

# A. Entity responses

---

As mandated in Section 64 of the *Auditor-General Act 2009*, the Queensland Audit Office gave a copy of this report with a request for comments to the:

- Treasurer and Minister for Trade and Investment
- Under Treasurer, Queensland Treasury
- Deputy Premier, Minister for State Development, Infrastructure, Local Government and Planning and Minister Assisting the Premier on Olympics Infrastructure
- Director-General, Department of State Development, Infrastructure, Local Government and Planning
- Minister for Education, Minister for Industrial Relations and Minister for Racing
- Director-General, Department of Education
- Minister for Employment and Small Business and Minister for Training and Skills Development
- Director-General, Department of Employment, Small Business and Training
- Minister for the Environment and the Great Barrier Reef and Minister for Science and Youth Affairs
- Director-General, Department of Environment and Science
- Minister for Tourism, Innovation and Sport and Minister Assisting the Premier on Olympics and Paralympics Sport and Engagement
- Director-General, Department of Tourism, Innovation and Sport.

We also provided a copy of the report, with the option of providing a response, to the:

- Premier and Minister for the Olympics
- Director-General, Department of the Premier and Cabinet
- Chair, Queensland Reconstruction Authority
- Chair, Queensland Rural and Industry Development Authority
- accountable officers of core departments.

This appendix contains the detailed responses we received.

The heads of these entities are responsible for the accuracy, fairness, and balance of their comments.



# Comments received from Under Treasurer, Queensland Treasury



Queensland Treasury

Our Ref: 02487-2022

Mr Brendan Worrall  
Auditor-General  
Queensland Audit Office  
PO Box 15396  
CITY EAST QLD 4002

Email: QAO.Mail@qao.qld.gov.au

Dear Mr Worrall

Thank you for your email of 15 June 2022 about the proposed report *Improving grants management*.

It is pleasing to note that, across the sector, the management of grants has improved. That said, there are always opportunities for further improvements.

I note the recommendations directed to Queensland Treasury, and agree in-principle with your proposals. We will endeavour to implement practicable solutions to the issues you have raised in consultation with relevant stakeholders. Detailed responses are contained in the attachment to this letter.

If you require any further information, please contact

[redacted] who will be pleased to assist.

Yours sincerely

A handwritten signature in black ink, appearing to read 'L. Allen', written over a horizontal line.

Leon Allen  
Under Treasurer

5/7/2022

Encl. (1)

1 William Street  
GPO Box 611 Brisbane  
Queensland 4001 Australia  
Telephone +61 7 3035 1933  
Website [www.treasury.qld.gov.au](http://www.treasury.qld.gov.au)  
ABN 90 856 020 239

## Responses to recommendations



### Queensland Treasury

#### Improving grants management

Response to recommendations provided by Leon Allen, Under Treasurer, Queensland Treasury on 6 July 2022.

Recommendation	Agree/ Disagree	Timeframe for implementation (Quarter and financial year)	Additional comments
1. We recommend Queensland Treasury reassess the costs and benefits of developing an interactive dashboard for the public using the Queensland Government Investment Portal – Expenditure Data. The interactive dashboard could then be monitored to better understand the information needs of users and what data should be collected and published in the future.	Agree in-principle	Q2, 2022-23	Treasury will explore opportunities to engage with current and potential new users to determine their needs. If this engagement indicates that users would find a dashboard of benefit, Treasury will consider what dashboards could be created with the data available.
2. Queensland Treasury should update the instructions sent to agencies on preparing the grant information to require agencies to explain why mandatory information has not been provided for some grants. Examples of appropriate exclusions should be included in the instructions. The explanation should then be published with the grant information.	Agree	Q3, 2022-23	To enable agencies to provide explanations, another column can be added in the spreadsheet. Agencies will be directed, in the instructions, to use this additional field to provide an explanation as to why they have not provided a recipient name. It is proposed that this be pre-set (e.g. commercial-in-confidence) so as to ensure that information provided does not compromise any confidentiality that needs to be maintained.

# Comments received from Acting Director-General, Department of State Development, Infrastructure, Local Government and Planning



Department of  
**State Development, Infrastructure,  
Local Government and Planning**

Our ref: MC22/2446

5 JUL 2022

Mr Brendan Worrall  
Auditor-General  
Queensland Audit Office  
qao@qao.qld.gov.au

Dear Mr Worrall

Thank you for your email of 15 June 2022 to the Honourable Steven Miles MP, Deputy Premier, Minister for State Development, Infrastructure, Local Government and Planning and Minister Assisting the Premier on Olympics Infrastructure about your proposed report to Parliament entitled *Improving Grants Management*. The Deputy Premier has asked me to respond on his behalf on this occasion.

I welcome Recommendation 5 directed to the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) for my department to lead improvements in grants management.

I am pleased to report that a DSDILGP led project is already underway in this lead capacity, which includes use of an Advisory Group of Deputy Directors-General across government, with a focus on agencies that support the industry to develop grant programs. This will be the focus of their work, however learnings, improvements or artefacts created will be shared with all agencies to see if and how they can be adopted by social services grants providers too.

