

Natural Resources Investment Program (2018-2022)

TraNsfoRM! Innovation Guidelines

This publication has been compiled by Operations Support, Department of Natural Resources, Mines and Energy.

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What's important

- Applications close at 2pm 12 February 2019
- To be read in combination with:
 - o *TraNsfoRM!* Innovation terms and conditions
 - o *TraNsfoRM!* Innovation online application
- Successful projects are expected to be announced by 30 June 2019
- Funding for projects of between \$250 000 and \$1 million can be sought by Queensland based entities
- Projects must contribute to outcomes such as improving, repairing or restoring natural resources
- Project duration between 12–24 months from commencement date
- Applicants may submit a maximum of two applications
- Eligibility criteria apply
- Additional application requirements apply

TraNsfoRM! Innovation will offer up to \$1 million per project for innovative project applications that demonstrate a robust concept towards solutions to gaps identified in natural resource management (NRM).

The funding round provides the opportunity for the development of new techniques and approaches for NRM that improve, repair and restore Queensland's natural assets, with a strong emphasis placed on projects that can be up-scaled and replicated across the state.

Applicants are encouraged to register their interest for updates to this funding round by sending an email to nrip@dnrme.qld.gov.au.

Please note, answers to questions will be circulated to all registered email addresses.

About *TraNsfoRM!* Innovation

TraNsfoRM! Innovation is a component of the Queensland Government Natural Resources Investment Program 2018-2022. The vision is to ensure natural land and water resources are sustainably managed to ensure catchment integrity and resilience (noting this may also contribute to Great Barrier Reef water quality).

The focus is on projects that are able to demonstrate a contribution to the priorities of Land, Water and Science and Knowledge, based on evidence from related projects or research. For more information on Queensland investment in natural resource management visit the Department of Natural Resources, Mines and Energy website.

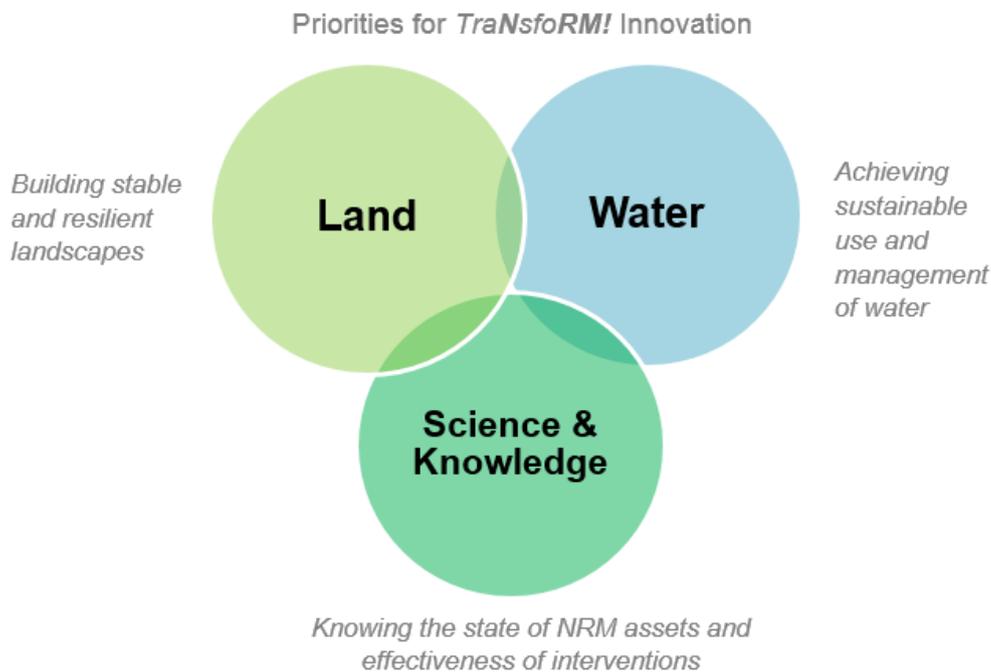
Projects funded will:

- deliver landscape outcomes, with an emphasis on areas at risk of land or water degradation and/or improving reef water quality
- have the potential to contribute to building the resilience of Queensland's natural resources towards the challenges of a changing climate
- have the potential to assist in strengthening the state's position by measuring the impacts of climate change and enable opportunities to develop innovative management practices in response.

