

Integrated Carer Support Service: Carer Gateway Regional Delivery Partner Grant Opportunity Guidelines

Opening date: 16/11/2018

Closing date and time: 5.00pm AEDT on 14/02/2019

Commonwealth policy entity: Department of Social Services

Enquiries: If you have any questions, please contact:
Phone: 1800 020 283
Email: support@Communitygrants.gov.au
Questions must be sent no later than 07/02/2019

Date guidelines released: 16/11/2018

Type of Grant Opportunity: Open competitive

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1. Integrated Carer Support Service: Carer Gateway regional delivery partners (RDPs) Grant Opportunity Processes

The Integrated Carer Support Service is designed to achieve Australian Government objectives

This Grant Opportunity is part of the Integrated Carer Support Service which contributes to the Department of Social Services (DSS) Outcome 3.1.

DSS works with stakeholders to plan and design the Grant Program according to the *Commonwealth Grants Rules and Guidelines 2017*.



The Grant Opportunity opens

We publish the grant guidelines and advertise on the [GrantConnect](#) and [Community Grants Hub](#) websites.



You complete and submit a grant application

You must read these grant guidelines before you submit your application. Further information can be found on [GrantConnect](#). Note: Any addenda for this Grant Opportunity will be published on GrantConnect, and by registering on this website you will be automatically notified of any changes.



We assess all grant applications

We assess the applications against eligibility criteria and notify you if you are not eligible. We then assess your application against the assessment criteria including an overall consideration of value for money and compare it to other applications.



We make grant recommendations

We provide advice to the decision maker on the merits of each application.



Grant Decisions are made

The decision maker decides which grant applications are successful.



We notify you of the outcome

We advise you of the outcome of your application. We may not notify unsuccessful applicants until Grant Agreements have been executed with successful applicants.



We enter into a Grant Agreement

DSS will enter into a Grant Agreement with successful applicants. The type of Grant Agreement is based on the nature of the grant and is proportional to the risks involved.



Delivery of grant

You undertake the grant activity as set out in your Grant Agreement. The Hub manages the grant by working with you, monitoring your progress and making payments.



Evaluation of the Grant Opportunity

DSS evaluate the specific grant activity, the collective operations of the Carer Gateway regional delivery partners, and the Integrated Carer Support Service as a whole. We base this on information you provide to us and that we collect from various sources.

1.1 Role of the Community Grants Hub

This Grant Opportunity will be administered by the Community Grants Hub on behalf of DSS under a Whole-of-Australian Government initiative to streamline grant processes across agencies.

1.2 About the grant program

The Integrated Carer Support Service (ICSS) will focus on services designed specifically for carers. It is designed to make the Government's carer supports and services easier to navigate and more accessible, but more importantly it is designed to increase the Australian Government's investment in services proven to improve a carer's quality of life and ability to perform their caring role.

Caring can be stressful and can impact on the relationship between the carer and the person they care for. It can also impact on carers' ability to participate in everyday activities such as education and employment. Through the implementation of the ICSS, the Australian Government's objective is to –

Improve carer wellbeing, increase their capacity and support their participation, socially and economically.

The ICSS Outcomes Framework (refer to the ICSS Service Blueprint document on the grant opportunity documents on the GrantConnect and the Community Grants Hub websites) provides further details regarding the ICSS vision, outcomes and benefits.

The ICSS will be implemented in two phases:

- Phase 1 - new online services for carers commenced being rolled out through the Government's Carer Gateway from October 2018; and
- Phase 2 - the commencement of a network of Carer Gateway regional delivery partners (RDPs), which will deliver services across a defined region and will commence in September 2019, with a three month establishment period prior. This Grant Opportunity is specifically for RDPs.

The Program will be undertaken in line with the *Commonwealth Grants Rules and Guidelines 2017 (CGRGs)*.

1.3 About the Grant Opportunity

These guidelines contain information for the RDPs Grant Opportunity, Phase 2 of ICSS. This Grant Opportunity will be an open competitive grant process to select a new network of RDPs across Australia to help carers access new and improved local and targeted services including:

- needs assessment and planning;
- in-person and phone-based coaching, counselling and in person peer support;
- information and advice;
- targeted financial support packages with a focus on supporting employment, education, respite access and transport;
- access to emergency crisis support; and
- assistance with navigating relevant, local services available to carers through federal, state and local government and non-government providers, including the National Disability Insurance Scheme, My Aged Care and palliative care.

RDPs will also conduct outreach activities, and link to social, health, education, community and cultural groups, to better understand regional and rural needs.

RDPs are expected to make the greatest contribution to the ICSS outcomes.

This document sets out:

- the purpose of the Grant Opportunity;
- the eligibility and assessment criteria;
- how grant applications are checked and assessed;
- how to apply for the Grant Opportunity; and
- responsibilities and expectations in relation to the opportunity.

You must read this document before filling out an application.

1.4 Background to the Grant Opportunity

In recognition of the need to support and sustain the vital work of unpaid carers, the Australian Government committed in the 2015/16 Budget, over four years to design an Integrated Plan for Carer Support Service (the Plan). The Plan was developed to reflect the Australian Government's priorities for carers, and outlines actions to recognise, support and sustain the vital work of unpaid carers.

The Plan is being delivered over three stages:

- Stage 1: Build the Foundation (Carer Gateway website) – *completed December 2015*;
- Stage 2: Put forward options for the design of the ICSS (Service Concept) – *completed February 2017*; and
- Stage 3: Operationalise the ICSS (Integrated Carer Support Service) – *from September 2019*.

For further information on the Plan's three stages refer to **Appendix A**.

Historically the Australian Government has invested in a range of programs and initiatives to support the important work of Australia's unpaid carers.

In 2016-17, the Australian Government spent approximately \$169 million on the following programs, supporting approximately 177,100 carers nationally with access to information, education, respite and counselling:

- Young Carer Bursary;
- Consumer Directed Respite Care;
- Commonwealth Respite and Carelink Centres;
- National Carer Counselling Programme;
- Carer Information and Support Services;
- Dementia Education and Training for Carers (DETC);
- Counselling Support, Information and Advocacy: Carer Support (CSIA:CS);
- Young Carers – Direct Respite and Educational Support;
- Respite Support for Carers of Young People with Severe and Profound Disability;
- Mental Health Respite: Carer Support; and
- My Time.

