 1 should not require detailed project budgets or audited financial statements.

  o Delegating authority to the Regional offices / officers. It is the regional offices that have local knowledge and relationships and can best inform and guide national decision making.

  o Deleting State RDA offices and vesting authority in Regional offices to be the conduit to the National office, policy makers and the Minister.

  o Establishing strict timelines for approval, recommendations and Minister sign-off of applications

  o Delegating authority to RAC to approve projects up to $100,000. While they would still require Minister sign-off this should be automatic and not require National office intervention outside contract negotiation and management. This strategy implies that Regional offices and RAC's must be given an annual funding allocation from which they can approve projects.

  o For projects up to $50,000, simplify the application, monitoring, accounting and reporting functions so that it can be all undertaken at the regional level.

o Delegate project monitoring and reporting, assessment against KPI's etc to regional offices. Regional reports would inform the final reporting and management processes in conjunction with National contract management.

- Best Practice research on Grant Administration is widely available. Implementing the Audit Office recommendations is essential.

   3. *Examine the former Government's practices & grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs.*

- See above.

   4. *Examine the former Government's practices & grants outlined in the Regional Partnerships Program after the audit period of 2003 – 2006 with the aim of providing advice on future funding of regional programs.*

Comments prepared by:

North Coast Regional Coordination program
Department of Premier & Cabinet

12th June 2008

Ellen - NRACC

From: PBNC [admin@pottsbnc.ngo.org.au]
Sent: Wednesday, 2 July 2008 3:56 PM
To: Ellen - NRACC
Subject: Re: Community Comments - Angela Maxwell.docx

Thanks, Ellen

Regards,
Angela
Community Facilitator / Centre Coordinator

Pottsville Beach Neighbourhood Centre Inc.
"Linking People and Strengthening Our Community"
12a Elizabeth Street (PO Box 54)
Pottsville Beach NSW 2489
T: 02 6676 4555
F: 02 6676 4306

———— Original Message ————
From: Ellen - NRACC
To: admin@pottsbnc.ngo.org.au
Cc: abatmax@dodo.com.au ; 'Ann Carkery'
Sent: Wednesday, July 02, 2008 2:48 PM
Subject: Community Comments - Angela Maxwell.docx

Angela – final versions as promised for your records - Ellen

No virus found in this incoming message.
Checked by AVG.
Version: 8.0.101 / Virus Database: 270.4.3/1529 - Release Date: 1/07/2008 7:23 PM

———— NOD32 3233 (20080701) Information ————

This message was checked by NOD32 antivirus system.
http://www.eset.com

1

Community Comments

Contact	Angela Maxwell - Telephone
Date	2 July 2008
Community Representation	CEO
Organisation	Pottsville Beach Neighbourhood Centre

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

History – Aware of Regional Partnerships funding in the early stages of the program to now, working with council over the past few years to plan for further infrastructure (offices, consultation/counseling rooms/discrete areas, workshop areas, community meeting space, dedicated youth space, income generating storage, etc) within the Neighbourhood Centre Facility. Will require infrastructure funding to expand services and facilities in the near future.

New Program Opportunities – An NGO such as this could benefit from:

- A program that promotes a pre approval process
- A program that considers a funded planning component within the early stages of project development
- A program that supports a percentage of operational funding for this type of NGO – To enhance self generating income streams.

Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs

Examine ways to minimize administrative costs and duplication for taxpayers

Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs

General Comments

Infrastructure funding in Regional areas needs to reflect the population growth demands. The Tweed Local Government Area

has experienced exceptional and rapid population growth recently and infrastructure to meet this demand in growth does not exist, adding pressure on NGOs that are already understaffed and running at a ratio of 1 staff member to 20 volunteers.

An NGO such as this is the first point of call for all community members, particularly those experiencing vulnerabilities. This service links people to people and appropriate activities/services internally and externally. Enhancement of infrastructure and operational staffing will see an increase in outcomes for the community.

An important part of Neighbourhood Centre work is to identify and establish appropriate partnerships, an infrastructure program will allow that capacity building to continue.

Also, an infrastructure program is vital to support regional growth and assist services such as this Neighbourhood Centre, which works to strengthen its community at a grass roots level.

Ellen - NRACC

From: Margo Rutledge [Margo.Rutledge@kyogle.nsw.gov.au]
Sent: Tuesday, 1 July 2008 3:57 PM
To: Ellen - NRACC
Subject: RE:

I am happy with that.
Cheers MArgo

-----Original Message-----
From: Ellen - NRACC [mailto:elle@northernriversacc.com.au]
Sent: Tuesday, 1 July 2008 3:29 PM
To: Margo Rutledge
Subject:

This may work. Ellie

Ellen Jurd | Project Officer | Northern Rivers (NSW) ACC
p 02 6672 6544 | 2/1 Wharf Street, Murwillumbah, PO Box 5190, Murwillumbah South NSW 2484 | web www.northernriversacc.com.au

Community Comments

Contact	Margo Rutledge - Telephone
Date	1 July 2008
Community Representation	Community Project Officer
Organisation	Kyogle Shire Council

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

History – Various approved projects and projects in development.

Process – Ok, good, however, lengthy. The process involved in negotiating partners and contracts was time consuming.

Political Process – The political process was difficult due to the timing of the federal election. Election processes hold up projects – changing of programs create an on/off again environment for applicants.

Partnerships – Partnerships as a whole are a good process, however, combining state and federal funding is nearly impossible. The timing always seems to be different, which makes leveraging funding difficult.

Whole of Government – Matching community and federal funding ok, matching state and federal funding near impossible. Whole of Government approach needs direction. Working together to fund appropriate projects needs appropriate departmental coordination and procedures to be in place to ensure awareness across departments.

Budget – Budgets can be time consuming – instigation of user friendly approach where formulas are in place to balance various areas, may improve application processes.

Contingencies – For infrastructure projects a contingency component would assist in managing infrastructure type projects. Generally most capital projects will have slight cost overruns.

Budget Line Items – Awareness of the possibility to move line items within a range of 10% would incorporate further flexibility in managing a project.

Examine ways to minimize administrative costs and duplication for taxpayers

Administration Costs – No duplication, reporting requested was reasonable, easy and clear.

Funding Duplication – No duplication, there are limited infrastructure funding programs available.

Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs	See next question.
Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on the future funding of regional programs	Practices – Process experienced ensured due process. The various levels of involvement ensured transparency. Approval process was lengthy delaying projects and funding leveraged from community, local government and state government.
General Comments	Stressed the importance of funding to be made available for infrastructure projects that provided community development outcomes, not just larger projects such as roads and dams.

Ellen - NRACC

From: Paul Hickey [phickey@ballina.nsw.gov.au]
Sent: Wednesday, 2 July 2008 1:14 PM
To: Ellen - NRACC
Subject: RE: Community Comments

Happy to run with that

Thanks ellen

From: Ellen - NRACC [mailto:elle@northernriversacc.com.au]
Sent: Wednesday, 2 July 2008 1:10 PM
To: Paul Hickey
Subject: RE: Community Comments

Ellen Jurd | Project Officer | Northern Rivers (NSW) ACC
p 02 6672 6544 | 2/1 Wharf Street, Murwillumbah, PO Box 5190, Murwillumbah South NSW 2484 | web www.northernriversacc.com.au

Try this one. Ellie

From: Ellen Jurd | Project Officer | Northern Rivers (NSW) ACC
p 02 6672 6544 | 2/1 Wharf Street, Murwillumbah, PO Box 5190, Murwillumbah South NSW 2484 | web www.northernriversacc.com.au

From: Paul Hickey [mailto:phickey@ballina.nsw.gov.au]
Sent: Wednesday, 2 July 2008 12:34 PM
To: Ellen - NRACC
Subject: RE: Community Comments

What file type is that...I can't open it

From: Ellen - NRACC [mailto:elle@northernriversacc.com.au]
Sent: Wednesday, 2 July 2008 10:20 AM
To: Paul Hickey
Cc: 'Ann Carkery'
Subject: Community Comments

Paul, as promised, please find attached a draft of your comments for approval. Would you like to add any additional comments with regard to project approval timelines and election period procedures?

Look forward to speaking with you soon.

Regards

Ellen

Ellen Jurd | Project Officer | Northern Rivers (NSW) ACC
p 02 6672 6544 | 2/1 Wharf Street, Murwillumbah, PO Box 5190, Murwillumbah South NSW 2484 | web www.northernriversacc.com.au

1

The environment thanks you for not printing this message ...

This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please pass it on to the intended recipient in it's original form, or contact the Ballina Shire Council.

Opinions, conclusions and other information contained within this message that do not relate to official Council business are those of the individual sender, and shall be understood is being neither given nor endorsed by the Ballina Shire Council.

This e-mail message has been scanned for Viruses and Content and cleared by NetIQ MailMarshal

_____ NOD32 3233 (20080701) Information _____

This message was checked by NOD32 antivirus system.
http://www.eset.com

The environment thanks you for not printing this message ...

This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please pass it on to the intended recipient in it's original form, or contact the Ballina Shire Council.

Opinions, conclusions and other information contained within this message that do not relate to official Council business are those of the individual sender, and shall be understood as being neither given nor endorsed by the Ballina Shire Council.

This e-mail message has been scanned for Viruses and Content and cleared by NetIQ MailMarshal

_____ NOD32 3233 (20080701) Information _____

This message was checked by NOD32 antivirus system.
http://www.eset.com

Community Comments

Contact	Paul Hickey - Telephone
Date	2 July 2008
Community Representation	General Manager
Organisation	Ballina Shire Council

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

History – Various Regional Partnerships projects approved and in development.

Overall Experience – The Regional Partnerships program was a genuine program, which provided appropriate funding opportunities for regional communities to move forward various infrastructure and social projects identified at a community level. The process involved in screening projects and applicants at a regional level and assisting projects and applicants with comprehensive project development procedures, prior to a project being forwarded to the departmental assessing body, ensured that projects were sustainable and would accomplish what they set out to achieve.

Partnerships – A good process, encouraging all levels of government to work together. The focus on developing partnerships encouraged members of the community/applicants to come forward and develop skills in driving projects, communicating with stakeholders and launching a project.

Threshold – Smaller projects under $50,000.00 could benefit from a streamlined process. A more rigorous process of development and assessment is appropriate for projects over $50,000.00.

Budget and reporting – Good.

Examine ways to minimize administrative costs and duplication for taxpayers

Administration levels – Appropriate.

Duplication of Program – The program was a unique program.

State Funding – State Funding is extremely difficult to access, limited funding values, whilst any contribution from the state government is valued, the value is never significant to encourage completion of a project. This lack of state government infrastructure funding only enhances the significance of appropriate federal funding towards infrastructure type projects in regional areas. Council relies upon this type of funding to complete major community economic development projects.

Examine the former government's practices and

Practices - Clear and transparent process within the Northern Rivers Region. Errors/mismanagement may have occurred within other

grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs

regions, however, these could be singled out, assessed, rectified, rather than disbanding an entire program/extensive system that provided excellent community outcomes.

Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs

As question above.

General Comments

The regions and local government areas were crying out for a program of the Regional Partnerships nature for many years prior to the introduction of the program. Ballina Shire strongly supports a similar initiative to encourage communities that are self driven to enable them to articulate their aspirations. These types of programs provide an essential local dimension to meeting infrastructure and community requirements.

Council's Reference:
WHI/AP

Telephone Enquiries to:
Wayne Halcrow

27 June 2008

The Secretary
Infrastructure, Transport, Regional
Development and Local Government Committee
House of Representatives
PO Box 6021
Parliament House
CANBERRA ACT 2600

Dear Sir/Madam

Submission - Inquiry into New Regional Development Funding Program

Richmond Valley Council is located on the Far North Coast of NSW with its headquarters at Casino and wishes to make the following submission in relation to the above.

Under the previous Regional Partnership Program, Council made a number of grant applications which were unsuccessful.

In particular, Council felt it was poorly treated in the manner that the criteria of the program dealt with National Competition Policy and an application that the Council had made.

Council operates a concrete prestressing yard which manufactures bridge girder piles and a range of concrete products as well as bridge construction. This enterprise operates as a business of the Council and is the only operation of this type between Newcastle and Brisbane and has been successful in tendering to provide product and expertise in both the local region of the Far North Coast of NSW, the Gold Coast, Brisbane, South East Queensland and the Pacific Highway upgrade.

Council wished to expand its operation due to the growth being experienced and made application for assistance to the Local ACC representing its area.

The application was unsuccessful as Council was advised that it would be breaching National Competition Guidelines. This was on the basis that it would be competing against companies that produce similar products.

RICHMOND
V A L L E Y
Valley of Surprises!

All correspondence should be addressed to:
The General Manager;
RICHMOND VALLEY COUNCIL,
Administration Office: Cnr. Walker St. & Graham Place (Locked Bag 10) CASINO NSW 2470
ABN 54 145 907 009
Telephone: (02) 6660 0300 Facsimile: (02) 6662 5193 email: council@richmondvalley.nsw.gov.au www.richmondvalley.nsw.gov.au

- 2 -

Council felt this was unfair as its operation is only comparatively small in nature (turnover of $2.4 million in 2007/2008) and would not indicate a competitive advantage over other companies as there are none in the area or region who manufacture the product.

Council would suggest that the Inquiry seriously consider the application of National Competition Policy Principles in the future and ensure that such guidelines are applied in an appropriate manner.