The intention of *TraNsfoRM!* Innovation is to develop new and more efficient processes, technologies, activities and/or tools to deliver landscape outcomes, that could become publically available at minimal or no cost to other users. This program is aimed at not for profit natural resource outcomes, and parties who are interested in developing business and commercial opportunities are encouraged to refer to other Queensland Government initiatives specifically tailored for that purpose.

What we are looking for

Projects funded under *TraNsfoRM!* Innovation will need to develop new and more efficient processes, technologies, activities and/or tools to deliver landscape outcomes, with a focus on the priority themes of land or water degradation.



Key outcomes may contribute to improving land and water assets by:

- health and stability of soil
- condition and extent of native woody and non-woody vegetation
- quality and flow of water overland and in-stream
- quality of groundwater and/or water entering the Great Barrier Reef Marine Park.

Supporting outcomes of science and knowledge through:

- knowledge and skills in NRM
- improved data and/or application of data
- improved asset monitoring and analysis
- increasing people and community engagement in NRM outcomes
- building resilience to climate change impacts on natural resources.

Who can apply

Applications are open to Queensland entities who are eligible to apply, subject to compliance with the provisions outlined in these Guidelines. A Commonwealth-funded entity is eligible to apply if the entity is established under Commonwealth legislation for the benefit of Indigenous Australians, in addition to compliance with the below provisions.

Applicants must:

- be registered and head-quartered in Queensland
- have been trading for two years or more prior to the applications opening, or formed from an amalgamation of organisations that at least one of which can satisfy this requirement
- have a clearly defined project, strongly aligned to one or more of the priorities for investment, and that has the potential to achieve natural resource outcomes that benefit the condition of Queensland's natural assets

- include a quarterly budget for the lifetime of the proposed project
- provide a one page CV of the project lead (i.e. the person responsible for the project) identifying background experience and ability to deliver on a comparable project
- include a completed risk assessment and mitigation strategy
- provide accountant-prepared financial statements detailing profit and loss statements and balance sheets for the previous two financial years.

Projects must:

- directly address one or more of the priorities of land, water and science and knowledge
- focus on developing a new, unique or significantly improved product, process or service relating to natural resource management
- be based on science and have the potential to improve, repair or restore natural resources
- demonstrate a new approach with a clear improvement to a concept if a similar project has been undertaken before
- have a project timeframe of 12-24 months
- have a distinct set of activities with testing and development aims and outcomes achievable within the set timeframes.

Applicants should:

- show clear evidence that the organisation has the business skills and financial capacity to successfully deliver the project
- provide clear evidence of demand or support from identified end-users and/or industry partners
- include a component of meaningful collaboration in the project design
- outline future potential for up-scaling and/or implementation across more areas in Queensland
- intend to make any intellectual property generated to be publically available at minimal or no cost to other users.

Ineligible projects:

- do not address one or more of the priorities for investment
- are an existing method or activity that does not contain an element of innovation
- are a second attempt at an innovative concept that has previously failed, without lessons learned from the original attempt incorporated to produce a more robust approach
- have already been paid for by someone else or another entity
- are being funded through current or previous receipt of government (local, state or federal) or third party funding for substantially the same project
- are required by law or as part of an approval under Commonwealth or State legislation; or in breach or likely to cause a breach of Commonwealth or State legislation
- are likely to have significant adverse impact on Indigenous cultural heritage
- have not received approval through relevant Commonwealth, state or territory legislative requirements
- include planting species (including native species) that are known to be, or could become, environmental or agricultural weeds in or near the project location
- do not have a measurable natural resource and/or public benefit
- involve the purchase of equipment or materials that are normally part of a landholder's or organisation's responsibility unless a critical link to project outcomes can be demonstrated
- are located outside of Queensland.