Historically each of these programs has operated separately as they were linked to care recipient focussed programs. Each has its own eligibility requirements that carers are required to meet. The bulk of funding has been invested in programs focused on the provision of reactive support responses which support a carer's immediate needs.

Recognising that carers have a right to access services to support their own needs, the Australian Government is implementing the ICSS as a new system of services designed specifically for carers to improve access to early intervention supports and in turn reducing reliance on reactive crisis supports.

1.5 Grant Opportunity outcomes

RDPs are responsible for delivering outcomes and contributing to benefits in line with the ICSS Outcomes Framework (refer to the ICSS Service Blueprint on the Grant Opportunity Documents on the GrantConnect and Community Grants Hub websites). In providing RDPs with grants the Department is seeking to achieve the following outcomes:

- **Awareness** – Carers and their family and friends along with the general community are aware of carers and the support and services available;
- **Knowledge** – Carers are better informed about the caring role and the associated stresses;
- **Skills** – Carers gain skills to manage stress associated with the caring role;
- **Policy** – Prioritise investment towards carers most in need, and low-cost, preventative, services;
- **Support** – Carers are able to access crisis services; and
- **Economic** – Improve the effectiveness of supports and services available to carers.

1.6 Service Area

There are 16 service areas under the ICSS. The service areas are based on the Statistical Areas (level 2) managed by the ABS and are aligned to Primary Health Network (PHN) boundary lines. There will be one grant agreement per service area.

RDPs are required to establish a regional presence to support the entire designated service area. This presence will likely be achieved through a mobile workforce and/or service outlets (e.g. 2 to 3 staff co-located in a regional hospital is one example of an outlet) for the purposes of delivering those Activities with an in-person component e.g. peer support and coaching.

The national distribution of service areas is provided in the Grant Opportunity Documents titled – ‘RDP Service Areas’ (refer to grant opportunity documents on the GrantConnect and Community Grants Hub websites).

An applicant can apply for more than one service area. There must be a separate application for each service area applied for (i.e. one application submitted per service area).

2. Grant Amount

A total of \$493.3 million (GST exclusive) over five years is available for this Grant Opportunity.

RDP Grants will be awarded for the period from 1 July 2019 to 30 June 2024. Establishment funding is available in the 2019/20 financial year, and covers those activities required for an organisation to reach a state of operational readiness (for example, recruitment, training, IT system configuration etc).

The ongoing funding has been split into administration and service costs.

Service Area	Carer Population	2019-20				2020-21			2021-22			2022-23			2023-24		
		Establishment \$M	Service Costs \$M	Administration \$M	Total \$M	Service Costs \$M	Administration \$M	Total \$M	Service Costs \$M	Administration \$M	Total \$M	Service Costs \$M	Administration \$M	Total \$M	Service Costs \$M	Administration \$M	Total \$M
ACT	44,700	0.390	0.600	0.659	1.648	1.015	0.659	1.674	1.096	0.659	1.755	1.134	0.659	1.793	1.134	0.659	1.793
NSW1	345,054	1.538	5.524	1.965	9.028	9.356	1.965	11.321	10.102	1.965	12.067	10.449	1.965	12.414	10.449	1.965	12.414
NSW2	175,074	0.904	2.804	1.244	4.952	4.749	1.244	5.993	5.128	1.244	6.372	5.304	1.244	6.548	5.304	1.244	6.548
NSW3	167,783	0.962	3.052	1.309	5.323	5.169	1.309	6.478	5.581	1.309	6.890	5.772	1.309	7.082	5.772	1.309	7.082
NSW4	215,535	1.102	3.652	1.469	6.222	6.185	1.469	7.653	6.678	1.469	8.147	6.908	1.469	8.376	6.908	1.469	8.376
QLD1	253,254	1.288	4.451	1.680	7.419	7.538	1.680	9.218	8.139	1.680	9.819	8.418	1.680	10.099	8.418	1.680	10.099
QLD2	64,741	0.549	1.281	0.840	2.670	2.170	0.840	3.010	2.343	0.840	3.183	2.424	0.840	3.264	2.424	0.840	3.264
QLD3	163,130	1.034	3.361	1.391	5.786	5.691	1.391	7.082	6.145	1.391	7.537	6.356	1.391	7.747	6.356	1.391	7.747
VIC1	526,051	1.827	6.762	2.293	10.883	11.452	2.293	13.746	12.366	2.293	14.659	12.79	2.293	15.084	12.79	2.293	15.084
VIC2	216,939	0.965	3.064	1.313	5.341	5.188	1.313	6.501	5.603	1.313	6.915	5.795	1.313	7.107	5.795	1.313	7.107
SA1	177,676	0.924	2.892	1.267	5.083	4.897	1.267	6.164	5.288	1.267	6.555	5.470	1.267	6.736	5.470	1.267	6.736
SA2	66,116	0.578	1.404	0.872	2.854	2.378	0.872	3.251	2.568	0.872	3.440	2.656	0.872	3.528	2.656	0.872	3.528
WA1	149,032	0.860	2.617	1.194	4.671	4.432	1.194	5.625	4.785	1.194	5.979	4.949	1.194	6.143	4.949	1.194	6.143
WA2	54,570	0.595	1.479	0.892	2.966	2.504	0.892	3.397	2.704	0.892	3.596	2.797	0.892	3.689	2.797	0.892	3.689
TAS 1	85,508	0.707	1.959	1.020	3.685	3.317	1.020	4.337	3.582	1.020	4.602	3.705	1.020	4.725	3.705	1.020	4.725
NT1	11,520	0.400	0.645	0.671	1.716	1.092	0.671	1.763	1.179	0.671	1.850	1.219	0.671	1.890	1.219	0.671	1.890
		10.623	45.546	24.079	80.248	77.134	20.079	97.213	83.289	20.079	103.368	86.146	20.079	106.226	86.146	20.079	106.226

* The carer population data is based on the Australian Bureau of Statistics, Survey Disability Ageing and Carers data 2015.

** Establishment funding represents the maximum amount of funding available to establish the RDP service areas

*** Administration funding represents the maximum amount of funding available to be used on the administrative cost of the RDP

Note – the figures in the above table have been rounded and therefore minor rounding errors may be present.

Note: Applicants are required to identify any current additional sources of funds (non-Commonwealth government funds) which will be used to support the cost of providing the Grant Activities in their service area/s (if any).