Yours faithfully

Brian Wilkinson
GENERAL MANAGER
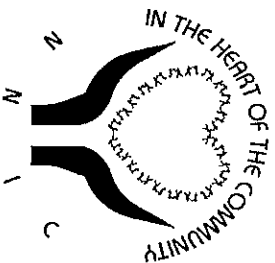
NIMBIN NEIGHBOURHOOD & INFORMATION CENTRE INC.

71 CULLEN STREET   PHONE: (02) 6689 1692
NIMBIN N.S.W. 2480   FAX: (02) 6689 1492
EMAIL: nimbinnic@yahoo.com.au
ABN: 18 607 837 325
Community Welfare Workers: (02) 6689 1453

18 June 2008

Catherine King, MP, Chairperson
Standing Committee on Infrastructure, Transport, Regional Development and
Local Government Committee
House of Representatives
PO Box 6021
Parliament House
Canberra ACT 2600
ltrdlg.reps@aph.gov.au

Cc: Ms Ann Carkery
Executive Officer
Northern Rivers (NSW) ACC
ann.carkey@northernriversacc.com.au

Dear Ms King MP

RE: INQUIRY INTO A NEW REGIONAL DEVELOPMENT FUNDING
PROGRAM – SUBMISSION FROM NIMBIN NEIGHBOURHOOD AND
INFORMATION CENTRE INC

Thank you for your invitation to make a submission to the abovementioned
inquiry.

As you will be aware, Nimbin Neighbourhood and Information Centre received
over $50,000 in funds from the former Regional Partnerships funding
programme which we used (together with matched funds), to carry out
extensions to our premises to facilitate the commencement of two new
services at NNIC.

Our Project came in on time and almost on budget (we carried a small Project
deficit of around $300 into our general operations budget).

Our Project was a relatively simple, straight forward and low cost project
compared with many of the projects mentioned in the Audit Report, and our
Project is not referred to in that report.

NNIC operates on the basis of a one-stop-shop model and is the primary
service provider and community development organisation in Nimbin.

1

The two new services we have been able to bring on board as a result of the extensions to our Centre are the (NSW DoCS funded) Brighter Futures Early Intervention program for vulnerable children and families (delivered by the Consortium of Neighbourhood Centres Far North Coast) and a ground-breaking clinical service involving a partnership with North Coast Area Health Service. The latter is delivered by a Nurse Practitioner with 25 years experience in mental health and provides crisis care and some ongoing case management for clients with multi-diagnosis, particularly mental health and substance abuse issues.

At the outset I wish to point out that securing funds for capital works and capital infrastructure is very difficult and there are very few sources of funds available for this purpose at any level of Government. Often community organisations are unable to increase or improve capacity due to a lack of infrastructure and in particular poor accommodation and office space.

Thus the role of the Federal Government in providing a source of capital and infrastructure funds is crucial and essential.

I make the following submissions based on the dot points set out in the invitation to participate:

1.   **Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects.**

The Process as we experienced it:
The process of applying for the Regional Partnerships funding was rigorous in our experience and involved the obtaining of letters of support from a significant number of referees as well as the support of the local Area Consultative Committee. The process we undertook ensured that the Project put forward was genuine, otherwise we would have been unable to obtain such widespread support for it from all levels of Government, NSW Police, NSW Premiers Dept and the community itself. Our Project was also the result of a protracted process of community consultations over a period of some 3 years, the details and minutes of which we provided to the Department at the time of application for funds.

We were required to account back to the Department at regular intervals in the form of Progress Reports and we provided Profit and Loss Statements and Balance Sheets each time we reported back.

Whole Of Government Approach:
Ideally, the desired results/outcomes to be achieved in each region would be developed and agreed upon in a consistent manner between all levels of Government in consultation with on-the-ground service providers, along the lines of the Friedman model of Results Based Accountability, so that all funding programs could be aimed at the same set of results/outcomes. Thus all accountability could be streamed into the same set of data in order to track the trends and progress in a consistent and cohesive fashion. This would also

simplify funding applications and accountability and reporting mechanisms, in that all funding programs would have the same requirements, which would in turn reduce the unnecessary workload upon organisations applying for funding and having to deal with multiple Departments' differing application and accountability requirements. Further, this would increase the value obtained per dollar at community organisations for the taxpayer, as less time would be spent on applying for and accounting for grants funding, and more time would be spent on actually delivering the services!

I refer you to the LCSA/NCOSS/YAPA Results Based Accountability Implementation Group recently established in New South Wales for the purpose of encouraging an aligned approach between all levels of Government, in consultation with community organisations and service providers who deliver the outcomes on the ground, in relation to results/outcomes based planning and reporting. I would invite you to contact the EO of LCSA (The Peak for Neighbourhood Centres in NSW – Local Community Services Association), Mr Brian Smith, on (02) 9660 2044, info@lcsa.org.au, for more information regarding this issue.

2. **Examine ways to minimise administrative costs and duplication for taxpayers.**

As stated above, in relation to capital works, the risk of duplication for taxpayers is in my experience minimal as there are very few State Government funds available (in NSW at least) to apply to infrastructure or capital works projects.

In relation to regional development projects other than those involving capital expenditure such a renovations or purchase of buildings etc, the effect of funds would be maximised if all levels of Government worked more closely together in relation to the results/outcomes which are desired for any particular region, so that efforts to achieve those results are more cohesive and integrated, as set out above in 1.

In relation to administrative costs, in the case of our funding, we provided all the administrative work on an In Kind basis. This involved myself personally making considerable sacrifices including working on most weekends in order to ensure the Project met its deadlines. This is probably not a realistic nor reasonable expectation to be placed upon community organisations, and it is important to allow for an administrative component in **all grants funding at a minimum of 10%, to ensure that projects are completed satisfactorily and on time.**

One of the main issues we experienced with the funding programme was the length of time which lapsed between submitting the application and the actual receipt of the funds. Due to the time lapse our costs rose considerably and of course all the quotes we provided for the job had expired. We were then advised by the Department that we had to obtain new and current quotes which involved additional work for all, and then we were told that the

3

Department would not provide the funds until we had raised the additional funds to cover the increased costs.

By that time we had already invested significant sums of our own funds and at our own substantial and significant risk, in order to bring the Project up to the Construction Certificate Stage, which was required by the RP Programme. Had we not been able to secure additional funds, the time, energy and funds applied to the Project to bring it to the stage where were eligible to apply for Regional Partnerships funding, would have been wasted and accordingly this would have been a waste of taxpayers funds.

We were very fortunate to be able to raise the additional funds. However, given the dearth of funds available for capital works for community organisations, this would normally be unachievable for most community organisations, and creates a risk of a project being compromised or indeed never even commenced, in spite of hours of work as well as money having been applied to the process by the community organisation and also the Department to reach this stage in the application process.

I recommend that the Department consider allowing for a rate of contingency funds to be attached to all capital grants, eg at a rate of 10-20%, which would only be released to the funded agency if certain contingencies actually rose, such as increase in costs of material due to fuel costs. This would prevent many hours of administrative time being wasted by all parties on a process which eventually comes to nought. It would also cover the potential risk of a project remaining incomplete in spite of time energy and funds having been applied to it.

I further recommend that the Department improves the time lapse between the application and the receipt of funds by the funded agency, to minimise the risks of costs blowing out.

I further recommend that the Department consider establishing a small Start Up Fund which can be used to support organisations to carry out the initial development work required in order to bring the project up to eg Construction Certificate stage. In our case, initial funds of around $5000 or less would have assisted us in this regard and would have minimised the risk that we placed upon our organisation (and subsequently to taxpayers) and the funds we applied to the initial process.

3.   Examine the former government's practices and grants outlined in the national Audit Office report on regional Partnerships with the aim of providing advice on future funding of regional programs.

Unfortunately, time prevents me from being able to thoroughly read all 640 pages of the Audit Report No 14. I have however skimmed through the report and make the following general comments:

3.1 There was no apparent expedition of the provision of funds to us and in fact the process of obtaining the funds was in our case protracted and complex;

3.2 Managing Risk and Viability of Projects: as discussed above at 2, providing start up and contingency costs would facilitate the viability of projects for not-for-profit community organisations;

3.3 We were provide with significant and ongoing support by the Northern Rivers ACC via Ellen Jurd and Ann Carkery, and the area DOTARS office via Stuart Clarke, in relation to reporting requirements and so forth;

3.4 The flexibility around the funding programme should be **retained** as far as possible to allow for innovation and access to funding for a wide rage of projects, provide they are aimed at achieving the desired results/outcomes.

3.5 It should be recognised that there is a severe limit upon funding grants available to community organisations for the purpose of capital works and infrastructure. In our case, Regional Partnerships was the ONLY source of funds available, and had we not been able to access these funds the Project would not have been able to go ahead at all.

3.6 The financial reporting templates provided by the Department, were confusing and somewhat meaningless, and I would describe them as one of the poorer reporting tools that I have come across to date. As a result I resorted to providing actual Profit and Loss Statements and Balance Sheets in place of the templates (although I did attempt to complete the templates), in order to provide meaningful financial information about the progress of the Project. When I showed the reporting templates to our Company Auditor for the purpose of acquitting the grant, he agreed that the templates were of an overall poor quality.

3.7 Funding For Profit organisations. I accept that there is a role for Government in providing funding for For-Profit organisations. However, given the potential of For-Profits to generate profit for shareholders etc, which is not the case with not-for profits I would be interested to see the Government investigate a **no-cost or low-cost loan system** similar to eg the HECS system, whereby a For-Profit organisation could repay the funds provided by Government over a period of time on a percentage basis as against the profits of the organisation. This would, over time, save taxpayers funds as well as remove the obvious questions around providing funds to an organisation which leads to profits being generated for shareholders. There could be special allowances made for organisations where the overall benefit to society is strong, such as alternative energy providers, for example.

I hope my comments are of some assistance to you. Please do not hesitate to telephone me with any queries.

Yours faithfully

Natalie Meyer
Team Leader

Ellen - NRACC

From:	Ann Carkery [ann.carkery@northerriversacc.com.au]
Sent:	Wednesday, 25 June 2008 11:40 AM
To:	'Ellen - NRACC'
Subject:	FW: INQUIRY INTO A NEW REGIONAL DEVELOPMENT FUNDING PROGRAM

Ann Carkery
Executive Officer
Northern Rivers (NSW) ACC

T: 02 6672 6544
F: 02 6672 6744
M: 04 1115 8740
W: www.northernriversacc.com.au

ACCs - the AUSTRALIAN GOVERNMENT'S REGIONAL DEVELOPMENT NETWORK

From:	Geoff [mailto:rgjacobsen@bigpond.com]
Sent:	Wednesday, 25 June 2008 10:26 AM
To:	'Ann Carkery'
Subject:	RE: INQUIRY INTO A NEW REGIONAL DEVELOPMENT FUNDING PROGRAM

Sorry about the delay but I have looked at this time and time again and do not feel competent or qualified to make any meaningful response.

From the little that I know, it seems that the former Regional Partnerships Programme should have ensured that funding was provided to regional programs amounting to an investment in genuine and accountable community infrastructure projects. The only problem appears to be that in some instances, the government did not adhere to the guidelines.

The only suggestion that I have to make to minimize administration costs and duplication to taxpayers is to reduce the number of people involved in the process. Members of groups like the ACC are familiar with the communities in which they work, they meet the people involved so are able to make informed and personal assessments of the bona fides, and quite capable to making appropriate recommendations. I cannot see the point in having the ACC involved, then a regional Office like Newcastle and then another in Canberra.

There is no doubt in my mind that the appropriate government Minister accepts the recommendation of a senior public servant and has nothing more to do with the provision of funding other than to consider how it will help score political points in his electorate.

From an applicants point of view, the retrospectivity rule is financially damaging in respect of projects which are going to be partially completed at least irrespective of whether or not grants are made. The requirement for organisation to incur the expense of lodging development applications as a pre-requisite to lodgment of an application is totally unreasonable. In our case, we had to spend $1134.00 on council fees and lodge a DA. If our project had been such that it was going to be completely abandoned if funding was not granted that money would have been lost, but since we always intended to complete that part of the project that we could afford without any goverment assistance it was not so critical.

When a project is going to be completed in stages, I can see no reason why work could not commence and any money spent, voluntary labour performed, partner contributions received prior to approval considered to be

1

From: Ann Carkery [mailto:ann.carkery@northernriversacc.com.au]
Sent: Wednesday, 11 June 2008 10:24 AM
To: ann.carkery@northernriversacc.com.au
Subject: INQUIRY INTO A NEW REGIONAL DEVELOPMENT FUNDING PROGRAM

Dear Community Member

As you are aware, Area Consultative Committees will transition to Regional Development Australia Committees in January 2009. A new local infrastructure program is being developed and will be announced in the May 2009 Budget. We have been given the opportunity as a region to provide input into the formulation of the new program guidelines and provide advice on priorities for the types of local community infrastructure that could encourage economic development in our local communities. As we have recently worked with many of you on your initiatives, we would value your input into the following submission:

Once we have collated your responses, the ACC/RDA will present a submission to the House of Representatives Standing Committee. To enable us to complete the submission by the 30 June 2008, we will require your returned input by the 23 June 2008.

- Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects;

- Examine ways to minimize administrative costs and duplication for taxpayers;

- Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs (http://www.anao.gov.au/search.cfm?cat_id=0&arg=regional%20partnerships); and

- Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs.