Applications that meet the eligibility requirements will be assessed on the assessment criteria below.

Assessment criteria

This is a highly competitive application round, therefore in addition to demonstrating an innovative concept, applicants must demonstrate excellent relevance to Queensland natural resource management and score highly when addressing the key priorities and outcomes.

It is recommended that sufficient on-ground and end-user testing will be incorporated into project plans, and, it is expected when identifying gaps and proposing innovative solutions that existing research will be referenced and used as a basis for applications.

The key selection criteria for *TraNsfoRM!* Innovation are as follows:

- #1 OUTCOMES: Priority, Outcomes and Scalability
- #2 INNOVATION: Known-art Score and Concept Readiness level
- #3 FEASIBILITY: Funding, Science, Work Plan and Risk
- #4 CAPABILITIES: Expertise and Collaboration

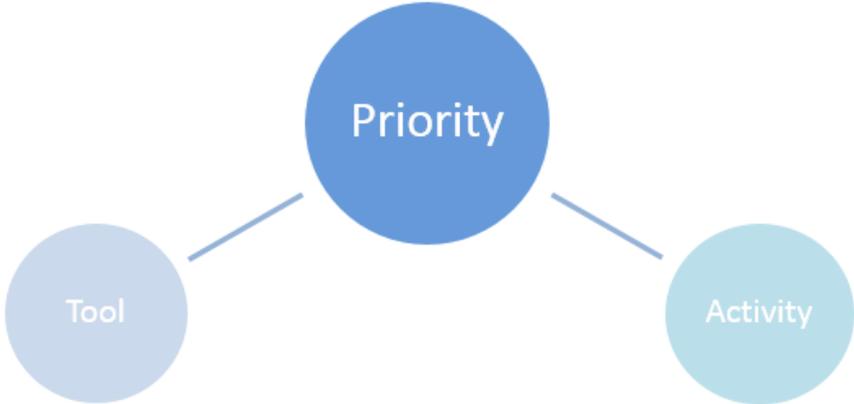
Other determining factors include:

- value for money
- benefits to more than one priority
- geographical location of the project and overall benefit to the region
- government priorities identified by the Minister.

#1 OUTCOMES

Priority and Output

Consider whether the output of your project is an activity which delivers on-ground natural resource improvements, or a product or tool that will inform natural resource management decision making and activities. Detail how the output is delivered by the tool or activity.



Innovative tools could be the development of monitoring and evaluating technology such as apps, software, platforms and data gathering devices which may enable improved decision making for natural resource management outcomes. The innovative tool could also foster improvements in connecting people and resources, building knowledge, networking and information sharing, increasing access to and interpretation of technical information.

Innovative activities could be land-based or water-based activities that improve the condition of the resource or the receiving environment, activities engaging people and community that encourage uptake, collaboration and participation in natural resource management.

For this criteria, your application should demonstrate:

- that the concept addresses an identified/significant gap in natural resource management
- that the project will deliver benefits that improve, repair or restore natural resources
- what benefit will come towards building the resilience of the natural resources to the impacts of climate change
- how the successful output will contribute to jobs in natural resource management and supporting industries, now and in the future, including contractors, experts and on-ground personnel.

Consider:

- what factors influence the timeframe that measurable results will be able to be obtained in, and identify whether the benefits will be short term or long term (noting that projects are required to be between 12-24 months)
- what part of the problem are you solving (consequence, symptom or root cause)
- what is being done elsewhere towards the problem, and how you are doing it differently.

Outline the expected improvement to the condition of the natural resources, and how that improvement will be measured. In the case that the improvement will occur after the project has finished, outline the intermediate outcomes that will be monitored to show progress towards the long-term outcome.

When specifying what contribution your innovation project would have to building capacity in NRM towards the impacts of a changing climate, consider;

- how climate change may affect the assessments of condition of the natural resource in the future
- how communities interact with natural resources now and into the future.