Note: As part of assessment criterion 2 (section 6), applicants must outline the number of activities (defined as service units) you are proposing to deliver, and the total operating costs required to support the service area. A Business Model template is provided for your use with the grant opportunity documents on GrantConnect and Community Grants Hub websites. It contains a number of service assumptions for the six services to be delivered by the RDPs and allows you to estimate the number of activities (service units) to be undertaken across each of the ICSS services.

An Establishment Plan must also be provided as part of assessment criterion 2 (section 6). A template is provided for your use with the grant opportunity documents on GrantConnect and Community Grants Hub websites.

3. Grant eligibility criteria

We cannot consider your application if it does not satisfy all the eligibility criteria.

3.1 Who is eligible to apply for a grant?

3.1.1 Legal Entities

To be eligible for this Grant Opportunity you must be one of the following entity types:

- Indigenous Corporation;
- Company;
- Cooperative;
- Incorporated Association;
- Partnership¹;
- Trustee on behalf of a Trust²;
- Statutory Entity;
- Local Government;
- Corporate State or Territory Entity;
- Non-corporate State or Territory Entity; or
- Non-corporate State or Territory Statutory Authority

3.1.2 Non-Legal Entities

Certain non-legal entity types can be considered eligible for this ICSS grant opportunity. The following non-legal entity type is eligible for this grant opportunity:

- Unincorporated Associations

3.1.3 Additional Eligibility Requirements

To be eligible for this Grant Opportunity you must:

- have an Australian Business Number (ABN), or the ability to acquire one;
- be a permanent resident of Australia;
- be located in Australia;
- be registered for the purposes of GST, or have the ability to become registered; and/or
- have an account with an Australian financial institution.

Applications from consortia are acceptable, as long as you have a lead applicant who is solely accountable to the Commonwealth for the delivery of grant activities and is an eligible entity as per the list above. For more information, please refer to section 7.5³.

¹ Partnership – the individual partners will enter in to the agreement with DSS. A Partnership Agreement or a list of all individual Partner/s of the Partnership may be requested

² Trusts are not legal entities in their own right – to be eligible, only the Trustee for the Trust can apply with providing the signed Trust Deed and any subsequent variations with the Application Form (refer Attachments Section 7.4). The Trustee must not be an ineligible entity type as outlined in 3.2.

³ The Australian Government recognises that some organisations may seek to form consortia in order to apply for a grant under the Program. The lead applicant must have legal entity status.

3.2 Who is not eligible to apply for a grant?

You are not eligible to apply if you are:

- Sole Trader;
- Commonwealth Company;
- Corporate Commonwealth Entity;
- Non-corporate Commonwealth Entity;
- Non-corporate Commonwealth Statutory Authority;
- International Entity; or
- an overseas resident.

4. Eligible grant activities

4.1 What can the grant money be used for?

You can only spend grant funds on eligible grant activities as defined in the grant details in your Grant Agreement and the RDP Operating Model document provided in the Grant Opportunity Documents (refer to grant opportunity documents on the GrantConnect and Community Grants Hub websites).

The services in the ICSS program are listed below. The RDP Operating Model (refer to grant opportunity documents on the GrantConnect and Community Grants Hub websites) provides further details of each service. RDPs are required to provide all of these services; however, the approach to the delivery of the services will be up to each individual RDP. Subcontracting arrangements for the delivery of services is allowable under the grant funding and details must be provided as part of your response to the relevant assessment criteria.

It should be noted that Service Area Planning must be undertaken each year.

CARER SERVICES

Carer Support Planning – Undertake an intake and needs assessment process for the carer consistent with the Carer Support Planning framework (refer to grant opportunity documents on the GrantConnect and Community Grants Hub websites) in order to determine the services which best suit the needs of individual carers. Upon completing the Carer support planning process, RDPs will prepare and provide the carer with a Carer Action Plan.

In Person Peer Support – a free facilitated peer support forum specifically designed to assist carers to connect with people in similar circumstances; learn from peers through the sharing of lived experiences; and aid in decreasing carer strain through the connection and sharing of personal stories and experiences.

In-Person Counselling – a free counselling service for carers who are experiencing difficulties with anxiety, stress, depression and low mood as a result of their caring role. The service will assist carers to manage their own health in order to remain effective in their caring role and avoid crisis events through in-person counselling sessions with a professional counsellor (in line with the in-person counselling guidelines developed by the Department).

Carer coaching (in-person) – a free psycho-educational service specifically designed to assist carers to acquire the skills and resilience needed in their caring role.

Carer Directed Support – a consumer directed approach to supporting carers in their caring role by providing a package of financial assistance. It gives carers a greater say and more control over the design and delivery of the support provided to them and the person/s they care for. The service is delivered in two formats – through the provision of one-off practical supports (up to an amount of \$1,500) or through the provision of a carer directed package (up to an amount of \$3,000).

Emergency Respite Care – is designed to offer support to carers who are experiencing an urgent, unplanned and imminent event that temporarily restricts their ability to continue caring when no other services are available.

ADDITIONAL CARER SERVICES

Online Peer Support and Digital Counselling – actively promoting these services to clients which will be delivered through the Carer Gateway by third party providers.

Carer coaching (Self-guided format) - actively promoting this service to clients which will be delivered through the Carer Gateway by third party providers

ANCILLARY ACTIVITIES

Service Area Planning and Outreach – undertake mapping of the services which exist in your service area which are of benefit to carers. Undertake promotional and profile raising activities which aim to reduce the barriers which prevent disconnected or hidden potential service users and carers accessing the services they need.

Establishment – one-off activities to ensure its operational readiness to deliver Activities

Transition – one-off activity to support the transition of Activities in the event of expiry or termination of the DSS Grant Agreement.

Carer Gateway Website – actively promote and assist carers in accessing the Carer Gateway Website.

As part of delivering the services above you can use the Grant to pay for:

- resources, operational policies, infrastructure to establish your business model;
- operating the business model in a way that maximises contribution to the outcomes the Australian Government is seeking to achieve through its commissioning of the ICSS;
- staff salaries and on-costs that can be directly attributed to the provision of activities in your allocated service area;
- employee training for paid and unpaid staff including Committee and Board members; and
- operating and administration expenses directly related to the delivery of Activities.
Examples include:
 - computer/ IT/website/software;
 - insurance;
 - utilities;

- postage;
- stationery and printing;
- accounting and auditing;
- travel/accommodation costs for domestic travel for staff directly relating to the delivery of services;
- assets as defined in the Terms and Conditions that can be reasonably attributed to meeting agreement deliverables; and
- up to ten per cent of the Grant can be used to invest in continuous improvement activities (such as trialling new services that will contribute to the ICSS outcomes).