The next steps for this grant maturity project will include the definition of an overall project plan to address your recommendation and will incorporate process, technology and capability improvements identified in your report.

I also note your recommendations with improvement areas for all departments. DSDILGP will undertake activities to achieve their intent within our own grant maturity development and timing.

If you require any further information, please contact [redacted] in the Department of State Development, Infrastructure, Local Government and Planning, [redacted]

Yours sincerely

A handwritten signature in black ink, appearing to read "Natalie Wilde".

Natalie Wilde  
**Acting Director-General**

1 William Street  
Brisbane Queensland 4000  
PO Box 15009  
City East Queensland 4002  
**Telephone** 13 QGOV (13 74 68)  
**Website** [www.statedevelopment.qld.gov.au](http://www.statedevelopment.qld.gov.au)  
**ABN** 29 230 178 530

# Comments received from Director-General, Department of Education



Office of the  
**Director-General**

Department of  
**Education**

**05 JUL 2022**

Mr Brendan Worrall  
Auditor-General  
Queensland Audit Office  
Email: [gao@qao.qld.gov.au](mailto:gao@qao.qld.gov.au)

Dear Mr Worrall

Thank you for your emails dated 15 and 24 June 2022 providing a copy of your proposed Audit report on Improving Grants Management (the Report).

I appreciate the opportunity to review the Report and I thank you and your team for your collaborative approach.

The Report provides valuable information and the Department of Education will focus and work with other agencies to continue to strengthen and improve the management of grants. The department accepts and supports the recommendations of the Report and will continue to engage with Queensland Audit Office as we monitor the implementation of the Report's recommendations.

If you or your team require further information or assistance, please contact

I look forward to continuing to work collaboratively with the Queensland Audit Office.

Yours sincerely

A blue ink handwritten signature of Michael De'ath.

**MICHAEL DE'ATH**  
**Director-General**

Ref: 22/403994

1 William Street Brisbane  
Queensland 4000 Australia  
PO Box 15033 City East  
Queensland 4002 Australia  
Telephone +61 7 3034 4754  
Facsimile +61 7 3034 4769  
Website [www.qed.qld.gov.au](http://www.qed.qld.gov.au)  
ABN 76 337 613 647

## Comments received from Director-General, Department of Employment, Small Business and Training



Department of  
Employment,  
Small Business  
and Training

Our ref: 01232/22

Queensland Audit Office  
Email: [gao.mail@gao.qld.gov.au](mailto:gao.mail@gao.qld.gov.au)

Dear [REDACTED]

Thank you for your email dated 15 June 2022 regarding your proposed report to Parliament - *Improving grants management*.

The Department of Employment, Small Business and Training (DESBT) has considered all recommendations in the audit report and supports the identified opportunities for improvements and efficiencies in grant management.

Since 2020, the Department of Employment, Small Business and Training (DESBT) has actively participated in the Queensland Audit Office's grant management maturity model in relation to the Skilling Queenslanders for Work (SQW) and Back to Work programs with both assessed as part of the audit report.

DESBT will continue to focus on best practice grants management and will use the findings in the report and recommendations as the agency delivers grants and support programs.

Should you require any further information, please contact [REDACTED]

Yours sincerely

A handwritten signature in black ink, appearing to read "W Agnew".

Warwick Agnew  
Director-General

5 / 7 / 22

1 William Street Brisbane  
Queensland 4000 Australia  
PO Box 15483 City East  
Queensland 4002 Australia

ABN 84 375 484 963

# Comments received from Director-General, Department of Environment and Science



Department of  
**Environment and Science**

Our Ref: CTS 10386/22  
Your Ref: PRJ03570

29 June 2022

Mr Brendan Worrall  
Auditor-General  
Queensland Audit Office  
PO Box 15396  
CITY EAST QLD 4002

Dear Mr Worrall

Thank you for your email of 15 June 2022 regarding the Improving Grants Management proposed report to Parliament.

Following a review of the report, I accept its findings and recommendations and thank you for the opportunity to provide comment. The report provides useful information that the Department of Environment and Science (the department) will use to focus on further improving the quality of management of grants processes, providing clearer information about grants and measuring grants programs more effectively.

Should your officers require any further information, they may contact [REDACTED]

Yours sincerely

A handwritten signature in black ink, appearing to read "Jamie Merrick".

Jamie Merrick  
**Director-General**

1 William Street Brisbane  
GPO Box 2454 Brisbane  
Queensland 4001 Australia  
Telephone + 61 7 3338 9304  
Website [www.des.qld.gov.au](http://www.des.qld.gov.au)  
ABN 46 640 294 485





# Comments received from Director-General, Department of Tourism, Innovation and Sport

Please quote: CTS 10400/22  
Your ref: PRJ03570  
Contact officer: [REDACTED]  
Contact phone: [REDACTED]



Department of  
Tourism, Innovation and Sport

4 July 2022

Mr Brendan Worrall  
Auditor-General  
Queensland Audit Office  
qao@qao.qld.gov.au

Dear Mr Worrall

Thank you for your email of 15 June 2022, providing a copy of your proposed report to Parliament titled *Improving grants management* (the report).