Scalability

Assessment of *TraNsfoRM!* Innovation projects will include consideration of the potential for projects to be scaled-up for implementation and replication across Queensland.

In your application responses should identify:

- how the resulting tool or activity could be used in other areas within the state
- what key factors are required to replicate the output elsewhere
- whether alteration to the project design could allow for greater uptake of the resulting concept
- what value for money would be provided if your project were to be replicated and implemented in other regions
- what limiting factors might exist for broader implementation, for example location-specific habitat, cost or expertise
- what would need to occur for it to be used or incorporated into natural resource management practices, for example what degree of targeted user training or reskilling would be required?

#2 INNOVATION

Innovation

'Innovation' can range from small tweaks to ground-breaking advancements. Innovation occurs in problem solving when there is a new use or component to an existing design or process. It may be the application of a product, a technique to perform an activity, a technological improvement or approach to a process, or the application of an established technique, tool or technology into a novel setting.

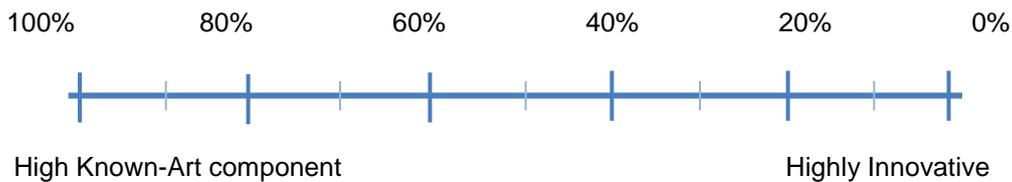
TraNsfoRM! Innovation is open to applicants seeking funding to **implement** an innovative idea, or to **develop and test** an innovative idea.

Innovation projects should deliver new activities or tools that are part of the assessing, monitoring, evaluation and reporting of natural resources which contribute to measurable and replicable improvements to their condition or their receiving environment.

The Known-Art Score and the Concept Readiness Level form a foundation for measuring the innovation component of the concept and will be considered in the assessment process. All Known-Art Scores and Concept Readiness Levels will be considered in the *TraNsfoRM!* Innovation round.

Known-Art Score

Known-Art is the already known and proven component of an item or idea. The amount of Known-Art can be assessed against the Known-Art Score. Your application must identify what percentage of your concept includes technology, actions or materials that are in use in another application (Known-Art).



High Known-Art component:

A large quantity of tried and proven components, paired with a small component of innovation. For example; an innovative application of an existing technology, method or material.

Highly Innovative:

A completely new invention or approach, with only a small component of existing elements. For example; a new product or technology in a new method of application.

Concept Readiness Level

The Concept Readiness Level provides a measure to assess the maturity of an evolving innovative concept during the development stage. Progression of Concept Readiness Levels will need to be included in project milestones and outlined in the project Work Plan.

Your application will need to demonstrate:

- what level your concept is at
- the activities performed to reach the current Concept Readiness Level
- the Concept Readiness Level you intend to reach during the project.



1. Initial idea and problem identification.
2. Early stage research – technology/methods/critical components identified and understood. End-user consultation to ensure suitability.
3. Concept development begins – may include planning of initial testing and prototype development. Applications of the concept may still be speculative and there may be no proof or detailed analysis to support assumptions as yet.
4. Initial testing – active research and development of concept/prototype including individual components tested.
5. ‘Step-back’ Review and revision - First round of lessons learned incorporated into concept development (Opportunity for adjustment - adaptive management).
6. Prototypes/trials improved significantly – trialed within a reasonably realistic environment – simulation.
7. Tested in a relevant environment – pilot scale testing, assessment of potential implementation elsewhere. User-accepted testing performed.
8. Substantial time spent in intended environment - meaningful data obtained, testing against variables undertaken.
9. Wide-scale implementation ready. Concept has been tested and verified with successful demonstration. Recognised to work smoothly and considered operational.