4.2 What the grant money cannot be used for

You cannot use the Grant for the following activities:

- purchase of land;
- major capital expenditure (e.g. the purchase of motor vehicles);
- costs incurred in the preparation of a grant application or related documentation;
- subsidy of general ongoing administration costs such as electricity, phone and rent;
- major construction/capital works;
- overseas travel;
- the covering of retrospective costs;
- activities for which other Commonwealth, State, Territory or Local Government bodies have primary responsibility; and
- activities similar to ICSS that are funded by other Commonwealth, State, Territory or Local Government bodies.

5. The grant selection process

First, we will assess your application against the eligibility criteria. Only eligible applications will move to the next stage. Eligible applications will be considered through an open competitive grant process.

We will then assess your application against the criteria set out below (in Section 6) and against other applications. Your application will be considered on its merits, based on:

- how well it meets the criteria;
- how it compares to other applications;
- whether it provides value for money; and
- the mix of RDP applications in relation to the service area coverage required.

If you submit more than one application for a service area within the application period, the most recent application will be the one that is considered as part of the grant selection process.

6. The assessment criteria

You will need to address all of the following assessment criteria in your application. All criteria are weighted equally. The amount of detail and supporting evidence you provide in your application should be relative to the service area size, complexity and grant amount requested.

Criterion 1: Demonstrate the knowledge your organisation has of the RDP service area you are applying for, and the ability to meet client needs.

Your response **must** include details on the following:

- your operational experience in the RDP service area, and your knowledge of the carer-specific services available in the RDP service area;
- your understanding of the carer population in the RDP service area including special interest cohorts, e.g. Aboriginal and Torres Strait Islander people and people from culturally and linguistically diverse backgrounds;
- your relationships with service providers and local community organisations in the RDP service area (for the purposes of providing carers with timely access to services and to support outreach activities you will undertake); and
- how your organisation will use this knowledge to establish and run the RDP service area.

Criterion 2: Demonstrate how your organisation will establish and maintain a business model which delivers on the Government's Integrated Carer Support Service requirements, including the delivery of all service types across the service area.

Your response **must** include details on the following:

- the business model you would put in place including, organisational structure (details on the names and roles of key staff, workforce and sub contractor arrangements) business processes and IT systems; and
- how the business model is configured to maximise the cost effectiveness of your operations, and to ensure that all carers have easy access to support and services.

Please note: Business Model and Establishment Plan templates are available for your use with the grant opportunity documents on GrantConnect and Community Grants Hub websites.

Criterion 3: Demonstrate how your business model for the service area will align to the Integrated Carer Support Service Outcomes Framework (refer to the ICSS Service Blueprint Grant Opportunity Documents on the GrantConnect and Community Grants Hub websites).

Your response **must** include details on the following:

- how your Business Model has been configured to maximise the achievement of RDP outcomes;
- your ability to monitor outcomes through a program of continuous improvement. This includes modifying your Business Model to maximise and improve the achievement of the RDP outcomes; and
- your ability to collect, analyse and share data (with both the Department and other RDPs) that contributes to the Department's collective ability to improve carer outcomes.

Criterion 4: Demonstrate your organisation's experience and past performance delivering carer specific services.

Your response **must** include details on the following:

- the previous experience of key staff in delivering similar services;
- relevant examples of your ability to achieve outcomes through the delivery of services; and
- your previous experience establishing and operating a Business Model similar to the model proposed under this Grant Opportunity.

Please note: Applications from consortia can draw on the collective experience of consortium participants.

7. The grant application process

7.1 Overview of application process

You must read these grant guidelines, the application form, the Questions and Answers, the Grant Agreement terms and conditions, the RDP Operating Model, the Carer Support Planning Framework, and the ICSS Service Blueprint Grant Opportunity Documents on the GrantConnect and Community Grants Hub websites before you submit an application.

You are responsible for ensuring that your application is complete and accurate. Giving false or misleading information will exclude your application from further consideration.

You must address all of the eligibility and assessment criteria to be considered for a grant, otherwise your application will not progress to assessment. Please complete each section of the application form and make sure you provide the information we have requested. You must submit the information we are requesting in these attachments to your application.

The application must not be for a specific geographical part of a service area, and must cover the entire service area.

The application must not be for only part of the required activities in a service area. For example, an application cannot be to provide only outreach activities but not In-Person Peer Support in a Service Area.

Applicants must complete a separate Application Form (including separate attachments) for each service area. If more than one application for the same service area is submitted, the latest accepted application will progress.

Please keep a copy of your application and any supporting papers.

7.2 Application process timing

You must submit an application between the published opening and closing dates and times.

The Community Grants Hub will not accept late applications unless an applicant has experienced exceptional circumstances that prevent the submission of the application. Broadly, exceptional circumstances are events characterised by one or more of the following:

- reasonably unforeseeable,

- beyond the applicant's control,
- unable to be managed or resolved within the application period.

Exceptional circumstances will be considered on their merits and in accordance with probity principles.

How to lodge a late application

Applicants seeking to submit a late application will be required to submit a late application request to the Community Grants Hub Hotline via support@communitygrants.gov.au.

The request should include a detailed explanation of the circumstances that prevented the application being submitted prior to the closing time. Where appropriate, supporting evidence can be provided to verify the claim of exceptional circumstances.

Written requests to lodge a late application will only be accepted within three days after the grant opportunity has closed.

A delegate will determine whether a late application will be accepted. The decision of the delegate will be final and not be subject to a review or appeals process.

Once the outcome is determined, the Community Grants Hub will advise the applicant if their request is accepted or declined.

The expected commencement date for the granting activities is 1 July 2019 and the expected completion date is 30 June 2024.

Table 1: Expected timing for this Grant Opportunity

Activity	Timeframe
Application period	Open: 16/11/2018 Close: 5pm on 14/02/2019
Assessment of applications	4 weeks
Approval of outcomes of selection process	4 weeks
Negotiations and award of grant agreements	6 weeks
Notification to unsuccessful applicants	2 weeks
Activity commences	01/07/2019
End date	30/06/2024

7.3 Completing the grant application

You must submit your grant application using the application form, which is available on the [GrantConnect](#) and [Community Grants Hub](#) websites. The application form includes help information.

This is an online application form that you must submit electronically. If you have any technical difficulties please contact 1800 020 283 or email support@communitygrants.gov.au.

