

# QWRAP Bid Pool Arrangements

# 2020-2022

# Document 3 – Finalisation Report Template and Guideline

# June 2020

## Overview

The Queensland Water Regional Alliance Program (QWRAP) bid pool is funded by the Queensland Government to support local governments wishing to progress regional approaches to provision of drinking water and sewerage services. The bid pool prioritises projects that increase regional collaboration aligned with the “*regional collaboration maturity model*” (see **DOCUMENT 1 – Overview of QWRAP Funding**).

**Figure 1**. Processes for accessing bid pool funding for projects and activities

This document provides a Template and Guideline for the finalisation report for joint activities and projects. This report along with an invoice for final payment should be submitted to LGAQ at the completion of each funded activity (see Figure 1). Greater detail is required for projects that receive over $30,000 funding.

A financial acquittal should also be included if a project differed significantly from what was proposed in the application. If the project was executed within budget the acquittal should instead be detailed in the Annual Report for the Region in May (see **Document 5** **– Annual Report and Acquittal**).

**Complete the following template by filling in blank cells and replacing blue example text with real examples from the project/activity. Complete only ONE template depending on whether the work received more or less than $30,000 bid pool funds. Send the completed form to** **QWRAP@qldwater.com.au.**

# QWRAP Finalisation Report (<$30k)

|  |
| --- |
| Description of Proposed Project/Activity |
| Title | *Title of Project (from original Bid Pool Application)* |
| Brief Description | *Brief description of project from original Bid Pool Application updated to describe any changes and highlighting the contribution to the strategic objectives of the region (e.g. the Alliance, ROC or individual councils) or the State (e.g. QG Priorities).* |

**Benefits and Outcomes of Project**

|  |  |
| --- | --- |
| Criteria | Expected outcomes and outputs |
| Promotion of regional collaboration maturity | *Benefits that demonstrate progression through the maturity model (e.g. economies of scope and scale, progress towards regionalisation, contribution to strategic plan(s) innovative collaboration, transferability to other regions, activities that demonstrate high levels of regional collaboration (see* ***DOCUMENT 1- Overview****, Attachment 1).* |
| Improved regional growth and self sufficiency | *Contribution to regional or council sustainability, resilience and self-sufficiency (e.g. improvements in level of risk management or reduction in risks, improved ability/likelihood for the region (or individual councils) to address similar issues in future, regional capacity building (see TABLE 1).* |
| Any other intangible benefits | *Any benefits accrued to customer, councils, the region or more broadly (QWRAP/state-wide) that are difficult to value. For example:** *Councils exposed to new technology and standards.*
* *Information shared with other QWRAP groups.*
* *Participation promotes self-determination by local governments.*
* *Cooperative approach builds on regional strengths and capacity of regional coordinator.*
* *Improved regional benchmarking and performance reporting.*
* *region better placed to leverage further investment.*
* *leadership and experience are translated to other areas of Queensland that lack local capacity.*
 |
| ‘Material Benefits’ gained from the project | Procurement savings | *reduced cost of joint procurement compared with each council undertaking work independently.* |
| Savings or financial benefits from the work | *Any realised or expected CAPEX or OPEX savings (or deferral) promoted by the work an estimate of how likely they will be achieved.* |
| *Other material benefits or improvements such as:** *improved 3rd party service delivery or contractual streamlining or strengthening*
* *regional uniformity/alignment for future cost reduction*
* *appropriate deferring capital expenditure*
* *Customer service or affordability improvements*
* *Healthier, safer and more resilient communities and environmental benefits*
* *Improved safety or security and/or regulatory compliance*
* *Improved staff skills, wellbeing, health and safety and local employment*
* *Council reputation improved or protected*
* *Asset Management and optimisation of capital investment*
* *Enhanced regional planning, economic growth*
 |
| Lessons Learned | *What learnings came from the work, what might be done differently and what advice should be provided to any other region seeking a similar project or activity**.* |
| Communication and promotion opportunities | *Details of all communications undertaken by the region or individual councils to promote or inform about the work. Any communication to promote regionalisation or QWRAP. Inclusion of QWRAP logo in promotional materials and communications.* |

|  |  |
| --- | --- |
|  | = priority fields |

# QWRAP Finalisation Report (>$30k)

|  |
| --- |
| Description of Proposed Activity |
| Title: | *Title (from Bid Pool Application)* |
| Brief Description | *Brief description of project from original Bid Pool Application updated to describe any changes and highlighting the contribution to the strategic objectives of the region (e.g. the Alliance, ROC or individual councils) or the State (e.g. QG Priorities).* |