In you require any clarification on these points, please contact me on the number listed below.

Thank you.

Ann

Ann Carkery
Executive Officer
Northern Rivers (NSW) ACC

T: 02 6672 6544

---

applicants contributions to the entire project. To delay the commencement of work in most cases just increases the cost.

One of the benefits of retirement from the public service that I enjoy most of all, is not having to deal with what you are now going through. I know I am very cynical and sceptical and do not trust politicians, but I have no doubt the government has already made its decision but simply has to be able to say that they sought information from you.

Good-luck and once again, thank you for your help irrespective of the outcome.

2

SCREEN WORKS

NORTHERN RIVERS SCREENWORKS INC

Submission re: New Regional Development Funding Program

Dept Infrastructure, Transport, Regional Development & Local Govt Committee

About Screenworks

Screenworks, represents the Screen Industries (Film, Television, On line & Video content) across the Northern Rivers region of NSW, and is part of the growing number of creative industries in the region. Between 2000 and 2005 the number of Screen Content Producers living in the region grew by 400%. The economic value of the screen industry sector in the Northern Rivers region was estimated to be $40 million in 2005 (*'Imagining The Future 2"* by Cathy Henkel Qld University) With improved Broadband and Wireless facilities, Screen Content Producers in the region will be able to work on a level playing field with city based competitors.

About Creative Industries in Northern NSW

The Creative Industries are a major economic force in the region with lifestyle and creative diversity being two of the key attractors for people moving into the region.
The Regional Industry & Economic Plan (RIEP) for the Northern Rivers has placed the creative industries in the top 10 industries.

Funding Requirements

Screenworks goal is to continue to promote the region and the experienced screen workforce to incoming screen productions as well as nurture and educate the regions growing numbers of emerging screen practitioners. Working with figures from a 2006 regional screen report and numbers since then the projected growth from a range of activities including diversification, economies of scale, expansion into international markets, control of intellectual property rights, digital delivery, and innovative strategies to attract private investment, is in the order of 10% per year.

- In order for Screenworks to continue pursuing its goal, funding is required to support activities and events which provide vital opportunities for up skilling and gaining information in the Screen industry which can be hard to source in regional and rural communities.

- For future funding of regional programs to assist the creative industries a broader focus and guidelines including more than infrastructure projects is required.

- Funding of growth industry, such as the creative industries, and regions requires long term commitment by Government, working with the key organizations in each region.

The areas of greatest concern for the Screen Industry in Northern NSW are:

- providing experience for emerging screen content producers in the region to keep them from drifting to the cities. Mentoring programs, and internships on screen content productions is an excellent way to learn new skills and put them in practice, however, funding is required to support those people during the process, and encourage businesses to take them on.

- strategic support mechanism for companies actively exploiting growth opportunities in the current screen business environment- particularly in the new media 360 content world.

- Infrastructure – including office and work space for small businesses with common needs to share facilities.

- Organisation funding for Screenworks to continue building the Northern Rivers NSW regional Screen industry and employ staff to activate the program.

- Regional representation and support by local officers who have comprehensive knowledge and understanding of the issues unique to each region on the new Regional Development Australia Committees.

Jill Moonie
General Manager
Northern Rivers Screenworks Inc
gm@screenworks.com.au

24.6.2008

Ann Carkery

From: Anglican Parish of Mullumbimby [angmullum@gmail.com]
Sent: Friday, 13 June 2008 11:26 AM
To: ann.carkery@northernriversacc.com.au
Subject: Enquiry into a new Regional Development Funding Programme

Dear Ann, Thank you for your e-mail.

Previously our organisation, and others to whom we have spoken, have found the processes involved in Regional Partners and other schemes extremely time-consuming and daunting. We have given much time and many volunteer hours to the paperwork required, but our progress has always been hampered by the intricacy of the process and the acquiring of documented supporting structure.

We ourselves have only a small team who are able to work on such projects and thus feel that a Project Team allied to any grant scheme, who would be able to give ongoing support to small organisations would be incredibly beneficial. Many worthwhile prospective grant recipients must fall by the wayside because they simply do not have the number of people with the required expertise and time, who are able to complete the necessary paperwork.

Mrs Anne Lawson
Office Administrator

Anglican Parish of Mullumbimby
PO Box 52
Mullumbimby NSW 2482

ph. 02 6684 3552   e. angmullum@gmail.com   fx. 02 6684 3994

Wednesday and Friday 9am to 3pm

Ann Carkery

From: upriver1 [upriver1@bigpond.com]
Sent: Thursday, 12 June 2008 11:10 AM
To: Ann Carkery
Subject: Re: INPUT INTO A NEW REGIONAL DEVELOPMENT FUNDING PROGRAM

Ann

A number of comments particularly regarding point 1

In order to deliver programme outcomes
eligibility criteria must account for the varying ability of communities to contribute.

Remote and socio economically disadvantaged communities such as the Upper Clarence
commonly have poor community infrastructure, and are disadvantaged in accessing remote
services (and increasingly so with increased transport costs).
These areas have few community based resources to contribute to projects, and few
opportunities if any to develop partnerships.

State government agencies are commonly driven by the need to deliver services to the
largest number of persons, in the most cost effective manner. This results in programmes
often delivering in higher population density areas, despite the often used rationale for
the programme being "equity of access". The ability to develop govt partnerships is thus
severely constrained. Business partnerships are also often unavailable, as few sustainable
businesses now survive in these areas. Naturally the ability of the community to engage
with and develop partnerships with agencies and businesses outside the immediate area is
constrained by the very socio economic status that is the problem - the cost of
participation cannot be borne.

Socio economically disadvantaged communities often have high levels of disfunctionality,
and it is unrealistic to expect this to change overnight so that a project receives across
the community support - there is a role for strong leadership and mediation from external
bodies.

Infrastructure support should as a priority be directed towards employment generation; and
could build on existing initiatives. eg Development of tourism facilities West of the
range, building on existing Federal, State and Local govt investment - e.g. Rainforest
Way, National Landscapes, Gondwanna Forests, Kyogle VIC .
Programmes must recognize that severe socio economic conditions can not be reversed
overnight, and accordingly criteria for assessing long term flow on effects of
infrastructure programmes must also acknowledge and account for a time lag. Project
deliverables must acknowledge there are no quick fixes. Accordingly there is often a case
to be made for long term project support (3-5yrs), as viability is established.

Regards
Terry Moody
02 6665133

At 12:32 PM 11/06/2008, you wrote:
>Dear Community Member
>
>As you are aware, Area Consultative Committees will transition to
>Regional Development Australia Committees in January 2009. A new local
>infrastructure program is being developed and will be announced in the
>May 2009 Budget. We have been given the opportunity as a region to
>provide input into the formulation of the new program guidelines and
>provide advice on priorities for the types of local community
>infrastructure that could encourage economic development in our local

Ann Carkery

Ann

A little over 10 days to provide input is a tight time frame for volunteers who have already invested much time in submissions for Regional partnerships that went no where.

We are interested in gaining Federal funding support to complete our lifesaving facilities refurbishment so we will try and meet your deadline. We will also let our MHR know how disappointed we feel over demise of former program whatever its faults.

Regards

David Field
Chairman

----- Original Message -----
From: cudgensisc
To: President ; David Field
Sent: Wednesday, June 11, 2008 10:12 PM
Subject: Fw: INQUIRY INTO A NEW REGIONAL DEVELOPMENT FUNDING PROGRAM

----- Original Message -----
From: Ann Carkery
To: ann.carkery@northernriversacc.com.au
Sent: Wednesday, June 11, 2008 11:08 AM
Subject: INQUIRY INTO A NEW REGIONAL DEVELOPMENT FUNDING PROGRAM

Dear Community Member

As you are aware, Area Consultative Committees will transition to Regional Development Australia Committees in January 2009. A new local infrastructure program is being developed and will be announced in the May 2009 Budget. We have been given the opportunity as a region to provide input into the formulation of the new program guidelines and provide advice on priorities for the types of local community infrastructure that could encourage economic development in our local communities. As we have recently worked with many of you on your initiatives, we would value your input into the following submission:

Once we have collated your responses, the ACC/RDA will present a submission to the House of Representatives Standing Committee. To enable us to complete the submission by the 30 June 2008, we will require your returned input by the 23 June 2008.

- Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs (http://www.anao.gov.au/search.cfm?cat_id=0&arg=regional%20partnerships); and

- Examine ways to minimize administrative costs and duplication for taxpayers;

- Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects;

- Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs (http://www.anao.gov.au/search.cfm?cat_id=0&arg=regional%20partnerships); and

- Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs.

In you require any clarification on these points, please contact me on the number listed below.

Thank you.

Ann

Ann Carkery
Executive Officer
Northern Rivers (NSW) ACC

T: 02 6672 6544
: 02 6672 6744
M: 04 1115 8740
W: www.northernriversacc.com.au

NOTICE: If you would prefer not to receive further messages from this sender, please send a reply with the subject UNSUBSCRIBE

ACCs - the AUSTRALIAN GOVERNMENT'S REGIONAL DEVELOPMENT NETWORK

_____ NOD32 3175 (20080610) Information _____

This message was checked by NOD32 antivirus system.
http://www.eset.com

Community Comments

Confidential

Contact	
Date	
Community Representation	
Organisation	

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

History – Aware of Regional Partnerships, projects approved on Norfolk Island and projects still in development on Norfolk Island.

Regional Body Promoting Program – The representation provided at a regional level/on the ground network was an important resource to assist the Island to initiate, develop and direct projects to funding stage.

Communication – The project development communication levels were strong, forming bonds between Norfolk Island and Australia.

Application Process – The application process provided community members with the ability to assess the viability of projects, and to look closely at what may normally not be considered during development.

Examine ways to minimize administrative costs and duplication for taxpayers

No – The program gave provision to applicants that may have never been able to receive funding under normal government opportunities. The program gave opportunities for various levels, community and government, to leverage infrastructure requirements.

Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs

Funding received by Norfolk Island organisations were not seen as hand outs, funds were received after lengthy project development and combined efforts/input by community members and government.

Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs

Project Approvals – Concern with regard to projects that were approved for funding prior to the election and awaiting contracting. Reversing an existing approval could leave communities and community entities in difficult situations.

A stop on funding prior to an election period would ensure that any new government is not over committed.

General Comments

In general, the Regional Partnerships Program procedure organised applicants and their projects. This level of organisation assisted applicants with the ability to source funding opportunities elsewhere, including Norfolk Island Government. This proved to be an indirect spin off, whereby applicants came to government with projects that were well formulated.

New Program Opportunities – a territory government such as Norfolk Island could benefit from a program that involved opportunities such as:

- Funding evolved around health/hospital facilities
- Research into Australian hospital models
- Ongoing tourism funding – collaboration with Australian tourism bodies

Confidential

Community Comments

Contact
Date
Community Representation

Organisation | Community Representation

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

History – Early stages of Regional Partnerships Project Development.

Regional Representation – A regional body is required to represent communities to assist with putting forward applications to government as some communities lack experience and skill to apply what is necessary to be successful for funding to move projects forward.

Development Experience - The ACC was quick to respond and visit, enthusiastic, helpful and extremely encouraging – support that is needed when a community is contemplating a project that involves infrastructure. Keeping in mind that volunteers are taking on a great deal of responsibility when completing a project. *(Elle's Comment – Sometimes taking on projects that are the responsibility of one or another level of government).*

Communication - Important to have communication lines open between communities and the government.

Examine ways to minimize administrative costs and duplication for taxpayers

Duplication – The program increased the capacity of the Department of Sport and Recreation and Ballina Shire Council – Sharing the infrastructure requirement/funding load.

This project will not happen without federal funding – if all levels of government work together with the community the community will gain its facility.

Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs

N/A – Not Aware of NAO Report

Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with

N/A – Not Aware of NAO Report

the aim of providing advice on future funding of regional programs

General Comments

Devastated that the program closed – Regions most definitely need a regional program.

State funding is limited in dollar value, limited funds available for country projects.

It appears that country towns have been forgotten, they are communities that require facilities just as communities in Sydney do. Country towns are feeling overlooked.

Communities are not asking for something for nothing, communities are willing to work for change and growth.

Confidential

Community Comments

Contact	
Date	
Organisation	Community Representation

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

History – Involved in the development of Regional Partnerships Projects, no projects funded. Disability Sector.

Partnerships – Gaining co funding/partnership contribution was difficult for the organisation.

Process – Development and justification of a particular project is extremely time consuming for a not for profit organisation with limited resources/staff. Given the time involved in the preparation of project assistance from government would be beneficial in the development stages of an application.

Examine ways to minimize administrative costs and duplication for taxpayers

Duplication of Program – No, limited infrastructure programs.

Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs

Moratorium on funding prior to an election period would stop pork barrelling.

Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on the future funding of regional programs

General Comments

Noted that this particular organisation is a unique not for profit, delivering outcomes in a business, a community and all abilities capacity. Further assistance for these types of organisations is required, additional support needed, smoother path.

Future funding programs need to support tourism and industry.

Not a supporter of programs that promote consultants to prepare plans and review projects, wasteful exercise.

Overall – Capital programs are an important pathway to regional growth.

Confidential

Community Comments

Contact	
Date	
Community Representation	
Organisation	

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

History – developed various indigenous proposals for funding under the Regional Partnerships Program. No project approved for funding due to partner timeline difficulties – projects withdrawn.