The Community Grants Hub will not provide application forms or accept applications for this Grant Opportunity by fax or mail.

You must make sure that your application is complete, accurate and submitted by the closing date and time in accordance with these Guidelines.

If you find a mistake in your application after it has been submitted, you should contact the Community Grants Hub by phone on 1800 020 283 or by email at support@communitygrants.gov.au straight away.

The Community Grants Hub may ask you for more information, as long as it does not change the substance of your application. The Community Grants Hub does not have to accept any additional information, nor requests from applicants to correct applications after the closing time.

7.4 Attachments to the application

The following documents must be included with your application:

- Business Model attachment outlining your operating costs and the number of services you are capable of delivering (a template is available for your use with the grant opportunity documents on GrantConnect and Community Grants Hub websites.);

- Establishment Plan outlining how you will establish the RDP in the timeframe provided including governance structures and key milestones (a template is available for your use with the grant opportunity documents on GrantConnect and Community Grants Hub websites)
- the name and contact details of three (3) referees which may be contacted by the Department during the assessment round (a template is available for your use with the grant opportunity documents on GrantConnect and Community Grants Hub websites)
- consortia memorandum of understanding (MOU), including list of consortia members.
- If applying as a Trustee on behalf of a Trust, a signed Trust Deed and any subsequent variations must be provided.

Your supporting documentation should be attached to the application form. There will be instructions in the application form to help you. Only attach the documents you have been asked to include. Applications that have not submitted a mandatory attachment or have submitted an incomplete attachment may be deemed not compliant and may be excluded from the process.

Please note: There is a 2MB limit for each attachment.

7.5 Applications from consortia

Some organisations may apply as a consortium to deliver grant activities. A consortium is two or more organisations that are working together to combine their capabilities when developing and delivering a grant activity.

If you are submitting a grant application on behalf of a consortium, one organisation must be appointed as the 'lead organisation'. Only the lead organisation will enter into a Grant Agreement with the Commonwealth and will be responsible for the grant. The lead organisation must complete the application form and identify all other members of the proposed consortium in the application.

Your consortia must have a memorandum of understanding (MOU) between all parties. This must be submitted as part of your application. The MOU should contain (at a minimum) the following:

- The date of the MOU and the period for which it is to operate;
- The purpose of the consortia, its scope and key objectives;
- The management structure in place including frequency of meetings and process for communication of decisions;
- an outline of the relevant experience and/or expertise of the consortium members;
- the roles/responsibilities of consortium members and the resources they will contribute (if any);
- an outline of the dispute resolution mechanisms which will be put in place;
- A disclaimer statement indicating that all activities that take place under the MOU must be in compliance with the Grant Guidelines; confirmation that subcontract arrangements are in place between the lead organisation and each of the consortia partners where the consortia partners are delivering services and

- details of a nominated management level contact officer (for each of the consortium members).

7.6 Questions during the application process

If you have any questions during the application period, please contact the Community Grants Hub on 1800 020 283 or email to support@communitygrants.gov.au. The Community Grants Hub will respond to emailed questions within five working days.

Answers to questions may be posted on the [GrantConnect](#) and [Community Grants Hub](#) websites.

The question period will close at 5.00pm AEDT on 07/02/2019. Following this time, only questions relating to using and/or submitting the application form will be answered.

8. Assessment of grant applications

8.1 Who will assess applications?

An assessment team will assess all eligible and compliant applications based on their merits. The assessment team will comprise departmental staff. The assessment team will undertake training to ensure consistent assessment of all applications.

If the selection process identifies unintentional errors in your application, you may be contacted to correct or explain the information.

A Selection Advisory Panel Committee comprising DSS staff will then review all ranked applications to inform the final recommendations for funding.

The Selection Advisory Panel will make recommendations having regards to:

- overall objectives for each Program;
- conformance with eligibility criteria;
- distribution of providers across all locations;
- how the services and/or project will be delivered;
- value for money; and
- minimise possible duplication with other Commonwealth/State/Territory government programs/service delivery.

The Selection Advisory Panel may seek information about you or your application. They may do this from within the Commonwealth, even if the sources are not nominated by you as referees. The Selection Advisory Panel may also consider information about you or your application that is available through the normal course of business.

8.2 Who will approve grants?

The Selection Advisory Panel will make recommendations to the decision maker. The decision maker will be the Group Manager of the Disability, Employment and Carers Group

within DSS. The Group Manager Disability, Employment and Carers Group will make the final decision to approve the grant.

The Group Manager Disability, Employment and Carers Group decision is final in all matters, including:

- the approval of the grant;
- the grant funding amount to be awarded; and
- the terms and conditions of the grant.

The Group Manager of Disability, Employment and Carers Group must not approve funding if they reasonably consider the Program funding available across financial years will not accommodate the funding offer, and/or the application does not represent value for money.

There is no appeal mechanism for decisions to approve or not approve a grant.

9. Notification of application outcomes

You will be advised of the outcomes of your application in writing, following a decision by the Group Manager of Disability, Employment and Carers Group. If you are successful, you will also be advised about any specific conditions attached to the grant.

9.1 Feedback on your application

A Feedback Summary will be published on the Community Grants Hub website to provide all organisations with easy to access information about the assessment process and the main strengths and areas for improving their applications.

Should individual feedback be required, the process for requesting individual feedback will be included in the letter advising of the outcome of your application.

10. Successful grant applications

10.1 The Grant Agreement

If you are successful and you choose to accept a grant offer, you must enter into a legally binding Grant Agreement with the Commonwealth represented by DSS. DSS will use the *Commonwealth Standard Grant Agreement*. Standard terms and conditions for the Grant Agreement will apply and cannot be changed. A schedule may be used to outline the specific grant requirements. Any additional conditions attached to the grant will be identified in the grant offer or during the Grant Agreement negotiations.

You will be required to:

- Deliver the activities and meet the performance reporting and financial acquittal requirements outlined in your Grant Agreement.

DSS will negotiate agreements with successful applicants within 30 business days of your organisation being notified your application has been successful. If there are unreasonable

delays in finalising a Grant Agreement, the grant offer may be withdrawn and the grant may be awarded to a different applicant.

Where a grantee fails to meet the obligations of the Grant Agreement, DSS may terminate the agreement.

You should not make financial commitments related to this grant, until a Grant Agreement has been executed by the Commonwealth.