**Benefits and Outcomes of Project**

|  |  |
| --- | --- |
| Criteria | Expected outcomes and outputs |
| Promotion of regional collaboration maturity? | *Benefits that demonstrate progression through the maturity model (e.g. economies of scope and scale, progress towards regionalisation, contribution to strategic plan(s) innovative collaboration, transferability to other regions, activities that demonstrate high levels of regional collaboration (see* ***DOCUMENT 1- Overview****, Attachment 1).* |
| Benefits for the region: (e.g. improved regional growth and self- sufficiency) | *Contribution to regional or council sustainability, resilience and self-sufficiency (e.g. improvements in level of risk management or reduction in risks, improved ability/likelihood for the region (or individual councils) to address similar issues in future, regional capacity building (see TABLE 1 below).* |
| Material benefits (value) | *Estimated order-of-magnitude of actual/potential financial value of benefits assessed using TABLE 2 (below).* |
| Any other intangible benefits | *Any benefits accrued to customer, councils, the region or more broadly (QWRAP/state-wide) that are difficult to value. For example:** *Councils exposed to new technology and standards.*
* *Information shared with other QWRAP groups.*
* *Participation promotes self-determination by local governments.*
* *Cooperative approach builds on regional strengths and capacity of regional coordinator.*
* *Improved regional benchmarking and performance reporting.*
* *region better placed to leverage further investment.*
* *leadership and experience are translated to other areas of Queensland that lack local capacity.*
 |
| Lessons Learned | *What learnings came from the work, what might be done differently and what advice should be provided to any other region seeking a similar project or activity.* |
| Communication and promotion opportunities | *Details of all communications undertaken by the region or individual councils to promote or inform about the work. Any communication to promote regionalisation or QWRAP. Inclusion of QWRAP logo in promotional materials and communications.* |

|  |  |
| --- | --- |
|  | = priority fields |

**Table 1. Intangible Benefits:** For projects that received more than $30,000 bid pool funding, assess each of the following categories of benefit before and after the project using rating system provided on the right (examples are provided in blue italics).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Rating** | **Notes** |  |  | **Rating Assessment prior to and after the project** |
|  |  | **1** | **2** | **3** | **4** | **5** |
| **Risk Management** | *2🡺4* | *Prior to the project councils in the region were aware of the risks associated with the project such as… These risks have been reduced through the collaboration e.g. .…* |  |  | Unknown but potential risk | Known risk but not well managed | Ongoing risk management | Risks reduced through project activities | Risk entirely removed or avoided |
| **Benefit Realisation** | *2🡺4* | *Although benefits may have been achieved independently by councils eventually, QWRAP collaboration accelerated this process and some benefits have already been realised.* |  |  | No benefits would be realised | Some benefits might be achieved | Partial benefit realization | Significant benefit realisation. | Benefits fully achieved |
| **Future Collaboration** | *1🡺3* | *There was no regional collaboration in this area prior to the QWRAP project and it is now likely that there will be follow-on projects in this same area.* |  |  | Unlikely to collaborate in this area (w/out QWRAP) | Possible but rare or unlikely (w/out QWRAP) | Moderate likelihood of future collaboration | High likelihood of collaboration | Collaboration already commenced |
| **Maturity of Collaboration** | *2🡺5* | *Prior to the project councils were discussing potential for collaboration for some time, but the funded project allowed successful completion of this project assessed at maturity level 7 because…* |  |  | Little or no collaboration in project area (level 1) | Initial planning or joint activities (level 2-3) | Collaboration occurring (level 4) | High degree of cooperation (level 5-6) | Very high collaboration maturity (level 7-8) |
| **Regional Capacity** | *3🡺4* | *Regional capacity prior to the collaboration was likely similar to that of other similar sized regions but is now increased because …* |  |  | Little capacity in project area | Capacity lower than other regions | Capacity similar to other regions | Above average capacity in project area | Region seen as leader in project area |
| **Capacity of individual councils** | *1🡺3* | *The collaboration has allowed councils with little capacity to independently achieve the benefits realised to be in a position to achieve similar benefits independently in the future.* |  |  | Little capacity/ unlikely for most councils | Some councils could achieve benefits alone | Most councils positioned to achieve future benefits. | Most councils achieving ongoing benefits. | Each council has full capacity to achieve ongoing benefit |
| **Regional self-sufficiency** | *2🡺3* | *Parts of the region were self-sufficient with respect to … prior to the collaboration but now the entire region is prepared for …* |  |  | Self-sufficiency is threatened because of the issue | Self-sufficiency possible in parts of the region | Region is self-sufficient with the issue | Resilience is greater than other regions. | The region is a leader on this issue. |