#3 FEASIBILITY

Ensure that you have performed the necessary stakeholder and end-user consultation to determine that there is a market for the innovation, and identify what stakeholder consultation and involvement will occur as the project develops.

Sustainability of the project output is important, consider the future operating and external factors that may influence the resulting technology or activity, and what ongoing costs and/or efforts there may be for implementation and use.

Funding

TraNsfoRM! Innovation is offering funding between \$250 000 to \$1 million per project, for projects ranging from 12–24 months duration.

Applications with requests above \$1 million may be considered on a case-by-case basis, particularly if they address a strong connection to the program priorities and are projects based on a premise of strong collaboration.

In your application, outline any co-funding (cash and in-kind) secured for the proposed project.

Budget

Applicants must complete the quarterly budget table outlining funding allocations for the life of the project, which will be reviewed at the halfway point of the project. Budget allocations should reflect activities specific to each milestone and reporting period.

Science

TraNsfoRM! Innovation is seeking projects designed with a strong evidence base.

Demonstrate:

- that the proven technology, research or results that support the innovation component of the project (Self-collected research may be in the form of field assessments, academic papers and surveys)
- if the concept incorporates known-art that is proven but not mainstream, provide evidence to support its function in the proposed project
- you have considered and incorporated the learnings of previous attempts or similar research and experiments to the innovation project
- support from a third party (for example; technical expert, industry partner or end-user) in the form of a letter providing clear evidence of demand and/or support.

Risk Assessment and Mitigation

Applicants must:

- submit a Risk Assessment and Mitigation Strategy for the proposed project
- ensure they have researched and considered what legislative, regulatory approvals or consent and associated timeframes is required to successfully undertake their project.

Work Plan

The application must demonstrate that the organisation has a robust Work Plan incorporating monitoring, reporting and evaluation strategies that will deliver a successful project, ensuring natural resource improvements will be achieved with the end product, activity or technology.

Include:

- what activities will be performed
- how measurable landscape outcomes will be defined, monitored and reported
- how outcomes will be evaluated

- when you will capture your baseline data and how
- when end-user and situation testing is scheduled
- milestones including progression of Concept Readiness Levels.

It is an expectation that you will be reporting against these project milestones at set intervals in the project.

The Work Plan including the agreed outcomes and milestones will form part of the Deed of Agreement.

#4 CAPABILITY

Expertise

The project lead must provide a one page CV identifying their background experience and ability to deliver on a comparable project.

The application must demonstrate:

- that the project lead and the organisation have the experience, business skills and financial capacity to successfully deliver the project
- the involvement and consultation that will be required with impacted and/or partner stakeholders, for example; institutions, organisations, councils, Indigenous Communities or mentors
- where stakeholders are involved in oversight of the project, for example from collaborating organisations, provide information on project governance (for example, membership of a steering committee)
- any experts that will be engaged to ensure the project is adequately executed.

Collaboration

In the application:

- explain what partnership or meaningful engagement and collaboration will occur with one or more industry/end user organisations about the idea proposed
- explain how it will contribute to the project outcomes
- include confirmation of support via a letter from the collaborating organisation, entity or stakeholder group.

Applicants are strongly encouraged to deliver projects through partnerships with key stakeholders including but not limited to; Queensland Natural Resource Management bodies, River Improvement Trusts, Landcare groups, research institutions, rural industries, local community organisations, Indigenous groups or local governments and in particular, collaboration and/or partnerships with Traditional Owners. If a partnership is not suitable, there must be an element of meaningful collaboration and/or consultation to the project. Project proposals leveraging other sources of funding are strongly encouraged.

Meaningful engagement and collaboration with stakeholders may be demonstrated by:

Co-contribution:

- contributions from an industry or end-user partner organisation.

In-kind:

- access to specialist equipment, software, facilities and supplies
- access to professional or technical expertise (including Traditional Owners) or access to a mentor in an industry or end-user organisation
- labour (salaries that are not paid through this funding), volunteers.

Queensland Government agencies may collaborate with innovation projects provided it is in an in-kind project support role only, i.e. not a project lead, or partnership role or sub-contracting arrangement.