10.2 Commonwealth Child Safe Framework

The Royal Commission into Institutional Responses to Child Sexual Abuse highlighted the need for organisations to adopt child safe practices including appropriate screening of staff, mandatory reporting and adoption of the National Principles for Child Safe Organisations. The Australian Government committed to a new Commonwealth-wide framework to protect children and young people it is responsible for – the Commonwealth Child Safe Framework (CCSF).

The Australian Government is considering appropriate ways to apply the requirements of the CCSF to grant recipients. A child safety clause is likely to be included in a grant agreement where the Commonwealth considers the grant is for:

- services directly to children; or
- activities that involve contact with children that is a usual part of, and more than incidental to, the grant activity.

A child safety clause may also be included in the grant agreement if the Commonwealth considers the grant activity involves children more broadly.

The successful applicant will be required to comply with all child safety obligations included in the grant agreement published with this grant opportunity or notified to the successful applicant prior to execution of the grant agreement. Irrespective of the child safety obligations in the grant agreement you must always comply with your state and territory legislative requirements for working with children and mandatory reporting.

10.3 How the grant will be paid

The Grant Agreement will state the:

- activity requirements;
- maximum grant amount to be paid;
- the payment amount and milestones;
- performance indicators;
- reporting requirements; and
- financial acquittal requirements.

We will make an initial payment on the payment date shown in your Grant Agreement, when the Grant Agreement has been executed. We will then make six monthly payments on the dates shown in your Grant Agreement.

If you incur extra expenditure in delivering the activity, you must pay it yourself.

10.4 Grant Agreement variations

We recognise that unexpected events may affect the progress of a project. In these circumstances, you can request a project variation, including:

- changing project milestones; and
- extending the timeframe for completing the project but within the five year period.

The Program does not allow for an increase to the agreed amount of grant funds.

If you want to propose changes to the Grant Agreement, you must put them in writing before the Grant Agreement end date. Contact your Funding Arrangement Manager for further information. We will not consider changes after the Grant Agreement end date.

You should not assume that a variation request will be successful. We will consider your request based on factors such as:

- how it affects the project outcome;
- consistency with the Program policy objective and any relevant policies of DSS;
- changes to the timing of grant payments; and
- availability of Program funds.

11. Announcement of grants

If successful, your grant will be listed on [GrantConnect](#) within 21 calendar days after the date of effect as required by Section 5.3 of the *CGRGs*.

12. Delivery of grant activities

12.1 Your responsibilities

If successful you must carry out the Grant Activities in accordance with these guidelines, the RDP Operating Model and the DSS Grant Agreement, which includes the standard terms and conditions and any supplementary conditions. The Grant Agreement schedule will outline the specific grant requirements.

You will also be responsible for:

- meeting the terms and conditions of the Grant Agreement and managing the activity efficiently and effectively;
- meeting milestones and other timeframes specified in the Grant Agreement;
- complying with record keeping, reporting and acquittal requirements as set out in the Grant Agreement;
- participating in grant Program evaluation as necessary for the period specified in the Grant Agreement; and
- ensuring that the grant activity outputs and outcomes are reported in accordance with the Grant Agreement.

12.2 DSS responsibilities

DSS will:

- meet the terms and conditions set out in the Grant Agreement;
- provide timely administration of the Grant; and
- evaluate the Grantee's performance.

We will monitor your performance by assessing reports you submit and may conduct site visits to confirm details of your reports if necessary. Occasionally we may need to re-examine claims, seek further information or request an independent audit of claims and payments.

12.3 Grant payments and GST

Payments will be made as set out in the Grant Agreement.

Before any payments are made, you must provide:

- a tax invoice for the amount of the payment (the Australian Government's default invoice process is Recipient Created Tax Invoices);
- evidence that you have achieved the associated milestone; and
- any other conditions of payment (e.g. evidence of purchase of equipment, satisfactory progress report, approvals, and any other documentation).

12.4 Reporting

RDP grant recipients must have systems in place to allow them to meet their data collection and reporting obligations outlined in their Grant Agreement.

Performance information (e.g. client characteristics and service delivery information) will be required to be collected by service providers at the client level and entered directly into DSS' performance reporting solution, the Data Exchange.

The performance information reported through the Data Exchange includes:

- Client identity characteristics (given and family names, date of birth, gender and residential address)
- Client demographic characteristics (Indigenous status, cultural and linguistic diversity, and disability status, impairment or condition)
- Service delivery information (outlets, cases, sessions)
- Client outcomes

The Data Exchange has two standardised six monthly performance reporting periods each year, which run from 1 July to 31 December and 1 January to 30 June, with a 30 day close off period after each of these. Once the close-off period is completed no further changes can be made to the data.

Information must be provided in accordance with the Data Exchange Protocols available at the [Data Exchange website](#).

For this activity, participation in the “partnership approach” is a requirement of funding. By participating, you agree to provide some additional information in exchange for the receipt of regular and relevant reports. The main focus of the partnership approach is collecting information about the outcomes achieved by clients as a result of service delivery. The partnership approach also includes some extended data items that provide additional information about client demographics, needs and circumstances.

The Data Exchange Technical Specifications are available on the Data Exchange Website. The Technical Specifications outline the requirements to meet DSS’ data formats. Additionally, there is a range of other training and support material on the Data Exchange website to help RDPs use the Data Exchange.

A dedicated Data Exchange helpdesk is available. RDPs can email dssdataexchange.helpdesk@dss.gov.au

12.5 Evaluation

DSS (or its contracted third party) will evaluate the operations of the RDP to measure how well the outcomes and objectives of the ICSS have been achieved.

Your Grant Agreement requires you to provide information to help with this evaluation.

DSS will evaluate a range of issues, including but not limited to, performance of the Program, including efficiency of implementation and effectiveness of the Program meeting policy outcomes.

DSS, in undertaking an evaluation of the Program, will engage with the following tools:

- Post-implementation review – a review that asks and answers questions of whether an initiative was implemented in the manner envisaged, on time and within budget;
- Ongoing Program Performance Reviews – reviews (undertaken on a regular basis) of whether a Program is performing at the optimal level to deliver defined outputs and whether there is scope to improve efficiency and cost effectiveness; and
- Impact Evaluation – an assessment of the extent to which the Program is achieving the defined policy outcomes.

DSS will be using the Data Exchange to assist in Program evaluation. The Data Exchange is an IT system that provides flexible ways to submit performance information to DSS.