Pre Approval – In favour of partnerships, however, to stop the round about of gaining commitment from one level of government to another (multi levels of approval), a pre approval process may increase flexibility in project partner management and contracting. Partnerships contracting timelines difficult as one source of funding may need expenditure, while another is still waiting for approval.

Examine ways to minimize administrative costs and duplication for taxpayers

Duplication– No duplication of program. The program met its desired market/needs in the community.

Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs

Examine the former government's practices and grants in the Regional Partnerships Program with the aim of providing advice on future funding of regional programs

General Comments

Election period - All projects that had a commitment prior to a change of government should be honoured by the next government.

Community Comments

Confidential

Contact	
Date	
Community Representation	
Organisation	

| Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects | History – Developed Regional Partnerships project to lodgement stage, change of government prior to lodgement.

Process – No problem with the previous system/program. 50% funding was achievable to source by involving various partners.

Urgent projects – New program could take into consideration the urgency of some community projects that are driven by volunteers (volunteers who take on the time to be responsible for community infrastructure via committees – generally owned by state or federal government). Speedier process for urgent works such as leaking roofs, dangerous buildings, etc. Preparation and application to various levels of government and community takes time, while urgent works may pose a threat to the community. Eliminate some of the red tape for urgent upgrade works. |
Examine ways to minimize administrative costs and duplication for taxpayers	Administration—New forms once change of government took place, duplicated existing forms. Further administration for a community volunteer.
Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs	
Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs	
General Comments	Simplify forms, on line process may be difficult for some of the population, may be of advantageous for others.

Further community consultation required with regard to Whole of |

Government and the awareness of funding programs.

Project announcements did not recognise the regional body involved with the funding program to allow further promotion of the program to other volunteer organisations in the community.

Confidential

Community Comments

Contact	
Date	
Community Representation	
Organisation	Community Representation

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

History – Approved Regional Partnerships Project.

Process – Was fine, questions valid. The questions and criteria ensure adequate assessment of a project. The level of consultation from ACC on the ground to the Department ensures project legitimacy.

Partnerships – Good process, which involves the entire community.

Timeframes – Hold ups, delays put time constraints on projects. A program could allow general flexibility in project start dates.

When funding announcements are delayed budgets/quotes can expire making project management difficult.

Reporting – All ok.

Examine ways to minimize administrative costs and duplication for taxpayers

Speed up the process. Departmental systems need to be streamlined so delays don't occur on the ground.

Program Duplication – no other programs appropriate.

See next question.

Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs

A moratorium could be placed on funding programs prior to an election to stop inappropriate projects being funded at the wrong time and to give developed projects the opportunity to know where they stand during an election period.

Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs

Provision of a moratorium would also spread departmental administration load during a change of government to allow the new government to be ready to introduce appropriate changes.

Governments need to be wary of larger schemes/projects, smaller community involvement has better results.

General Comments

Project ideas have to be generated from the people and the community they live in. Take away infrastructure programs, you take away community voice. These programs mean the difference between a weak and strong community – these programs bring communities together.

Community Comments

Confidential

Contact	
Date	
Community Representation	
Organisation	

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects	History - Experience with Regional Partnerships
	Process - The process was extremely thorough and the depth of information required ensured that the project was fully developed and sustainable prior to lodgement.
	Application - The formulation of the questions throughout the application were in line with requirements by local government regarding public/private partnership arrangements — once again ensuring that the project was sustainable.
	Reporting - The reporting ensured that communities were aware of their obligations and assisted communities with achieving milestones/reporting targets.
	Budget — Budgets matched/aligned with council budgets, all ok.
Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships Program with the aim of providing advice on future funding of regional programs	No duplication — existing shortage of programs that cover a wide range of infrastructure projects.
	Would benefit from a pre approval process. Length of approvals too long.
Examine ways to minimize administrative costs and duplication for taxpayers	The process that the department took was ok, projects then were held up at the approval stage.
	With lengthy delays management of a project becomes difficult - budgets, tenancies, additional costs.
Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs	Communities need to be made aware of processes prior to an election period.
General Comments	Difficulties with timelines during change of government.

Confidential

Community Comments

Contact	
Date	
Community Representation	
Organisation	

History – Approved Regional Partnership Project Experience

Experience – Happy from day one.

Process – Argues process, only an $83,000.00 grant that may go through the same process as say a $1,000,000.00 grant. Only a small organisation with limited resources.

Partnerships – no problem with partnerships, some of the forms, one fits all, difficult to complete. Reporting could be a little clearer.

Budgets – worked out well. Came in on budget.

Line item for contingencies as prices rise and delays happen, some sort of clause to increase amount by CPI as delays become apparent.

Volunteer contribution not kept as part of the final cost.

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

Examine ways to minimize administrative costs and duplication for taxpayers

No, no duplication, no aged infrastructure funding from HACC.

Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs

The project was not involved with a hand out because of an election. The project was a community partnership project that genuinely required funding.

If the project was not funded, the service would have had to remain in a facility that did not comply with OH&S.

Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs

General Comments

Pleased with project success. Pleased with the program.

Confidential

Community Comments

Contact	
Date	
Organisation	Community Representation

History – Various approved projects and projects in development.

Regional Partnerships overall was a good program. The program has been around in some form or another for many, many years.

There is no doubt that regional communities require a program that provides opportunities for community infrastructure. Both Regional Partnerships and Sustainable Regions performed well.

Process – Good process, but quite complex to get the project right, was a pain, but meant the project was not soft and would accomplish what it set out to achieve.

Partnerships – Good approach, brings all the levels together.

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

State Government does not have enough money for infrastructure. It would be a good opportunity for the federal government to look at the State Disadvantage Act that gives a large proportion of NSW monies to QLD. This act makes projects difficult to deliver in NSW, as the NSW State Government lacks in contribution funding to projects. Limits in State Funding for larger infrastructure projects are around the $250,000.00.

State government has only a small bucket for infrastructure projects that is generally fiercely competitive – you may attract successful funding on the 3rd or 4th try.

Examine ways to minimize administrative costs and duplication for taxpayers

No duplication – only program that offered broad infrastructure other than sustainable regions for a short time.

Administrative costs are the government's duty and responsibility to investigate.

Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs

The ANAO report only reported on 3% or 5% of problem projects, no problems with projects in the Northern Rivers Region. It appeared that the misappropriation of funds occurred mostly in QLD with the National Party.

A small percentage of projects were not governed correctly.

A large percentage of good projects were not represented in the programs

report.

Real focus on the ones that went wrong rather than right.

Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs

General Comments

Disappointed that the regions will need to wait 12 months with no infrastructure program to deliver much needed projects. The lack of a program puts projects at risk that have a small amount of state funding and that cannot go ahead without federal funding assistance.

Well structured program, the criteria targeted was sharp and would not let you get away with soft projects. Sometimes anal, but made applicants look carefully at project planning.

Not having a regional program has left the local government in limbo with regard to various projects in development.

Generally regions desperately need assistance with infrastructure, particularly growing regions such as the Northern Rivers. Council is unable to fully fund major infrastructure projects that the community deserves.

Regional communities relied upon the regional partnerships program. As there is nothing else, communities are feeling deserted by government.

Confidential

Community Comments

Contact	
Date	
Organisation	Community Representation

Experience with Regional Partnerships

Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects

Experience not good – project got to approval stage and no further due to government change. The organisation has now been asked to re apply.

Time – The amount of time to develop a project was incredible – Contact all organisations, meeting time, answers, quotations, extensive follow up. Tremendous amount of work involved. The amount of work in getting the community to say they approve of you is beyond expectation.

Considerable hours spent resubmitting an application; once again you're on a waiting game.

Time involved in election periods make it difficult for a community to know where they stand. May have been able to source possible funding from elsewhere.

Examine ways to minimize administrative costs and duplication for taxpayers

No duplication – only program that would consider their project. They are not a charitable organisation, which makes it more difficult to secure funds as funders prefer to make a donation that is tax deductable.

Examine the former government's practices and grants outlined in the Australian National Audit Office report on Regional Partnerships with the aim of providing advice on future funding of regional programs

No complaints with public servants, all were most helpful, the ACC was helpful, Canberra treated applicants courteously. People did their best to assist.

Whole process could be sped up. Incredible delays, October 2007 and still waiting.

Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on

future funding of regional programs	
General Comments	Possible Consideration - Different categories of funding, minor amounts, mid range amounts, larger amounts. Anything over $100,000.00 could be considered separately, speed up the smaller amounts.
	Come up with another program in the not too distant future. Imperative for community development that money is kept available for communities to drive their own projects.

APPENDIX 4

Northern Rivers (NSW) Infrastructure Needs Analysis

Northern Rivers (NSW) Infrastructure Needs Analysis 2003-2008

Project	Contact	Date	Planning - Feasibility Studies, Project Salaries NGO's	Infrastructure - Community Housing, Accommodation	Infrastructure - Industry Cooperatives, Fishing, Sugar etc	Investment Attraction - Funding, Community Banks	Infrastructure - Rural Transaction Centres	Infrastructure - Media, Radio	Infrastructure - Children & Youth, Playgroups, Preschools, Youth Centres, Youth Activities	Infrastructure - Disability, Access Ramps	Infrastructure, Indigenous	Infrastructure - Aged, Community Retirement Homes, Meals on Wheels	Infrastructure - Women	Infrastructure - Men	Infrastructure - Small Village & Street Upgrades, Town Centre Upgrades & Industrial Land Developments	Infrastructure - Community Safety, Fire, SES, Surf Lifesaving, Coastguard, Crime Prevention	Infrastructure - Education & Training, Community Education	Infrastructure - History Preservation	Infrastructure - Churches, Various Denominations	Infrastructure, Showgrounds	Infrastructure - Environment, including Animals & Shelters	Infrastructure - Tourism, Marketing	Transport - Road Rail, Air, Water, Ports, Community Transport, Cycle, Walkways	Infrastructure - Health Services, Hospitals, Rural Doctors, Palliative Care, Hydrotherapy Pools, Early Intervention	Infrastructure - Social Services, Neighbourhood Centres, Mental Health, Drug & Alcohol	Infrastructure - Communication Services	Infrastructure - Utilities	Infrastructure - Water Storage Capacity	Infrastructure - Sporting & Recreational Facilities, All Sporting Groups, Facilities & Fit Out	Infrastructure - Arts & Culture, Music, Film, Visual Arts, Theatre	Infrastructure, Community Meeting Places, Halls, Community Centres	Infrastructure, Business Services, Business Incubators, Commercial Project Assistance	Project Driver - Commercial Sector	Project Driver - Community Sector	Project Driver - Local Government Sector
Upgrade Community Facilities	Grafton Community &	3/01/2004																											1						1
Grafton Floating Marina	Grafton Shire Council	5/02/2004																					1												1
Kyogle Town Park Redevelopment –	Kyogle Shire Council	14/01/2004																											1						1
Light Up the Brushgrove Tennis Courts	Clarence Valley Council formerly	27/01/2004																											1						1

Project	Organisation	Date	Marks
Showcasing the Northern Rivers – Tourism Package	Northern Rivers Tourism	30/01/2004	1 ... 1
Upgrade Tintenbar School of Arts	Tintenbar School of Arts	25/11/2003	1 ... 1
Clarence Coast Walking Trails Network	Clarence Valley Council formerly	18/11/2003	1 ... 1
Upgrade A & I Hall	Byron Shire Council	28/04/2004	1 ... 1
Implementation Plan – Music Industry	North Coast Music Industry	11/03/2004	1 ... 1
Northern Rivers Timber Cluster – Timber Management	NSW Forest Products	27/11/2003	1 ... 1
Stage 2 – Naturally – Spring Water Plant	Natures Own Oz Pure (Private)	29/03/2004	1 1
Building a Future for our Children – Construction of	Chillingham & Tyalgum	7/11/2003	1 ... 1
Towards its Centenary – Meerschaum Vale Hall	Meerschaum Vale Hall Trust	5/11/2003	1 ... 1
Rescue Boatshed & Launching Facility	Tweed Coast Sea Rescue	9/03/2004	1 ... 1
Historic Maritime Precinct & Boatman's Cottages	Clarence Valley Council	20/04/2004	1 ... 1
Lismore Laneways - Upgrade	Lismore Unlimited	28/11/2003	1 ... 1
Ballina Naval & Maritime Extension	Ballina Naval & Maritime	26/11/2003	1 ... 1
Friends of Rainforest Botanic Gardens Inc – Bridge Building	Bridge of Tranquillity	14/04/2004	1 ... 1
GMR Heritage Restoration Project Stage 1 – Line	Glenreagh Mountain Railway	2/12/2003	1 ... 1
Koonorigan Hall Renovations	Koonorigan Residents	10/11/2003	1 ... 1
Base Refurbishment – Iluka Yamba Coast Guard	Clarence Valley Council –	4/06/2004	1 ... 1
Air Conditioning Project	Murwillumbah East P&C	4/06/2004	1 ... 1
Custard Apple Puree	Commercial Custard Apples	4/06/2004	1 1
Stage 1 – Feasibility & Strategic Plan – Old Council	Art Deco Culture & Heritage Centre	17/05/2004	1 ... 1
Durahrwa Designs - Ceramics	Durahrwa Training &	5/03/2004	1 1