**Table 2. Material Benefits**: For projects that received more than $30,000 bid pool funding, estimate the likelihood and magnitude of the following categories of benefit (some examples provided) using the rating system provided on the right (examples are provided in blue italics).

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|

|  |  |  |  |
| --- | --- | --- | --- |
| **Benefit Categories** | **Benefits derived *(examples in blue italics)*** | **Likeli-hood** | **Size\*** |
| 1 | **Operational benefits** | * *cost saving (OPEX, CAPEX or procurement),*
* *improved 3rd party service delivery,*
* *contractual streamlining and strengthening (e.g. specifications)*
* *uniformity and alignment for future cost reduction*
 | * *5*
* *4*
* *4*
* *3*
 | * *$27k*
* *C*
* *B*
* *B*
 |
| 2 | **Ongoing community benefits** | * *Customer service or affordability improvements*
* *Improved safety or security*
* *Staff skills, wellbeing, health and safety*
* *Council reputation improved or protected*
 | * *3*
* *3*
* *3*
* *4*
 | * *C*
* *D*
* *B*
* *B*
 |
| 3 | **Benefits to support water and sewerage service sustainability** | * *Regional resilience and sustainability*
* *Improved regulatory compliance*
* *Asset Management and optimisation of capital investment*
* *Enhanced regional planning*
 | * *2*
* *3*
* *4*
* *2*
 | * *C*
* *B*
* *E*
* *C*
 |
| 4 | **Social and Environmental benefits (TOMS)** | * *Local employment including youth and disadvantaged,*
* *Regional economic growth,*
* *Healthier, safer and more resilient communities*
* *Environmental benefits*
 | * *2*
* *3*
* *4*
* *4*
 | * *B*
* *B*
* *B*
* *C*
 |

\* include value of the benefit if known or estimated magnitude if not using rating system. |  | **Rating system for estimating likelihood and size of material benefits**

|  |
| --- |
| **Estimated likelihood of realisation** |
| 1. **Possible but unlikely** (or realised in > 10 years).
2. **Possible** in the next 10 years.
3. **Highly likely** in the next 5 years.
4. **Certain** to be realised in next 5 years.
5. Benefit has **already been realised**.
 |
|  |
| **Estimated magnitude when realised** |
| 1. Up to $10,000.
2. > $10,000 - $100,000.
3. > $100,000 – $1,000,000.
4. > $1 million - $10 million.
5. > $10 million.
 |

 |

# Checklist for submission of finalisation report

|  |  |
| --- | --- |
| **✓** | **Item** |
| 🞏 | project acceptable to regional QWRAP technical/strategic group |
| 🞏 | submission of any reports generated through the work (electronic format) indicating whether they are confidential, public or can be shared only with other QWRAP regions |
| 🞏 | submission of project finalisation report (this document) to LGAQ including detailed benefits and links to regional maturity and strategies. |
| 🞏 | financial acquittal for the project included in report if the total expenditure varied by more than > 10% of the projected amount in the bid pool proposal. |
| 🞏 | exit interview for any students involved in the projects to evaluate the benefits of their participation. |
| 🞏 | invoice for final residual of total bid pool amount forwarded to LGAQ along with project finalisation report |
| 🞏 | Unless negotiated otherwise, intellectual property vests in the LGAQ, although parties retain unrestricted licence to same.  |
| 🞏 | This form and any supporting documents sent to QWRAP@qldwater.com.au  |
|  |  |