

NDIS Transition and Aged Care Boosting the Local Care Workforce Grant Opportunity Guidelines

Opening date:	29 August 2017
Closing date and time:	2pm AEST on 26 September 2017
Commonwealth policy entity:	Department of Social Services
Co-Sponsoring Entities	Department of Health
Enquiries:	If you have any questions, please contact Phone: 1800 020 283 Email: support@communitygrants.gov.au Questions should be sent no later than 19 September 2017
Date guidelines released:	29 August 2017
Type of grant opportunity:	Restricted Competitive

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1. NDIS Transition and Aged Care: Boosting the Local Care Workforce Grants Opportunity Processes

The Program is designed to achieve Australian Government objectives

This grant opportunity is part of the above grant program which contributes to Department of Social Services' Disability and Carers Outcome and the Department of Health's' Aged Care Quality Outcome. The Department of Social Services works with stakeholders to plan and design the grant program according to the *Commonwealth Grants Rules and Guidelines* (CGRGs)



The grant opportunity opens

We publish the grant opportunity guidelines and advertise on GrantConnect and the Community Grants Hub websites.



You complete and submit a grant application

You must read these grant guidelines before you submit your application. These guidelines can be found on GrantConnect, the Australian Government's whole-of-government grants information system. Note: Any addenda for this grant opportunity will be published on GrantConnect, and by registering on this website you will be automatically notified on 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 application is successful.



We notify you of the outcome

We advise you of the outcome of your application. We may not notify unsuccessful applicants until the grant agreement has been executed with the successful applicant.



We enter into a grant agreement

We will enter into a grant agreement or letter of agreement with the successful applicant. The type of grant agreement is based on the nature of the grant and proportional to the risks involved.



Delivery of grant

You undertake the grant activity as set out in your grant agreement. We manage the grant by working with you, monitoring your progress and making payments.



Evaluation of the Boosting the Local Care Workforce Grants Opportunity

We evaluate the specific grant activity and Boosting the Local Care Workforce Grants Opportunity 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 the Department of Social Services under a Whole of Australian Government initiative to streamline grant processes across agencies.

1.2 About the NDIS and Aged Care programs

National Disability Insurance Scheme Transition Program

The NDIS Transition program supports the market, sector and workforce transitioning to the NDIS environment. The NDIS Transition program aims to manage the transition of existing activities identified to ensure:

- existing clients are sensitively transitioned into the NDIS in line with the full roll-out of the Scheme;

- services and service providers are transitioned gradually to the NDIS in line with the full roll-out of the Scheme;
- continuity of service throughout trial sites for clients that cannot access individualised packages under the NDIS; and
- an effective framework for transitioning the information, linkages and capacity building elements of transitioning programs to provide systemic level support.

Aged Care Quality Program

The Australian Government supports the provision of quality care for older Australians. The Government is working with the aged care sector and consumers to develop a single aged care quality framework that is intended to reduce the regulatory burden for providers, and focus more on quality outcomes for consumers. To ensure quality care is provided to people with dementia the Government provides funding to strengthen the capacity of the aged care sector to deliver quality care and services to support people with dementia, their carers and their families. To better meet the needs of those from diverse backgrounds, the Department of Health has also implemented a National Lesbian, Gay, Bisexual, Transgender and Intersex Ageing and Aged Care Strategy, and the National Ageing and Aged Care Strategy for People from Culturally and Linguistically Diverse backgrounds.

The Department of Health applies the regulatory framework through a proportional risk-based approach when taking action to protect the health, welfare, and interests of care recipients.

Workforce as a key focus for both NDIS and Aged Care programs

Workforce is a central enabler in the delivery of both disability supports and aged care services. Major reforms due to the full implementation of the NDIS and in aged care depend on securing a supply of care workers, so that people who require care and supports can access quality care, in a way that matches consumer or participant need. The supply of suitable work ready job seekers across the care sectors is limited and so action needs to be taken to ensure a net increase in the available workforce for both sectors, to avoid substitution between these sectors. This program aligns activities that will develop the immediate capacity of disability and aged care service providers to expand their workforces and effectively transition to these new client-centred environments. This support will lead to providers having greater capacity to compete in increasingly competitive market environments and so create new job opportunities, allowing local job seekers to contribute to providing these important services that will benefit people with disability and older Australians.

1.3 About the Boosting the Local Care Workforce Grant Opportunity

These Grant Opportunity Guidelines (the guidelines) contain information for the Boosting the Local Care Workforce Grant Opportunity (the grant opportunity). The grant opportunity will run over three years from 2017-18 to 2019-20. The grant opportunity was announced as part of the 2017-18 Budget measure. The objectives of the grant opportunity are to build disability sector capacity and service provider readiness in the lead up to full scheme implementation.