Project	Organisation	Date																																		
Northern NSW Aquaculture Industry Development Project	NSW Fisheries	3/05/2004	1																																1	
Ferryman's Hut Refurbishment & Extension –	The Evans Head Living Museum	15/06/2004											1																					1		
Clarence Valley Council – Street Development	Maclean Development	15/03/2004									1																									1
Visitor Guide - Tourism	Clarence River Tourism	15/03/2004																	1															1		
Becoming a Councillor	Local Government	15/03/2004																					1											1		
Community Technology Centre	Ethical Investment	1/10/2003											1																					1		
Regional Prosperity Through Events - Events	Southern Cross University	8/11/2003																	1															1		
New Italy Settlement	New Italy Settlement	8/11/2003																	1															1		
Purchase of Boat	Surf Life Saving Far North Coast	28/11/2003										1																						1		
After School Care	Counselling & Indians	14/11/2003					1																											1		
Computer Refurbishments	Clarence Valley Computer Project	2/06/2003											1																					1		
Bus Purchase/Surf Club	Minnie Wooli Surf Club	2/06/2003										1																						1		
Control of Soil Erosion	Wollongbar Agricultural	28/11/2003															1															1				
On the Gourmet Food Trail - Tourism	Regional Cuisine	1/10/2003																	1												1					
Development of Primex Site	Exhibition Marketing	2/10/2003																												1	1					
Upgrade of Visitor Centre	Clarence River Tourism	2/10/2003																	1																	1
Prince Street Upgrade	Clarence Valley Council	2/10/2003									1																				1					
Mt Burrell Indigenous Gardens	Michelle McCarthy	30/06/2003															1																	1		
Re-direction Waste Water - Environmental	Richmond Valley Golf Course	14/11/2003															1																	1		
Tunglebung Hall Renovations	Tunglebung Community	16/01/2004																												1				1		
Amenities Block Construction	St Marks Anglican Church	10/11/2003														1																		1		

Project	Organisation	Date		
Allarill Community Hall Restoration	Clarence Valley Council	10/11/2003	1	1
Green waste Showcase	Clarence Valley Council	10/11/2003	1	1
Nimbin Showground – Kitchen Upgrade	ANI Society	16/01/2004	1	1
Film Technology - Film	Screenworks	28/05/2003	1	1
Art – Renovation of Hall	Blue Knob Hall	26/05/2003	1	1
Water Based Hockey Fields	Hockey Association	9/03/2004	1	1
Upgrade of Co-op	Evans Head Fish Co-op	27/05/2004	1	1
Upgrade of facilities	Bonalbo Aboriginal	22/03/2004	1	1
Murwillumbah Hydrotherapy Pool Construction	Tweed Shire Council	10/05/2004	1	1
Young Eucalypts – Timber	Northern Rivers Private Forestry	29/03/2004	1	1
Neighbourhood Centre Projects	Pottsville Beach Neighbourhood	31/03/2004	1	1
Bay Construction	Iluka Rural Fire Brigade	15/06/2004	1	1
Youth Project	Pottsville Youth Project	31/05/2004	1	1
Maclean Tourism Development Package	Maclean Chamber of	15/06/2004	1	1
Mental Health	Community Programs	15/06/2004	1	1
Visual Arts	Visual Arts Network	4/06/2004	1	1
Foster Care Camp	Foster Care	15/04/2004	1	1
Accommodation Extension	Grafton Rowing Club	9/06/2004	1	1
Lismore	Natural Birth, Education and	26/02/2004	1	1
Facilities	Drug & Alcohol	9/03/2004	1	1
Hall Renovations	Eureka Public Hall	9/03/2004	1	1

Project	Organisation	Date																																		
Youth Program	Lions Club	9/03/2004					1																										1	
Mens Shed – Mentoring	Kyogle CTC	9/03/2004									1																						1	
Youth	Indigenous Youth Program	9/03/2004								1																							1	
Regional	Aquaculture Industry	9/03/2004		1																													1	
Palliative Care Volunteer Support Service	Community Programs	9/03/2004																		1												1	
Competition/Tournament Tennis Courts	Bilambil Tennis Club	19/03/2004																										1					1	
Cabins - Tourism	Forest Glen Organic Farm	19/03/2004																													1	1		
Hall Refurbishments	Goonellabah Senior Citizens	1/03/2004																												1			1	
Film Works – Indigenous Dream Time Stories	Animated Dream Time Stories	23/03/2004								1																							1	
Regional	Foundation for Rural & Regional	4/03/2003			1																												1	
Youth Mentoring Project	Kyogle CTC	25/05/2004					1																										1	
Zoo & Showcasing Sustainable Environmental Living	Insect Zoo & Ecology Park	13/04/2004													1																	1		
Byron Community Centre	Grand Piano Purchase	13/04/2004																												1			1	
Indigenous Youth Programs	Aboriginal Youth Programs	10/03/2004								1																							1	
Camphor Laurel	Arrtec	28/04/2004													1																		1	
Rochdale Theatre Restoration	Rochdale Theatre	26/05/2004																									1							1
Festival	The Fatherhood Project	31/05/2004									1																						1	
Heliport	Maclean Rotary	15/06/2004											1																				1	
Macadamia Waste Processing	Duck Creek Mountain	16/06/2004													1																		1	
Regional Industry & Economic Plan	Lismore Council	6/05/2004	1																															1
Seafood Factory Fit out	North Coast Seafood Brokers	15/06/2004																													1	1		

Project	Organization	Date
Performance	Spaghetti Circus	1/06/2003
Bannana Marketing	Sweet Success	17/02/2004
Buttery Restoration	Uki Buttery	5/12/2003
Lismore	No Interest Loans Scheme	30/07/2003
Discovering Heritage	Clarence Valley Council	18/11/2003
Development of the Industrial Estate	Yamba Industrial Estate	30/07/2004
Corindi/Red Rock RTC	Coffs Harbour Council	20/05/2004
Equipment Upgrade	Casino's Own Wireless	27/11/2003
Re-location	Lismore Neighbourhood	2/09/2003
Museum & Accommodation Hastings Point	Hastings Point Holiday Village	2/09/2003
Timber Industry	Mitchwood Pty Ltd	24/06/2004
Upgrade of Equipment	Aboriginal Corporation	24/06/2004
Northern Rivers Community Gallery	Ballina Arts & Crafts Centre	30/04/2004
Incubating IT	Incubating IT	11/12/2003
Lismore City Sustainable Development Strategy	Lismore City Council	12/03/2004
Mental Health Project Grafton	Clarence Valley Community	1/07/2004
Extension to Facility – Providing Accommodation	Grafton Rowing Club	1/07/2004
Tourism Project – Signage - Tours Regional	Rainforest Way	1/07/2004
Palliative Care Grafton	Clarence Valley Community	1/07/2004
Learning – On-going Funding Nimbin	Nimbin Community	5/07/2004
Extension to Factory Yamba	Yamba Welding	12/07/2004

Project	Organisation	Date	Marks
Sports Grounds – Construction Byron Bay	Byron Bay Sporting	12/07/2004	1 … 1
Boat Motor Purchases Ballina	Ballina Coast Guard	12/07/2004	1 … 1
Facilities for Horses Tweed	Riding for the Disabled – Tweed	12/07/2004	1 … 1
Construction of New Preschool Jiggi	Jiggi Preschool	12/07/2004	1 … 1
Amenities Block Construction Grafton	Grafton Rugby Union Club	12/07/2004	1 … 1
Bordin Brothers Project	Bordin Brothers Project	12/07/2004	1 … 1
Restoration of Hall Burringbar	Burringbar School of Arts	14/07/2004	1 … 1
Camp Tweed	Foster Care	21/07/2004	1 … 1
Youth Centre – Construction of a Youth Facility Pottsville	Pottsville Youth Project	21/07/2004	1 … 1
Hall Renovations Grafton	Grafton Girl Guides	21/07/2004	1 … 1
Hall Renovations Bexhill	Bexhill Hall	21/07/2004	1 … 1
Hall Renovations Chatswood	Chatswood Island Hall	21/07/2004	1 … 1
Rural Medical School - Facilities Lismore	Rural Medical School	28/07/2004	1 … 1
Indigenous Youth Bus Service Lismore	JarJum Bus	28/07/2004	1 … 1
Brochure Listing Bird Trails – Australia Wide	Birds Australia	2/08/2004	1 … 1
Roundtable Project – Employment Generation for	Community Programs	2/08/2004	1 … 1
Kyogle Memorial Institute Upgrade Kyogle	Kyogle Shire Council	13/08/2004	1 … 1
NSW Sugar JV Co-Generation Project Tweed	Federal Sona Project	13/08/2004	1 … 1
Boat Purchases/Repairs Ballina	Rowing Club Ballina	16/08/2004	1 … 1
Hall Renovations Federal	Federal Community Hall	17/08/2004	1 … 1
Bus Purchase Minni Waters	Minni Water Surf Life Saving Club	17/08/2004	1 … 1

Project	Organisation	Date																																			
Evans Head Cycleway/Walkway Evans	Richmond Valley Council	18/08/2004																	1																		1	
Infrastructure Project – Amenities Lismore	Lismore Challenge Centre	18/08/2004					1																													1	
Facilities Kyogle	Kyogle Rugby League Club	24/08/2004																									1								1	
Amenities Facility Lismore	Bexhill Open Air Cathedral	25/08/2004												1																					1	
Building Extension Tweed Heads	Early Intervention Centre	25/08/2004															1																		1	
Youth Building – Construction Lennox Head	Lennox Head Youth Project	31/08/2004			1																														1	
Drop In Centre – Facilities Lismore	Indigenous Drop In Centre	31/08/2004					1																												1	
Community Art Projects Grafton	Kye McPherson	31/08/2004																								1								1	
Nimbin Hall Centenary Renovations Project Nimbin	Nimbin School of Arts Incorporated	7/09/2004																							1									1	
Byron Bay High School Auditorium Fit-Out Byron Bay	Byron Bay High	17/09/2004			1																														1	
Event Kingscliff	Gillian Hayllar	17/09/2004															1																		1	
Children's Play Area Lismore	Lismore City Council	22/09/2004			1																														1	
Headquarters Lismore	Lismore City SES	22/09/2004									1																									1
Chris McDonald – Sporting Lights	Chris McDonald – Sporting Lights	14/10/2004																							1									1	
Toilets & Recreational Reserve - Toilets Newton Boyd	Newton Boyd Recreation	14-10.04													1																				1	
Coutts Crossing Camp Draft Arena – Lighting Coutts	Coutts Crossing Camp Draft Arena	14/10/2004													1																				1	
Hall Renovations – Toilet Hernani	Hernani Hall	14/10/2004																														1		1	
Hall Renovations Copmanhurst	Copmanhurst Hall	14/10/2004																														1		1	
Hall Renovations Tyringham	Tyringham Hall	14/10/2004																														1		1	
Memorial Baths Lismore	Lismore City Council	14/10/2004																							1									1	
Improvements Roofing – Pathways New Italy	New Italy Museum	19/10/2004															1								1									1	

Project	Organisation	Date																																				
Soy Bean Processing Plant	Soy Bean Processing Plant	27/10/2004																																		1	1	
Fit-Out to Extension Brooms Head	Brooms Head Bush Fire Brigade	29/10/2004									1																										1	
Hall Renovations Woodburn	Woodburn Memorial Hall	15/11/2004																												1								1
Hall Renovations Ruthvern	Ruthven Hall	15/11/2004																												1					1		
RTC in Rosebank Rosebank	Rosebank RTC	22/11/2004			1																													1			
New Facility Yamba	Yamba Surf Life Saving Club	23/11/2004									1																							1			
Upgrade of Hall Yorklea	Yorklea Hall	24/11/2004																												1				1			
Radio Station Facilities Grafton	FM103.1	24/11/2004				1																												1			
Set Up of New Facility Lismore	Lismore Meals on Wheels	25/11/2004						1																										1			
Camp Draft Arena Kyogle	Kyogle Show Grounds	1/12/2004													1																			1			
Horse Purchases & Shade Areas Alstonville	Alstonville Riding for the Disabled	1/12/2004		1			1																											1			
Renovations Uki	Uki Preschool	8/12/2004				1																												1			
Nimbin Store	Nimbin Store	17/12/2004																													1	1					
Garden Centre Nimbin	Nimbin Land care Group	17/12/2004														1																		1			
Rugby Grounds Lismore	Lismore Rugby Club	17/12/2004																								1								1			
Slipway Refurbishment Project Tweed Heads	Tweed Marine Industry	24/01/2005	1																															1			
Consultants – Feasibilities Tweed Heads	Pacific Southwest	24/01/2005	1																															1			
Sound Proofing Nimbin	Nimbin Radio – NimFM	8/02/2005			1																													1			
Economic Development Plan Clarence	Clarence Economic	8/02/2005	1																																		1
Factory Extension Casino	Summerland Olives	8/02/2005		1																											1	1					
Hall Renovations Tullera	Tullera Hall	8/02/2005																												1				1			