Your Grant Agreement will be monitored on an on-going basis by the Funding Arrangement Manager assigned by DSS. The Funding Arrangement Manager will ensure all milestones shown in your Grant Agreement are met.

12.6 Acknowledgement

All publications related to grants under the Program must acknowledge the Commonwealth as follows:

- ‘This activity received grant funding from the Australian Government.’

12.7 Multicultural Access and Equity

Australia’s *Multicultural Access and Equity Policy* obliges Australian government agencies to ensure their policies, programs and services (including those conducted by contractors and

service delivery partners) are accessible to, and deliver equitable outcomes for, people from culturally and linguistically diverse (CALD) backgrounds.

Grant applicants should consider how they will ensure their services will be accessible to people from CALD backgrounds. For example, service delivery partners may require cultural competency skills in order to engage with CALD clients. Services, projects, activities or events may require the use of professional translating or interpreting services in order to communicate with non-English speakers. If required, based on an assessment of the target group, costs for translating and interpreting services (and other requirements for ensuring accessibility) should be factored into grant applications. For further information on the Multicultural Access and Equity Policy, please refer to the [Home Affairs](#) website.

13. Probity

The Australian Government will make sure that the Program process is fair, according to the published guidelines, incorporates appropriate safeguards against fraud, unlawful activities and other inappropriate conduct and is consistent with the CGRGs.

Note: These guidelines may be changed from time-to-time by DSS. When this happens, the revised guidelines will be published on [GrantConnect](#) and the [Community Grants Hub](#) websites.

13.1 Complaints process

Complaints about the Program

The DSS [Complaints Procedure](#) apply to complaints about the Program. All complaints about the Program, including grant decisions, must be lodged in writing.

Any questions you have about grant decisions for the Program should be sent to support@communitygrants.gov.au.

Complaints about the Process

Applicants can contact the complaints service with complaints about Community Grants Hub's service(s) or the application process.

Details of what constitutes an eligible complaint can be provided upon request by the Community Grants Hub. Applicants can lodge complaints using the [complaints form](#) on DSS' website or by phone or mail.

Phone: 1800 634 035
Mail: Complaints
GPO Box 9820
Canberra ACT 2601

Complaints to the Ombudsman

If you do not agree with the way DSS or the Community Grants Hub has handled your complaint, you may complain to the Commonwealth Ombudsman. The Ombudsman will not

usually look into a complaint unless the matter has first been raised directly with the DSS or the Community Grants Hub.

The Commonwealth Ombudsman can be contacted on:

Phone (Toll free): 1300 362 072

Email: ombudsman@ombudsman.gov.au

Website: www.ombudsman.gov.au

13.2 Conflict of interest

Any conflicts of interest could affect the performance of the grant. There may be a conflict of interest, or perceived conflict of interest, if DSS and the Community Grants Hub staff, any member of a committee or advisor and/or you or any of your personnel:

- has a professional, commercial or personal relationship with a party who is able to influence the application selection process, such as an Australian Government officer;
- has a relationship with an organisation, or in an organisation, which is likely to interfere with or restrict the applicants from carrying out the proposed activities fairly and independently; or
- has a relationship with, or interest in, an organisation from which they will receive personal gain because the organisation receives funding under the Program.

You will be asked to declare, as part of your application, any perceived or existing conflicts of interests or that, to the best of your knowledge, there is no conflict of interest.

If you later identify that there is an actual, apparent, or potential conflict of interest or that one might arise in relation to a grant application, you must inform DSS and the Community Grants Hub in writing immediately. Committee members and other officials including the decision maker must also declare any conflicts of interest.

The chair of the Selection Advisory Panel will be made aware of any conflicts of interest and will handle them as set out in Australian Government policies and procedures. Conflicts of interest for Australian Government staff will be handled as set out in the Australian Public Service Code of Conduct (Section 13(7)) of the *Public Service Act 1999*. We publish our conflict of interest policy available on the [Community Grant Hub](#) website.

13.3 Privacy: confidentiality and protection of personal information

We treat your personal information according to the 13 Australian Privacy Principles and the *Privacy Act 1988*. This includes letting you know:

- what personal information we collect;
- why we collect your personal information; and
- who we give your personal information to.

You are required, as part of your application, to declare your ability to comply with the *Privacy Act 1988*, including the Australian Privacy Principles and impose the same privacy

obligations on any subcontractors you engage to assist with the activity. You must ask for the Australian Government's consent in writing before disclosing confidential information.

Your personal information can only be disclosed to someone else if you are given reasonable notice of the disclosure; where disclosure is authorised or required by law or is reasonably necessary for the enforcement of the criminal law; if it will prevent or lessen a serious and imminent threat to a person's life or health; or if you have consented to the disclosure.

The Australian Government may also use and disclose information about grant applicants and grant recipients under the Program in any other Australian Government business or function. This includes giving information to the Australian Taxation Office for compliance purposes.

We may reveal confidential information to:

- employees and contractors of DSS so we can research, assess, monitor and analyse our programs and activities;
- employees and contractors of other Commonwealth agencies for any purposes, including government administration, research or service delivery;
- other Commonwealth, State, Territory or local government agencies in program reports and consultations;
- the Auditor-General, Ombudsman or Privacy Commissioner;
- the responsible Minister or Parliamentary Secretary; and
- a House or a Committee of the Australian Parliament.

We may share the information you give us with other Commonwealth agencies for any purposes including government administration, research or service delivery and according to Australian laws, including the:

- *Public Service Act 1999*;
- *Public Service Regulations 1999*;
- *Public Governance, Performance and Accountability Act*;
- *Privacy Act 1988*;
- *Crimes Act 1914*; and
- *Criminal Code Act 1995*.

We will treat the information you give us as sensitive and therefore confidential if it meets all of the four conditions below:

1. you clearly identify the information as confidential and explain why we should treat it as confidential;
2. the information is commercially sensitive;
3. revealing the information would cause unreasonable harm to you or someone else; and
4. you provide the information with an understanding that it will stay confidential.

The Grant Agreement will include any specific requirements about special categories of information collected, created or held under the Grant Agreement.

13.4 Freedom of information

All documents in the possession of the Australian Government, including those about the Program, are subject to the *Freedom of Information Act 1982 (FOI Act)*.

The purpose of the FOI Act is to give members of the public rights of access to information held by the Australian Government and its entities. Under the FOI Act, members of the public can seek access to documents held by the Australian Government. This right of access is limited only by the exceptions and exemptions necessary to protect essential public interests and private and business affairs of persons in respect of whom the information relates.