Assessment process

Eligible applications will be assessed in a competitive, merit based process against the program's assessment criteria by a panel of assessors with relevant industry, commercial, technology or scientific research expertise.

It should be noted:

- applications will be screened to confirm whether the eligibility criteria have been met
- an application that meets some or all priorities does not automatically guarantee funding
- the funding program may be oversubscribed and applications may be part-funded to assist distribution of funds
- project assessment will be based on the number of applications received and the strengths of applications according to the scale.

Project assessment is entirely at the discretion of the department and there is no appeal process.

Incomplete applications will be considered ineligible and not assessed. The department may request clarification to support your application where it is unclear. If requested, you must provide all clarifications within two business days. A late or incomplete response to a clarification request may cause your application to be considered ineligible.

Successful applications

Project Commencement

Applicants will be advised of the outcome of their applications in writing.

Deed of Agreement

The Queensland Government, through this department, will provide a Deed of Agreement for each successful applicant for execution shortly after announcement of successful applications. The Deed of Agreement is a performance-based, legally enforceable agreement, setting out the terms and conditions that govern the funding to be provided. A link to these terms and conditions can be found in the application portal.

There will be no binding obligation on the department to provide the funding to a successful applicant until such time as both parties have properly executed a Deed of Agreement.

Communication Plan

Successful applicants will be required to develop a Communication Plan to capitalise on opportunities to build networks, engage communities and spread awareness of research and innovation in the natural resource sector, within three months of funding approval. Queensland Government contribution through the funding round will be required to be acknowledged in all devolved grants processes, project materials, publications, media and activities as detailed in the Deed of Agreement.

Monitoring and Reporting

Successful applicants are expected to operate in a transparent way and report to government on their activities, outcomes and achievements. The department requires that all successful projects are managed diligently and that reports are provided within the specified timeframe. The department will conduct annual audits to confirm execution of stated activities and expenditures.

Reporting requirements:

- quarterly budget reporting
- biannual project performance reporting.

These reports must provide evidence of progress made against meeting the contracted milestones and outcomes contained in the Work Plan, as well as identifying issues or improvements to project delivery.

Monitoring and reporting strategies built into the project Work Plans must include quantitative measures to demonstrate improvement to the condition of the targeted natural resources.

Intellectual Property

The parties agree that the Project Intellectual Property (IP) will be owned by the recipient.

The recipient will irrevocably grant a broad licence to the State of Queensland (the State) for the right to use reproduce and adapt the IP for its own non-commercial purposes.

If the IP contains or makes use of material which is subject to pre-existing Intellectual Property of a third party, the Recipient must procure the relevant third party to grant to the State a non-exclusive, non-transferable, irrevocable, paid up licence to use, reproduce and adapt the material/IP and any future development of the material/IP.

Taxation

Grants are subject to normal taxation treatment and no special arrangements will apply. It is recommended that applicants seek independent advice on the taxation implications of receiving a grant. Project budgets in applications must be GST exclusive. GST will be added to funding payments as applicable.

How to apply

Applications will be made and submitted online through the application portal.

- the completed application must be submitted by 2pm on the closing date
- the department has no obligation to accept a request for extension or late applications
- applicants may submit a maximum of two applications for *TraNsfoRM!* Innovation.

Please ensure you read through and know your requirements of the terms and conditions under the Deed of Agreement, accessible from the *TraNsfoRM!* Innovation application portal.

Your application will consist of:

- √ a completed online application
- √ acknowledgement of reading and accepting the terms and conditions
- √ required attachments including:
 - Concept Readiness Level table
 - Quarterly Budget
 - Work Plan
 - Risk and Mitigation Strategy
- √ one page CV of the project lead
- √ signed and dated letter of support from an identified end-user, industry partner or investor including contact details
- √ letter from the collaborating organisation, entity or stakeholder group confirming funding support (cash or in-kind)
- √ accountant-prepared financial statements detailing profit and loss statements and balance sheets for the previous two financial years.