Project	Organisation	Date	Values
Aquatic Centre Norfolk Island	Norfolk Island Aquatic Centre	8/02/2005	1 ... 1
Building Works Alstonville	Alstonville Plateau Historical	16/02/2005	1 ... 1
Maclean Computer Project	Maclean Computer Project	16/02/2005	1 ... 1
Renovations Mullumbimby	Mullumbimby Civic Hall	16/02/2005	1 ... 1
Renovations Kingscliff	Kingscliff Amenities Hall	8/03/2005	1 ... 1
Hall Renovations Iluka	Iluka Scout Group	16/03/2005	1 ... 1
Festival Co Coordinator Byron Bay	Byron Bay Festivals	21/03/2005	1 ... 1
Ground Work & Equipment Tyalgum	Diggers Sports Ground	21/03/2005	1 ... 1
Upgrade of Facilities Wiangaree	Wiangaree Rodeo Grounds	22/03/2005	1 ... 1
Incubator Infrastructure Lismore	Lismore Business Incubator	30/03/2005	1 ... 1
Commercial Business Lismore	Mountain Bike Tours	30/03/2005	1 ... 1
Infrastructure Grafton	Grafton Meals on Wheels	30/03/2005	1 ... 1
Infrastructure Maclean	Clarence Coast Senior Citizens	30/03/2005	1 ... 1
Building Extension – Sand Blasting Harwood	Norfolk Island Shipping	30/03/2005	1 ... 1
Commercial Project – Expansion Tweed Heads	Let Us Grow Hydroponics	30/03/2005	1 ... 1
Environmental Project	Chillingham Community	14/04/2005	1 ... 1
Family Centre – Infrastructure Project Tweed Heads	Tweed Shire Family Day Care	14/04/2005	1 ... 1
Macadamia Processing Plant Lismore	International Macadamia Ltd	14/04/2005	1 ... 1
Track Upgrade Grafton	Grafton Grey Hound Racing	26/04/2005	1 ... 1
Youth Employment Project Channon	The Channon Tea House	26/04/2005	1 ... 1
Coffee Tourism Project Tweed Heads	Carool Coffee	26/04/2005	1 ... 1

Project	Organisation	Date																																										
Whale Watching Charters Brunswick Heads	Byron Charters	26/04/2005																																				1	1		
Infrastructure – Plant Wombah	Organic Tea Tree – Wombah	26/04/2005																																				1	1		
Noise Reduction Nimbin	Nimbin Skate Park	5/05/2005					1																																		1
Youth Café - Indigenous Training Program Lismore	Lismore Youth Café	5/05/2005						1																																		1
Indigenous Driving Program Kyogle	Drive Alive	5/05/2005						1																																1	
Kyogle Mentoring Shed Kyogle	Mentoring Shed	5/05/2005					1																																	1	
Floating Pontoons Tweed Heads	Tweed River Link	10/05/2005																				1																			1
Bone Processing Plan Casino	SIENE Australia Pty Ltd	10/05/2005																																				1	1		
Spring Water Plan Tweed	Mount Warning Natural Spring	9/05/2005																																				1	1		
Youth Facility – Construction Yamba	YEA	11/05/2005					1																																	1	
Indigenous Youth Centre – Building Purchase Casino	Casino Indigenous Youth	11/05/2005						1																																	1
Business Mentoring Grafton	Steps to Business	11/05/2005																																				1	1		
Infrastructure – Factory for Boat Hulls Grafton	Greenhouse Health & Sport	23/05/2005																																				1	1		
Centre of Excellence for Gifted Children – Maths,	Grafton Centre of Excellence	23/05/2005					1																																	1	
Infrastructure Lismore	Lismore PCYC	23/05/2004					1																																	1	
Star Fruit Farm – Infrastructure – Cabins Kygole	Star Fruit Farm	23/05/2005																																				1	1		
Renovations Old Bonalbo	Old Bonalbo Hall	23/05/2005																																1					1	
Purchase of Land – Intentions to Combine Grafton & Yamba	Grafton Clay Target Club Inc	27/05/2005																															1						1	
Value Addition & Agri Tourism Lismore	Eltham Valley Pantry	27/05/2005																																				1	1		
Vintage Car Museum Alstonville	House with No Steps	27/05/2005																		1																				1	
Value Added Drinks Lismore	Red Dragon Drinks	27/05/2005																																				1	1		

Project	Organisation	Date																														
Crystal Castle – Gardens Ballina	The Walk of Wonder	27/05/2005																										1	1		
Holiday Booking Call Centre Byron Bay	Holiday Now	27/05/2005																										1	1		
Gourmet Macadamia Products Bangalow	Brookfarm	27/05/2005																										1	1		
Jack Evans Boat Harbour Tweed Heads	Tweed Economic Development Unit	27/05/2005																										1	1		
Playground Equipment Alstonville	Biala Special School	27/05/2005					1																							1	
Art Gallery Extension Murwillumbah	Tweed Valley Art Gallery	27/05/2005																							1						1
Purchase of Building – Disability & Mental Illness	On Track Community	27/05/2005															1													1	
Rainforest Way Regional	Northern Rivers Tourism	27/05/2005														1														1	
Hall Renovations Malangaley	Malangaley Hall	17/06/2005																								1				1	
Building of Factory – Storage of Sugar Maclean	Nicholson & Page Transport	1/06/2005																										1	1		
Equipment Fairymount	Fairymount Preschool	1/06/2005				1																								1	
Ski Resort Grafton	Sea Land Ski Resort	1/06/2005																										1	1		
Verandah Extension East Lismore	East Lismore Bowling Club	17/06/2005																						1						1	
Upgrade Lawrence	Lawrence Historical Society	21/06/2005												1																1	
Tourism Project – Café/Puzzle Centre Alstonville	Amaze N Place	22/06/2005																										1	1		
Processing Factory Casino	Northern Rivers Soy Products	29/06/2005																										1	1		
Upgrade of Grounds – Community Grounds Ballina	Ballina Football Club	29/06/2005																						1						1	
Renovation	Blue Knob Hall	1/07/2005																								1				1	
Infrastructure	Hawthorne Park Youth Group	1/07/2005																						1						1	
Catering Venue	House with No Step	14/07/2005					1																							1	
Purchase of a Boat	Surf Life Saving Far North Coast	15/07/2005									1																			1	

Project	Organisation	Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
Purchase of Building	Kyogle CTC	15/07/2005												1											1					
Extension to Gallery	Tweed River Art Gallery	11/07/2005																							1					1	
Premises & Equipment	University of the Third Age	26/07/2005												1											1					
Equipment	Kyogle Youth Futures	26/07/2005						1																	1					
Ferry Park – Training Facility	Grafton Enterprise Centre	26/07/2005												1											1					
Fire & Flood Restorations	Northcoast Restorations –	26/07/2005																				1					1			
Commercial Factory & Equipment	Magestic Dried Fruits	26/07/2005																				1					1			
Extension – Infrastructure	Tweed Heads PCYC	26/07/2005						1																	1					
Purchase of Buildings	Grafton Art Gallery	5/08/2005																							1				1	
Women's Resource Centre	Nungera Aboriginal	5/08/2005							1																1					
St Johns Ambulance Officer Training	Norfolk Island St Johns Ambulance	5/08/2005											1												1					
Renovations	Ilarwill Hall	5/08/2005																							1		1			
Renovations to Show Grounds	Lismore Gem Club	5/08/2005																							1		1			
Renovations	Casino Scout Hall	5/08/2005																							1		1			
Medical Centre	Kyogle Medical Infrastructure	5/08/2005																	1										1	
Museum	Tweed Heads Historical Society	5/08/2005													1														1	
Fit-Out of Dormitories	Grafton Hockey Club	5/08/2005																					1		1					
Training Facilities	U3A Tweed Coast Inc	5/08/2005												1											1					
Place – Computer Program – Marketing	Grafton Community	23/08/2005																	1						1					
Tourism Attraction	Woodenbong Progress	23/08/2005															1								1					
Hall Renovations	Pimlinco Ladies Hall	23/08/2005																							1		1			

Project	Organisation	Date																		
Extension to Building & Fit Out	Tweed After School Care &	23/08/2005	1																1	
Town Project	Woodburn – Combined Project	23/08/2005						1												1
Speed – Light Aircraft Development – Commercial	Hughes Engineering	13/09/2005															1	1		
Winery Training Facility for the Northern Rivers Region –	Ilnam Estate	13/09/2005															1	1		
Building Extension	Kyogle Preschool	13/09/2005	1																	1
New Building for Outreach Services	Bundjeam Preschool	13/09/2005	1																1	
Refurbishment	Australian Women's Hall of	13/09/2005				1														1
Small Business Network	CLICK Network	13/09/2005															1	1		
Lights/kitchen/Disabled Access toilets	Casino Rugby League Club	13/10/2005														1		1		
Expansion in Byron	SunnyBrand Chicken	13/10/2005															1	1		
Factory Expansion	Neat Meats	13/10/2005															1	1		
Casino	Wicked Weasle	13/10/2005															1	1		
Business Expansion	Metalcast Australia	13/10/2005															1	1		
Expansion – Further Aged Care Units	CMCA	13/10/2005			1													1		
Expansion of Supply of Power	Metgas Co	13/10/2005															1	1		
Expansion of Facilities	East Casino Rural Fire Service	13/10/2005							1										1	
CBD Urban Design Project	Coraki Foreshore	13/10/2005						1												1
Extensions to School	Norfolk Island School Library	13/10/2005							1											1
Computer Club	Brunswick Heads Computer Club	17/06/2005							1											1
Upgrade Existing Infrastructure	Brunswick Heads Marina	12/07/2005							1										1	
Norfolk Commercial Project	Norfolk Commercial	28/09/2005															1	1		

Project	Organisation	Date	Marks
Establish Winery; Promote Tourism	Domaine de Nimbin	13/10/2005	1 ... 1 (shaded)
Provide Additional Infrastructure	Jubal Country	13/10/2005	1 ... 1 (shaded)
Extensions to Go-Cart Track	Grafton Sporting Car Club	24/10/2005	1 ... 1 (shaded)
Port Project	Yamba Port Project	24/10/2005	1 ... 1 (shaded)
Expansion – Employment Opportunities	Richmond Valley Council Bridge	13/10/2005	1 ... 1 (shaded)
Home & Community Care	Home Aged Community Care	10/10/2005	1 ... 1 (shaded)
Methods of Learning Scholastics; Indigenous	East Coast APS	11/10/2005	1 ... 1 (shaded)
Crime Prevention	Crime Prevention	30/10/2005	1 ... 1 (shaded)
Relocate & Upgrade Timber Mills	Coutts Crossing Timber Mill	30/10/2005	1 ... 1 (shaded)
Timber Mill	Hardoo Holdings & Timbers	20/09/2005	1 ... 1 (shaded)
Front Deck	Lismore Soccer Club	14/11/2005	1 ... 1 (shaded)
Increase Storage Facilities	Organic Storage	15/11/2005	1 ... 1 (shaded)
Community Centre	Kyogle Community	19/11/2005	1 ... 1 (shaded)
Development of Amenities	Lismore Showground	19/11/2005	1 ... 1 (shaded)
Acquisition of Land for a Rural Medical Centre	Kyogle Rural Medical	10/11/2005	1 ... 1 (shaded)
Environmental Improvements to Town Centre	Casino Town Centre Upgrade	10/11/2005	1 ... 1 (shaded)
Jacaranda Preschool – Extension	Grafton Community	5/12/2005	1 ... 1 (shaded)
Woodenbong Camp Ground – Improvements	Woodenbong Progress	6/12/2005	1 ... 1 (shaded)
Upgrade	Pottsville Community Hall	6/12/2005	1 ... 1 (shaded)
Kitchen Upgrade	Bonalbo Aboriginal	6/12/2005	1 ... 1 (shaded)
Upgrade of Facilities	Border Range Fresh Farmed	6/12/2005	1 ... 1 (shaded)

Project	Organisation	Date	Marks
Youth Centre	Lifeworx	6/12/2005	1 ... 1
Norfolk Island	Camphor Project	6/12/2005	1 ... 1
Renovations	Wyrallah Hall	16/12/2005	1 ... 1
Additional Building	Lifeline Lismore	16/12/2005	1 ... 1
A & I Hall – Backstage Project	Byron Shire Council	20/12/2005	1 ... 1
Community Housing for Special Needs	On Track	20/12/2005	1 ... 1
Software Development	Lismore Software Development	23/12/2005	1 ... 1
Hydrotherapy Pool	Ocean View Hydrotherapy	18/01/2006	1 ... 1
GRANDOS – Growing & Developing Our Service	Grafton Community	7/02/2006	1 ... 1
Accommodation for Children & Families	North Coast Community	7/02/2006	1 ... 1
Simulation Unit	Lismore Hospital	7/02/2006	1 ... 1
Interagency Proposal	Shared Vision	8/02/2006	1 ... 1
Business Assistance Package	Summerland Credit Union	13/02/2006	1 ... 1
Cabins	Ballina Eco Tourism Park	15/02/2006	1 ... 1
Art Network	Indigenous Visual Arts Network	17/02/2006	1 ... 1
Community/Youth Centre	Lennox Head Community	17/02/2006	1 ... 1
Paths	Great Riverwalk-Cycle Path Project	17/02/2006	1 ... 1
Construction of Senior Centre	Kyogle Senior Centre	20/02/2006	1 ... 1
4W Drive Park	Kyogle 4W Drive Park	28/02/2006	1 ... 1
Construction of Community Centre	Lismore Council	28/02/2006	1 ... 1
Upgrade of Nimbin Showground	Nimbin Showground	2/03/2006	1 ... 1