I acknowledge your request that the Department of Tourism, Innovation and Sport (DTIS) provide a formal response which will form part of your final report to the Queensland Parliament in July 2022. DTIS appreciates the opportunity to contribute to this significant and important piece of work.

An officer level review across DTIS has been undertaken on the proposed report, and feedback has been provided to the Queensland Audit Office (QAO) and incorporated into the final report. I thank you and your team for your collaborative approach. DTIS accepts the recommendations of the report and will continue to monitor, address and implement the recommendations. The report contains valuable information that DTIS will focus on for whole of department grant governance.

Should your officers require any further information, please have them contact [REDACTED]

DTIS looks forward to seeing the published report in the coming weeks and continuing to work collaboratively with the QAO.

Yours sincerely

A handwritten signature in blue ink, appearing to read "John Lee".

John Lee  
**Director-General**

Level 34, 1 William Street  
BRISBANE QLD 4000  
PO Box 15168  
CITY EAST QLD 4002

**Telephone** +61 7 3333 5122  
**Website** [www.dtis.qld.gov.au](http://www.dtis.qld.gov.au)  
**ABN 83 481 966 722** (Tourism and Innovation)  
**ABN 49 536 543 548** (Sport and Recreation)



## Comments received from Director-General, Department of Transport and Main Roads

Our ref: DG43259

Your ref: PRJ03570

28 JUN 2022

Mr Brendan Worrall  
Auditor-General  
Queensland Audit Office  
[Redacted]



Queensland  
Government

Office of the  
Director-General

Department of  
Transport and Main Roads

Dear Mr Worrall

Thank you for your email of 15 June 2022 regarding the Queensland Audit Office's proposed report to Parliament titled Improving grants management.

The Department of Transport and Main Roads (TMR) has a mature-control environment established to manage our grants processes and is committed to monitoring and strengthening controls that mitigate key risks across the department.

While TMR was not specifically part of this audit, I note that of the eight recommendations contained within this report, five will require some action from TMR. Within TMR, we have a strong culture of continuous business improvement and as such, we will assess our performance against these recommendations and report the results to our Audit and Risk Committee within the 2022–23 Financial Year.

I appreciate the opportunity to provide feedback on the findings and recommendations in this proposed report.

If your officers require further information, I encourage them to contact [Redacted]

I trust this information is of assistance.

Yours sincerely

Neil Scales  
Director-General  
Department of Transport and Main Roads

1 William Street Brisbane  
GPO Box 1549 Brisbane  
Queensland 4001 Australia

Telephone +61 7 3066 7316  
Website [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)  
ABN 39 407 690 291



# Comments received from Director-General, Department of the Premier and Cabinet



For reply please quote: OFVWT – TF22/11019 – DOC/22/110610

Department of the  
**Premier and Cabinet**

Mr Brendan Worrall  
Auditor-General  
Queensland Audit Office  
qao@qao.qld.gov.au

Dear Mr Worrall

Thank you for your email of 15 June 2022 seeking feedback on your draft report to Parliament, Improving grants management, which provides insights into Queensland Government grant programs.

The Department of the Premier and Cabinet (DPC) appreciates the opportunity to review this draft report.

DPC adopts the principles in Queensland Treasury's *Financial Accountability Handbook: Volume 6 Grant Management*, which is outlined in section 11.6 of DPC's *Financial Management Practice Manual*. This advice addresses grant program design, program administration, program evaluation and analysis.

While DPC does not maintain a central register of grant programs, it does use a common grant administration system, SmartyGrants, to administer all of its grant programs. SmartyGrants is maintained and updated by individual business units administering grant programs. All grant programs are processed through DPC's central finance system, SAP, and DPC also publishes grant data annually through the GIP process.

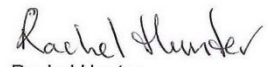
While risk assessment is noted as part of the process undertaken for grant management, risks associated with grant programs may also be documented on DPC's risk registers to ensure risk assessments are undertaken, documented and regularly reviewed.

DPC does not have any specific comments to provide about the content of the draft report. Once the final report is tabled, DPC will consider how best to implement the proposed recommendations and continue to improve its existing grant processes, such as those administered by the Office for Veterans.

1 William Street Brisbane  
PO Box 15185 City East  
Queensland 4002 Australia  
Telephone 13 QGOV (13 74 68)  
Website [www.premiers.qld.gov.au](http://www.premiers.qld.gov.au)  
ABN 65 959 415 158

Again, thank you for the opportunity to review the draft report and I look forward to seeing the final report.

Yours sincerely



Rachel Hunter  
**Director-General**

12 / 7 / 22