There is no implicit guarantee of approval at any stage of the application process.

Further information

Web: www.dnrme.qld.gov.au/land-water/initiatives/major-investment-natural-resource-management

Email: nrip@dnrme.qld.gov.au

Appendix

Rights and Responsibilities

Applicants

It is the responsibility of the applicant to:

- inform themselves fully and properly of the requirements of *TraNsfoRM!* Innovation, these guidelines and the requirements of the application process
- ensure that their application is complete and accurate, as the department is not obliged to request additional or missing information. If applicants knowingly provide inadequate, false or misleading information, the application may be excluded from the assessment process
- inform the department of any changes to their circumstances which may affect their application or eligibility for funding or which may affect their ability to deliver the project as contracted
- declare in writing where any actual, apparent, or potential conflict of interest exists or might arise in relation to their application that may impact on it
- bring to the attention of the department any material discrepancy, ambiguity, inconsistency or errors in their application by emailing nrip@dnrme.qld.gov.au.

If an applicant is successful in obtaining funding, it is the applicant's responsibility to ensure that they hold the relevant insurance at the time of entering into the funding agreement and prior to any project activities being undertaken. The department may require the applicant to provide copies of the relevant certificates of currency for their insurance.

The applicant's participation in any stage of the application process, or in relation to any matter concerning the process, is at the applicant's sole risk, cost and expense. The department will not be responsible for any costs or expenses incurred by an applicant in preparing or lodging an application, or in taking part in the process.

The department may request further information from an applicant and allow an applicant to remedy any discrepancy, ambiguity, inconsistency or errors in an application. The department reserves the right to accept or disregard clarification information provided by applicants, and will not consider clarification information that materially improves or amends an applicant's original application.

Queensland Government

The department reserves the right to amend these guidelines in its absolute discretion and will, where possible, provide reasonable notice of these amendments. The department also reserves the right to vary, suspend or terminate the assessment process at any time and in its absolute discretion.

The department, its officers, employees, agents and advisors:

- are not, and will not be, responsible or liable for the accuracy or completeness of any information in or provided in connection with these guidelines
- make no express or implied representation or warranty that any statement as to future matters will prove correct
- disclaim any and all liability arising from any information provided to an applicant, including errors in, or omissions contained in that information
- except in so far as liability under any statute cannot be excluded, accept no responsibility arising in any way from errors or omissions contained in these guidelines
- accept no liability for any loss or damage suffered by any person as a result of that person, or any other person, placing reliance on the contents of these guidelines or any other information provided by the department

- will not accept responsibility for any misunderstanding arising from the failure by an applicant to comply with these guidelines, or arising from any discrepancies, ambiguities, inconsistencies or errors in their application.

Confidentiality and Privacy

Applicants must identify any information contained within their application which they consider should be treated as confidential and provide reasons for the request.

The department will only consider a request for confidentiality where:

- the information to be protected is identified in specific rather than global terms
- the information is by its nature confidential, or
- disclosure would cause detriment to the parties concerned.

The department is subject to the legislative and administrative accountability and transparency requirements of the Queensland Government, including disclosures to the Parliament and its Committees. Notwithstanding any obligations of confidentiality, the department may disclose, or allow at any time the disclosure of, any information contained in or relating to any application:

- to its advisers, employees or internal management for purposes related to the application and assessment processes, including to evaluate or otherwise assess applications and manage any resultant funding agreement
- to the responsible Minister
- in response to a request by a House or a Committee of the Parliament of the State of Queensland
- within the department, or with another agency, where this serves the Queensland Government's legitimate interests
- where the information is authorised or required by law to be disclosed, noting that information submitted to the department is subject to the *Right to Information Act 2009* (Qld) and its requirements
- where the information is already in the public domain otherwise than due to a breach of any relevant confidentiality obligation by the department.

In submitting an application, applicants consent to the department using the information contained in its application. The department will store and use the personal information collected by it in compliance with its obligations under the *Information Privacy Act 2009* (Qld).