Description	Organisation	Date
Upgrade	Cudgen Headland Surf Life Saving	6/03/2006
Extension	Clarence Tourism Centre	6/03/2006
Extension	Nimbin Neighbourhood	8/03/2006
Fit Out	Nimbin Arts & Aboriginal Centre	9/03/2006
Construction of Tweed Museum & Renovation of	Tweed Museum	14/03/2006
Hospice	Tweed Palliative Care	14/03/2006
Community Centre	Wommin Bay Village	14/03/2006
The Clarence Valley Wooden Boat School	Clarence Valley Community	14/03/2006
Renovations to Building	South Grafton School of Arts	14/03/2006
Renovations	Grafton Community	14/03/2006
Upgrade of Facilities	Alstonville Agricultural Show	16/03/2006
Hydrotherapy Pool – Disability Access	Swim School	24/03/2006
Food Products – Further Development	Nicholson Fine Foods	4/04/2006
Expansion of Facility	Madura Tea	4/04/2006
Product Testing	Pure Life Bakery	4/04/2006
Product Value Adding	Australian Byron Bay Chilli Co	4/04/2006
Pecan Nut Factory Expansion – Meal	Eltham Valley Pantry	4/04/2006
Drug & Alcohol Rehabilitation	The Buttery Incorporated	4/04/2006
Purchase of Facility	Tweed Valley Riding for the	12/04/2006
Medical Centre Construction	Kyogle Community	14/04/2006
Court Surfaces and Clubhouse	Clunes Tennis Club Inc	24/04/2006

Project	Organisation	Date																																			
Disabled Ramp	Goolmangar School of Arts	1/05/2006																														1				1	
Expansion of Kids Indoor Play Centre	Kids Worx	11/04/2006																															1	1			
Eco Norfolk Island	Eco Norfolk Island	5/05/2006																	1																	1	
Ballina Community Centre	Ballina Shire Council	4/05/2006																														1				1	
Watchtowers	Byron Bay Lifesaving Club	6/05/2006											1																							1	
Medicinal Herbs	Bogal LALC	8/05/2006							1																										1		
Northern Rivers Regional Museum Development	Northern Rivers Arts	16/05/2006	1																																	1	
Vintage Car Museum/Film Museum	House with No Steps	6/06/2006														1																				1	
Nimbin Gym	Nimbin Showgrounds	6/06/2006																										1								1	
Opportunity Shop	Woodenbong Opportunity Shop	8/06/2006																					1													1	
NSW Coastline Cycleway	Local Government	8/06/2006																			1															1	
Community Centre	Tyalgum Associations	8/06/2006																													1					1	
Mini Water Surf Life Saving Club – Extension	Mini Water Surf Life Saving Club	8/06/2006											1																							1	
Commercial Pecan Processing	Eltham Valley Pantry	1/06/2006																															1	1			
Environmental Water Project	Watercatachers & Waterdrinkers	3/06/2006																		1																1	
Jar Jum Bus	Shared Vision Aboriginal	28/06/2006						1																												1	
Norfolk Island Youth Mentoring Project	OZ Green	15/06/2006					1																													1	
BIO Refining – Sugar Project	Australian BIO Refining	27/06/2006																															1	1			
Tyalgum Community Centre	Chillingham & Tyalgum District	28/06/2006	1																																	1	
Infrastructure Project	2NCR FN	29/06/2006			1																															1	
Destination Norfolk Island	Norfolk Island Tourism	29/06/2006																			1															1	

Project	Organisation	Date
Processing Plant	Prime Flowers	4/07/2006
Kyogle Technology & Enterprise Training Centre	Kyogle Council	4/07/2006
Building Construction	Animal Rights & Rescue	10/07/2006
Kitchen Upgrade	Lismore City Hall	11/07/2006
Hall Upgrade	McKees Hall	12/07/2006
Construction of Preschool	Nimbin Preschool	12/07/2006
Theatre Renovation	Ballina Theatre	12/07/2006
Fit Out of Building	Kygum Aboriginal Women's Health	13/07/2006
Life Guard Towers	Ballina/Byron Life Guard Towers	17/07/2006
Renovations to Hall	Pimlico Hall	4/07/2006
Operational Funding	Northern Rivers Community	14/06/2006
Renovations	Bexhill Hall	27/07/2006
Club House	Grafton Tiger AFL Club	27/07/2006
Extension to Deck	Blue Knob Hall	27/07/2006
Commercialisation of Product	Dome Shells Technology	27/07/2005
Upskilling Program	Kyogle Youth Ventures	28/07/2006
99.8 Bay FM	99.9 Bay FM	28/07/2006
Factory – Commercial	Kimberley Campers	28/07/2006
Factory Upgrade	Casino Aero Club	28/07/2006
PCYC Upgrade	Lismore PCYC	31/07/2006
Youth Mentoring Workshops in Metalwork	Kyogle Youth Futures	31/07/2006

Project	Organisation	Date																																						
Construction of Art Gallery	Northern Rivers Community Art	31/07/2006																																		1				1	
Construction of a Playground & Byron	JarJum Playground	10/08/2006				1																																		1	
Construction of Community Swimming Pool	Evans Head Swimming Pool	11/08/2006																																1						1	
Fit Out of Facility for Youth Activities	Spaghetti Circus	14/08/2006				1																																		1	
Brain Wave Assessments	Solstice – Mind Matters	21/08/2006																																		1	1				
Cultural Precinct	Lismore City Council	21/08/2006																																	1							1
Lismore Hall Foyer Extension	Lismore City Council	21/08/2006																																			1			1	
Soup Kitchen	Boystown	22/08/2006																							1															1	
Poster Production	Toxic Woody Weeds	28/08/2006															1																							1	
Training	TRAC International	31/08/2006												1																										1	
Jet Boat	Ballina Surf Rescue	7/09/2006										1																												1	
Building Renovations	Lismore Soccer Club	7/09/2006																															1							1	
Van/Workshop	Summerland Tools	7/09/2006																																		1	1				
Nimbin Central School College	Nimbin Central School College	7/09/2006												1																										1	
Meat Packaging	SD Meats	7/09/2006																																		1	1				
Sound Proofing of Nimbin Skate Park	Nimbin Community	26/09/2006				1																																		1	
Operational Funding	Mensline Northern Rivers	26/09/2006							1																															1	
Upgrade of Facilities	North Coast Canoe Club	26/09/2006																															1							1	
Grafton Art Club	Grafton Art Club	26/09/2006																																	1						1	
Northern Rivers Youth Service	Northern Rivers Youth Service	26/09/2006				1																																		1	
Upgrade of Hall	Evans Head Recreation Hall	26/09/2006																																			1			1	

Project	Organisation	Date	Marker
Upgrade of Facilities	Blair Oval	26/09/2006	1 ... 1
Infrastructure – Commercial	Old Koreelah Timber Company	26/09/2006	1 ... 1
Construction of Marine Discover Centre	Hastings Point Marine Centre	12/10/2006	1 ... 1
Upgrade of Heritage Building	Casino Anglican Parish	12/10/2006	1 ... 1
Film Production	East of Everything	12/10/2006	1 ... 1
Awareness Programs	Centre for Young Children & Young	12/10/2006	1 ... 1
Rabbit Processing Facility	Red Shed Rabbit Processing Facility	12/10/2006	1 ... 1
Kingscliff CCTV Cameras	Tweed Shire Council	12/10/2006	1 ... 1
Byron Emergency Vehicle Beach Access	Byron Shire Council	12/10/2006	1 ... 1
Knox Park Community Centre	Tweed Shire Council	18/10/2006	1 ... 1
Lisa Cheal	Lisa Cheal	18/10/2006	1 ... 1
Indigenous Landscaping	Indigenous Landscaping Mulli	18/10/2006	1 ... 1
South Tweed Skate Park	Tweed Shire Council	18/10/2006	1 ... 1
Jack Evans Boat Harbour	Tweed Shire Council	18/10/2006	1 ... 1
Building Construction	Shared Vision	18/10/2006	1 ... 1
Soup Kitchen	St Josephs	18/10/2006	1 ... 1
Youth Activities	Arising Ministries	18/10/2006	1 ... 1
Watchtower/Upgrade of Facilities	Brunswick Heads Surf Life Saving	31/10/2006	1 ... 1
Yamba Multipurpose Stadium	Clarence Valley Council	31/10/2006	1 ... 1
Expansion Indigenous Ceramics	G Country	31/10/2006	1 ... 1
Upgrade of Community Facilities	Lennox Head Playgroup	31/10/2006	1 ... 1

Project	Organisation	Date																																						
Upgrade of Facilities	Norfolk Island Girl Guides	31/10/2006																																		1				1	
Building	Murwillumbah Theatre Company	13/11/2006																																1					1	
Coffee Plantation	Norfolk Island Coffee	13/11/2006																																		1	1			
Upgrade of Ulmarra Main Street	Ulmarra & District Progress	13/11/2006												1																									1	
Auditorium	Kingscliff Christian City	13/11/2006																																	1				1	
Upgrade of Tyalgum Hall	Tyalgum Hall Association	13/11/2006																																	1				1	
Upgrade of Murwillumbah Showgrounds	Speed On Tweed	28/11/2006																1																					1	
Upgrade of Church	Grafton Parish	28/11/2006															1																						1	
Commercial Tourism Project – Oysters	Perfector	28/11/2006																																		1	1			
Railway Cottage Restoration	Eltham Community	28/11/2006																																	1				1	
Bus Purchase	Tweed Shire Family Day Care	28/11/2006					1																																1	
Construction of Skate Park	Ballina Shire Council Wardell	14/12/2006																											1											1
Viewing Platforms Whale Watching Ballina/Lennox Head	Ballina Shire Council	14/12/2006																		1																				1
Commercial Camping and Amenities	Field Research Station	14/12/2006																																		1	1			
Mobile Car Racing	Mobile Car Racing	14/12/2006																											1										1	
Commercial – All Abilities Employment	Louise's Fine Foods & Plant	14/12/2006																																		1	1			
Operational Expenses	Open Learning Centre Nimbin	14/12/2006	1																																				1	
Facility Upgrade	Soul Parents Incorporated	14/12/2006																							1														1	
Renovations	Channon Hall	14/12/2006																																	1				1	
Upgrade of Facilities	Tweed Meat Processing	14/12/2006																																		1	1			
Expansion	Ballina Meals on Wheels	14/12/2006						1																															1	

Project	Organisation	Date																																
Upgrade of Community Facilities	Uki Sports Ground	14/12/2006																										1						1	
Purchase of Grafton Theatre	Clarence Valley Council	14/12/2006																											1				1	
Start Up Business	Woombah Long Day Care	14/12/2006																												1	1			
Extension	Bulgarr-Ngaru Aboriginal	14/12/2006							1																								1	
Purchase of Land	Lismore Cart Club	2/02/2007																									1						1	
Purchase of Medical Equipment	Ballina Medical Infrastructure	2/02/2007																			1												1	
Purchase of Boat	Iluka/Yamba Coast Guard	2/02/2007											1																				1	
Indigenous Dance Group/China Immunisations	Salt Water Life	2/02/2007							1																								1	
Bangalow Sports Ground/Community Centre	Byron Shire Council	2/02/2007																							1									1
Malabugilmah Medical Outpost – RMIF	Yabur Yulgun	2/02/2007							1																								1	
Post/Bank Services	Tumbulgum Post Office	2/02/2007			1																												1	
Murwillumbah Community Centre	Tweed Shire Council	2/02/2007																											1					1
Centre for Youth	Southern Cross University	5/02/2007					1																										1	
Lennox Head Skate Park	Ballina Shire Council	5/02/2007																							1									1
Norfolk Island Community Education Facility	Norfolk Island Hospital	5/02/2007																		1														1
Abalone Farming	Abalone Farming	5/02/2007																												1	1			
Bush Tucker Plantation	Cabbage Tree Island	5/02/2007																												1	1			
Casino Community Centre	Richmond Valley Council	5/02/2007																											1					1
Portable Contemporary 2 Storey Homes	Image Designer Homes	20/02/2007																												1	1			
Construction of New Building	Ballina Aero Club	20/02/2007																	1														1	
Emergency Beach Signage Lennox/Ballina	Ballina Rotary Club	20/02/2007											1																				1	

Project	Organisation	Date																												
Ballina Surf Life Saving Club – New Construction	Ballina Shire Council	20/02/2007										1																		1	
Multicultural Worker	Lismore City Council	20/02/2007																1													1
Purchase of Land	Lismore Remote Control Car Club	20/02/2007																					1						1	
Murwillumbah Train	Murwillumbah Rally for Trains	20/02/2007															1												1	
New Building	Iluka Meals on Wheels	20/02/2007							1																			1	
Various Projects	The Pathways Foundation	20/02/2007																1											1	
Upgrade of Building	Byron Tourist Information	20/02/2007														1													1	
Visual Arts Network Stage 2	Arts Northern Rivers	3/04/2007																				1					1	
Casino to Murwillumbah Rail Line Project – Referral Only	Casino to Murwillumbah	3/04/2007															1												1	
Various Projects	Northern Rivers Screen Works	3/04/2007																					1					1	
Upgrade of Facilities	Ballina Sports Club Incorporated	3/04/2007																					1				1	
Purchase of a Crane	Harris Engineering	3/04/2007																							1	1		
Various Projects	Conservatorium of Music	3/04/2007																					1				1	
Various Project	Northern Rivers Remote Control	3/04/2007																					1				1	
Packaging Plant	Fruit Ingredients Australia Pty Ltd	3/04/2007																							1	1		
Factory Development	National Polytank	3/04/2007																							1	1		
Renovations	Hanging Rock Hall	3/04/2007																						1			1	
Renovations to Community Building	Tabulam Camp Draft & Chamber	3/04/2007													1												1	
Youth Room/Computers	Active Living	3/04/2007				1																					1	
Extension for Community Facility/Kitchen	Doubtful Creek Anglican Church	3/04/2007												1													1	
Indigenous Medical Centre	Meridian Health Care	3/04/2007						1																			1	