All Freedom of Information requests must be referred to the Freedom of Information Coordinator in writing:

By mail: Freedom of Information Coordinator
 DSS
 Government and Executive Services Branch
 GPO Box 9820
 CANBERRA ACT 2601

By email: foi@dss.gov.au

14. Consultation

DSS has undertaken a large consultation process with the Carer sector (including carers) over the period 2016 to present. Stage Two of the Integrated Plan for Carer Support Services involved working with the sector, through a process of co-design, to further develop and finalise the draft Service Concept. The Service Concept, through a process of public consultation, subsequently informed the development of a draft Service Delivery Model for the new ICSS. The Service Delivery Model defined:

- contact channels – how users (including both carers and service providers) will access/deliver the services e.g. online, face to face, telephone;
- workforce – the people (and organisations) needed to provide the services to carers;
- operational capabilities – for example the ability to deliver a screening service that identifies carers most in need of support, or the ability to consistently assess a carer's priority needs; and
- IT systems – the websites, service finders and relationship management support systems that will support the service.

The Service Delivery Model informed the Government's decision on funding and implementation of the new ICSS. The Department utilised two separate working groups (Carer Gateway Advisory Group and the Subject Matter Expert group), throughout the consultation period.

The Department has continued to engage with the sector in the finalisation of the service design of the ICSS. This has occurred, and will continue to occur, throughout the implementation phase of the ICSS.

15. Glossary

Term	Definition
assessment criteria	The specified principles or standards against which applications will be judged. These criteria are also used to assess the merits of proposals and, in the case of a competitive granting activity, to determine applicant rankings.
commencement date	The expected start date for the grant activity.
completion date	The expected date that the grant activity must be completed and the grant spent by.
Commonwealth entity	A Department of State, or a Parliamentary Department, or a listed entity or a body corporate established by a law of the Commonwealth. See subsections 10(1) and (2) of the PGPA Act.
date of effect	This will depend on the particular grant. It can be the date in which a Grant Agreement is signed or a specified starting date. Where there is no Grant Agreement, entities must publish information on individual grants as soon as practicable.
decision maker	The person who makes a decision to award a grant.
eligibility criteria	The principles, standards or rules that a grant applicant must meet to qualify for consideration of a grant. Eligibility criteria may apply in addition to assessment criteria.
grant	<p>A grant is an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth:</p> <ul style="list-style-type: none"> a) under which relevant money or other CRF money, is to be paid to a grantee other than the Commonwealth b) which is intended to help address one or more of the Australian Government's policy outcomes while assisting the grantee achieve its objectives.
grant activity	Is the project /tasks /services that the Grantee is required to undertake with the grant money. It is described in the Grant Agreement.
grant agreement	Grant Agreement means the contract template used by Australian Government entities to set out the mutual obligations relating to the provision of the grant. The Australian Government is standardising and streamlining grant agreements between the Commonwealth and grant recipients

Term	Definition
	to allow grant recipients to engage more easily and efficiently with the Commonwealth.
grant opportunity	A notice published on GrantConnect advertising the availability of Commonwealth grants.
grant program	May be advertised within the 'Forecast Opportunity' (FO) section of GrantConnect to provide a consolidated view of associated grant opportunities and provide strategic context for specific grant opportunities.
grantee	An individual/organisation that has been awarded a grant.
Integrated Carer Support Service (ICSS)	Program of work approved by the Government to replace the current DSS carer funded programs.
Regional delivery partner	The organisations responsible for the coordination and delivery of services to carers under the ICSS.
selection criteria	Comprise eligibility criteria and assessment criteria.
selection process	The method used to select potential grantees. This process may involve comparative assessment of applications or the assessment of applications against the eligibility criteria and/or the assessment criteria.

16. Appendix A: Three Stages of the Integrated Plan for Carer Support Services

Stage One: Build the Foundation – *completed January 2016*

In the 2015-16 Budget, the Government committed \$33.7 million over four years for the establishment of the national carer gateway (Carer Gateway).

Carer Gateway, launched in 2015, provides a recognisable source of clear, consistent and reliable information that helps carers navigate the system of support and services available. Carer-specific information is delivered through an online platform (including website and service finder) and a national contact centre.

Carer Gateway provides the foundation infrastructure for the future Integrated Carer Support Service (ICSS). In parallel a preliminary design (called the Service Concept) for the future ICSS was developed. The [draft Service Concept](#) specified the outcomes to be achieved for carers and the services and supports best placed to deliver against these outcomes.

The draft Service Concept was developed through empirical research, current state analysis and engagement with the sector (through the Carer Gateway Advisory Group and a working group of subject matter experts). The draft Service Concept provided a high-level framework for the more detailed co-design activities to be undertaken in Stage Two of the Plan.

Stage Two: Put forward options for the design of the ICSS – *completed February 2017*

The focus for Stage Two involved working with the sector, through a process of co-design, to further develop and finalise the draft Service Concept. The Service Concept, through a process of public consultation, subsequently informed the development of a draft Service Delivery Model for the new ICSS. The Service Delivery Model defined:

- contact channels – how users (including both carers and service providers) will access/deliver the services e.g. online, face to face, telephone;
- workforces – the people (and organisations) needed to provide the services to carers;
- operational capabilities – for example the ability to deliver a screening service that identifies carers most in need of support, or the ability to consistently assess a carer's priority needs; and
- IT systems – the websites, service finders and relationship management support systems that will support the service.

The [Service Delivery Model](#) formed the basis of a proposal to Government for a decision on funding and implementation of the new ICSS.

Stage Three: Operationalise the ICSS – *from September 2019*

The ICSS will be operationalised through the sourcing and commissioning of services to deliver carer supports from September 2019, including:

- engagement and establishment of the Carer Gateway regional delivery partners (this Grant Opportunity) – these are the organisations that will replace the organisations funded under DSS' current carer Programs;
- engagement and establishment of a national counselling provider to provide carers with access to an online/telephone based counselling service;

- engagement and establishment of a specialist organisation to develop and operate an online community forum to provide carers with access to 24/7 peer support;
- engagement of a specialist organisation to design and pilot a carer coaching service;
- engagement of a specialist organisation to design and deliver a national communications campaign; and
- engagement of a specialist organisation to design and administer an outcomes framework (to measure and report on the performance of the organisations engaged under the ICSS, including the Carer Gateway RDPs).