Project	Organisation	Date				
Mullumbimby Tennis	Mullumbimby Tennis	3/04/2007	1			1
Eltham Community Foundation	Eltham Community	3/04/2007	1			1
Co-Generation Educational Facility	Sugar Cooperative	3/04/2007	1	1		
Construction of Community Centre	Murwillumbah Community	3/04/2007	1			1
Ecologically Sustainable Aquaculture	Fitzys Farm	3/04/2007	1	1		
Norfolk Island Urban Transport	Norfolk Island Urban Transport	3/04/2007	1	1		
Renovation	Norfolk Island Church of England	3/04/2007	1			1
Norfolk Island Aquatic Centre	Norfolk Island Aquatic Centre	3/04/2007	1			1
Norfolk Island Optometry	Norfolk Island Optometry	3/04/2007	1	1		
Norfolk Island Land Care	Norfolk Island Land Care	3/04/2007	1			1
Facility Expansion	Richmond River Gun Club	7/05/2007	1			1
Facility Construction	Richmond Valley Woodcrafters	7/05/2007	1			1
Hall Upgrade	Wyrallah Hall	7/05/2007	1			1
Facility Construction	Fresh Zest	7/05/2007	1	1		
Upgrade of Facility	Ballina Hockey Club	7/05/2007	1			1
Upgrade of Hall	Copmanhurst War Memorial	7/05/2007	1			1
Facility Construction	Grafton Meals on Wheels	7/05/2007	1			1
Horse Breeding Stock	Silky Oaks Stables	7/05/2007	1	1		
Hall Upgrade	Patterson Memorial Chapel	7/05/2007	1			1
Facility Construction	Iluka Meals on Wheels	7/05/2007	1			1
Aquaculture Industry Development Project	Northern Rivers Regional	7/05/2007	1	1		

Project	Name	Date
Facility Development	Windara	7/05/2007
Facility Development	Fast Freeze	7/05/2007
Upgrade of Hall	Newrybar Hall	7/05/2007
Facility Expansion	Cape Byron Coastal Patrols	7/05/2007
Cultural Centre	Arakwal Aboriginal	7/05/2007
Factory Expansion	Hughes Engineering	31/05/2007
Renovations	Copmanhurst Hall	31/05/2007
Facilities	Nimbin Football Club	31/05/2007
Renovations	Murwillumbah Golf Club	31/05/2007
Duranby Environmental Education Centre	Duranby Environmental	31/05/2007
Facilities	Nimbin Headers Soccer Club	31/05/2007
Facility Construction	Byron Family Centre	31/05/2007
New Courts Construction	Mullumbimby Tennis Courts	31/05/2007
Facility Construction	Byron Information	31/05/2007
Roseberry	Roseberry	31/05/2007
Facility Renovation	Gurehlgam	31/05/2007
South Grafton Development	Clarence Valley Council	31/05/2007
Renovations	Coutts Crossing Hall	31/05/2007
Boat Building	Three One Three	31/05/2007
Renovations	4 Square Church	31/05/2007
Fit Out	Casino Youth Service	31/05/2007

Item	Detail	Date
Uki Walk	Uki Walk	31/05/2007
McGuinness Fisheries	McGuinness Fisheries	31/05/2007
Tourism Project	Tweed Rail	31/05/2007
Upgrade	Bonalbo Show Grounds	31/05/2007
Nimbin	Nimbin Buttery	31/05/2007
Meeting with Executive	Lismore City Council	18/10/2006
Projects Discussed		
- Goonellabah Community Centre		
- Blair Oval		
- Indigenous Visual Arts		
Meeting with Executive	Tweed Shire Council	4/10/2006
Projects Discussed		
- Tweed Skate Park		
- Tweed Information Centre		
- Marine Education Centre		
- Cycleways		
- Hydrotherapy Pool		
- Murwillumbah		
Meeting with Executive Projects Discussed	Byron Shire Council	19/07/2006
- Suffolk Park Sporting Ground		
- Suffolk Park Multipurpose		

Item	Organisation	Date	Values
- Bangalow Skate Park			1 ... 1
- Mullumbimby			1 ... 1
- Byron Bay Youth Activity			1 ... 1
- Jar Jum Playground			1 ... 1
- Byron Bay Community Centre			1 ... 1
- Ocean Shores Sporting Fields			1 ... 1
- Bangalow Sports Field			1 ... 1
- Byron Skate Park			1 ... 1
Meeting with Executive	Kyogle Council	18/11/2006	
Projects Discussed			
- Kyogle Indoor Sports Centre			1 ... 1
- Hydrotherapy Pool			1 ... 1
- Kyogle Museum			1 ... 1
- Independent Living			1 ... 1
- Bonalbo Heritage Gardens			1 ... 1
- Malanganee Range Cultural			1 ... 1
- Tabulam Infrastructure			1 ... 1
- Woodenbong Timber Tourism			1 ... 1
- Bonalbo Cultural Centre			1 ... 1
- 2 x RMIF's			
Infrastructure for Community Services	Pottsville Community	27/07/2007	1 ... 1

Project	Organisation	Date	Markers
Commercial Hammock Business	Chair In The Air	27/07/2007	1 ... 1
Environmental Education Centre	Lismore City Council	27/07/2007	1 ... 1
Disability Access	Bonalbo Anglican Church	27/07/2007	1 ... 1
Commercial Business – School Physical Education	Active Teach	27/07/2007	1 ... 1
Bowling Machine	Casino Junior Cricket Club	27/07/2007	1 ... 1
Renovation of Old Church	Port Of Yamba Historical Society	27/07/2007	1 ... 1
Commercial Mining Operations	Commercial Mining Operations	27/07/2007	1 ... 1
Construction of Bangalow Swimming Pool	Bangalow Swimming Pool	27/07/2007	1 ... 1
Disabled Access	Maclean Golf Club	27/07/2007	1 ... 1
Construction of Preschool	Nimbin Preschool	27/07/2007	1 ... 1
Renovation of Building	Casino ACE	27/07/2007	1 ... 1
Various Projects	New Italy	27/07/2007	1 ... 1
Educational Green Garden Egg	Byron Youth Services	27/07/2007	1 ... 1
Facility Construction	Maclean Fisherman's	27/07/2007	1 ... 1
Facility Upgrades	Cabarita Pony Club	27/07/2007	1 ... 1
Renovations	Whine Whine Community Hall	27/07/2007	1 ... 1
Cultural Centre	Norfolk Island Government	27/07/2007	1 ... 1
Flight Information	Norfolk Island Government	27/07/2007	1 ... 1
Youth Centre	Norfolk Island Government	27/07/2007	1 ... 1
Surf Life Saving Club	Norfolk Island Government	27/07/2007	1 ... 1
Migration to C7	Norfolk Island Government	27/07/2007	1 ... 1

Project	Organisation	Date																																									
SES	Norfolk Island Government	27/07/2007											1																															1
Art Gallery	Norfolk Island Government	27/07/2007																																	1					1
Driving Safety Programs	Norfolk Island Government	27/07/2007											1																												1
Preschool	Norfolk Island Government	27/07/2007					1																																		1
Island Promotions	Norfolk Island Government	27/07/2007																1																							1
Sports Field Lighting	Norfolk Island Government	27/07/2007																															1							1
Elderly Modular Improvements	Norfolk Island Government	27/07/2007								1																															1
Health Specialists Accommodation	Norfolk Island Government	27/07/2007	1																																					1
Transmission Tower Alterations	Norfolk Island Government	27/07/2007																							1															1
Environment Commercial	T and T	29/08/2007																															1	1						
Extension	Pottsville Community	29/08/2007																													1					1		
Establishment of Gardens	Grafton Memorial Gardens	29/08/2007																	1																		1		
Various Projects	Upper Clarence Combined	29/08/2007																	1																		1		
Saleyards Upgrade	Clarence Valley Saleyards	29/08/2007																														1	1						
Homeless Shelter	Lismore City Council	29/08/2007	1																																				1
Commercial In Confidence	Hurfords	29/08/2007																														1	1						
Upgrade of Facilities	Ballina Coast Guard	29/08/2007											1																					1					
Driving Centre	Driving Centre	29/08/2007											1																							1			
Upgrade	Ellangowan Public Hall	29/08/2007																													1					1		
Olley Arts Centre	Lismore City Council	29/08/2007																															1				1		
Hastings Point Walkways	Tweed Shire Council	29/08/2007																1																				1	

Category	Organisation	Date																																				
Facility Construction	Northern Rivers Community	29/08/2007																		1																	1	
Upgrade	Murwillumbah Showgrounds	29/08/2007															1																		1	
Planning	Rural Land Use	29/08/2007	1																																			1
Infrastructure	Burabi Aboriginal Corporation	29/08/2007							1																											1	
Infrastructure	Mullumbimby SES	29/08/2007											1																							1	
Norfolk Commercial In Confidence	URTRAN	29/08/2007																														1	1			
Facility Construction	Mara Seeds	11/09/2007																														1	1			
Visitor Information Centre Construction	Tweed VIC	12/09/2007															1																		1	
Upgrade	Richmond River Catering Brigade	13/09/2007																			1													1	
Facility Construction	Bonalbo VIC, Cultural Centre	13/09/2007															1																		1	
Facility Upgrade	Lismore Rugby Club	13/09/2007																								1								1	
Remote Conferencing	Remote Conferencing	13/09/2007											1																						1	
Marine Centre Fit Out	Ballina P&C	13/09/2007													1																				1	
Fit Out	CTC Kyogle	13/09/2007											1																						1	
Facility Construction	Community Transport	13/09/2007															1																		1	
Communications	Voipstore	13/09/2007																		1													1		
Industry Engagement	Draft Industry & Education	13/09/2007	1																																1	
Norfolk Island Swimming Pool	Norfolk Island Community	9/10/2007						1																	1										1	
Media Guide	Sweet Talk	9/10/2007																													1	1		
Lennox Head Community Centre	Ballina Shire Council	9/10/2007																											1			1		
Video Conferencing	Video Conferencing	9/10/2007																		1													1	

Project	Organisation	Date	Marks
Nimbin Walking Track	Lismore City Council	9/10/2007	1 ... 1
Information Forwarded	Yamba Golf Club	9/10/2007	1 ... 1
Hall Upgrade	Tintenbar School of Arts	9/10/2007	1 ... 1
Ballina Shire Concert Band	Ballina Shire Concert Band	9/10/2007	1 ... 1
The Right Food Group	The Right Food Group	9/10/2007	1 ... 1
Construction	Byron Bay Preschool	9/10/2007	1 ... 1
Upgrade	Northern Rivers Community Legal	9/10/2007	1 ... 1
Upgrade	Bilambil Sports Club	9/10/2007	1 ... 1
Showground Infrastructure	Speed on Tweed	15/10/2007	1 ... 1
Project	Norfolk Island Tourism	15/10/2007	1 ... 1
Joint Project with Holiday Coast ACC	National Heritage Trust Joint Project	15/10/2007	1 ... 1
Construction	Grafton Visitor Information	15/10/2007	1 ... 1
Palliative Care	The Bright Side of Life	15/10/2007	1 ... 1
Shelter	Alstonville Croquet Club	15/10/2007	1 ... 1
Vehicle Purchase	St Francis Xavier's Parish	15/10/2007	1 ... 1
Infrastructure	Cattle Working Dog Association	15/10/2007	1 ... 1
Upgrade	Mallanganey Hall	15/10/2007	1 ... 1
Commercial Tourism Project	Yamba Prawn Farm	17/12/2007	1 ... 1
Kyogle Community Transport	Kyogle Community	17/12/2007	1 ... 1
Mens Shed	Mens Shed	17/12/2007	1 ... 1
Commercial Project	Tomsie's Timbers	17/12/2007	1 ... 1

Project	Organisation	Date																																			
Community Centre Construction	Byron Community Preschool	17/12/2007					1																														1	
New Greens	Ballina Bowling & Recreation Club	17/12/2007																									1					1	
Commercial Project	EZYGO	18/01/2008																												1	1		
Sculpture Centre	Sculpture Centre – House With No	18/01/2008																										1				1	
Marine Studies Centre, Brunswick Heads	College of Marine Studies	18/01/2008																1													1	
Totals			652	12	4	8	2	3	5	54	6	28	14	1	4	8	33	23	11	11	13	27	29	21	21	20	3		70	25	78	118	145	411	96

Total

Infrastructure Enquiries

Planning	12
Accommodation	4
Cooperatives	8
Investment	2
RTC's	3
Media	5
Children & Youth	54
Disability	6
Indigenous	28
Aged	14
Women	1
Men	4
Village, Town Upgrades	8
Community Safety	33
Education & Training	23
History Preservation	11
Churches	11
Showgrounds	13
Environment	27
Tourism	29
Transport	21
Health	21
Social Services	20
Communication	3
Utilities	
Water Storage	
Sporting & Recreation	70
Arts & Culture	25
Community Centres	78
Business	118
Total	652

Project Drivers

Commercial Sector	145
Community Sector	411
Local Government Sector	96
Total	652

Project Drivers

Commercial Sector   Community Sector   Local Government Sector

15%   22%   63%