The grant opportunity will be undertaken according to the *Commonwealth Grants Rules and Guidelines (CGRGs)*.

This document sets out:

- the purpose of the grant opportunity;
- details of the eligibility and assessment process;
- how grant applications are monitored and evaluated; and
- responsibilities and expectations in relation to the grant opportunity.

You must read this document before filling out an application.

1.4 Boosting the Local Care Workforce Grant Opportunity outcomes

The grant opportunity will address NDIS transition market and workforce-related issues that have been identified in the early stages of scheme roll-out as requiring particular attention. The grant opportunity will also have a focus on support for aged care providers to expand their workforces and create job opportunities for local job seekers.

The grant opportunity is intended to build disability sector capacity and service provider readiness in the lead up to full NDIS implementation, and for aged care employers and workers; it will provide timely assistance targeted to a region's workforce requirements, helping employers increase the supply of care workers in the right areas by:

- providing targeted assistance for disability service providers to develop business models responsive to individualised funding – primarily disability services providers given the significant transition they are currently experiencing;
- providing financial assistance to improve service provider operational capacity to understand and respond to changing consumer demand and to ensure there is an efficient, responsive and innovative market that meets the diverse needs of people with disability, older Australians and their families;
- supporting the development of specific market interventions (for example, allied health services and supporting people with complex needs) where it is anticipated there is a risk of market failure in the future;
- linking job seekers with disability and aged care sector employers who will provide training, on-the-job skills training, support and coaching; and
- contributing to the development of an evidence base to identify where gaps are evident and to inform further workforce and market support activities.

The grant opportunity consists of three initiatives:

1. The *Care Workforce Regional Coordinator Initiative* will support NDIS and aged care providers in regional, rural and outer metropolitan and non-metropolitan areas, and raise awareness of employment opportunities in the NDIS and aged care through public awareness sessions.
2. The nationally focused *Specialist Coordinators Initiative* will work with *Care Workforce Regional Coordinators Initiative* to analyse and address their focus areas.
3. The *Sector Transition and Employer Support Initiative* will deliver one-on-one transition support to NDIS providers with a focus on regional, outer metropolitan and

non-metropolitan locations, given lower levels of market preparedness and thinner markets.

All initiatives will operate concurrently for the duration of the grant opportunity.

The grant opportunity will be overseen by a governance body which will include representatives from the Department of Social Services, the Department of Health, the National Disability Insurance Agency (the NDIA) and the Department of Employment, with other members as appropriate.

Further details about the three initiatives are at **Appendix A**.

These guidelines relate to nine organisations that are identified at section 3.1. One organisation will be selected from the invitees to deliver the grant opportunity, and will use the grant to manage, recruit and report on the three initiatives that make up the opportunity.

2. Grant opportunity amount

The Australian Government has announced a total of \$33 million over three years for the Boosting the Local care Workforce Grant Opportunity.

2017-18	2018-19	2019-20
\$18,000,000	\$12,000,000	\$3,000,000
Total		\$33,000,000.00

Funding is being contributed from the Department of Social Services and the Department of Health as per the table below.

Funding source	Funding amount
Department of Social Services	\$30,000,000
Department of Health	\$3,000,000

For the life of the grant opportunity, this includes:

- \$9.1 million for the *Care Workforce Regional Coordinators Initiative*;
- \$4.1 million for the *Specialist Coordinators Initiative*; and
- \$19.8 million for the *Sector Transition and Employer Support Initiative*.

Total funding includes elements of administration costs that are shared between the *Care Workforce Regional Coordinators Initiative* and *Specialist Coordinators Initiative*, given the similar nature of these two initiatives in terms of engaging, managing and placing staff.

3. Grant opportunity eligibility criteria

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

3.1 Who is eligible to apply for this grant opportunity?

To be eligible you must:

- be one of the following entity types:
 - a company incorporated in Australia
 - a company incorporated by guarantee
 - an incorporated trustee on behalf of a trust
 - an incorporated association
 - a partnership
- have an Australian Business Number (ABN)
- be registered for the purposes of GST
- be a permanent resident of Australia
- have an account with an Australian financial institution.

The following organisations have been invited to apply:

Name of Organisation	Rationale for Invitation
Deloitte Touche Tohmatsu	Expertise in policy analysis and the ability to synthesise this analysis and report to government, the capacity to deliver services nationally, has business transition expertise, experience delivering support services to business, financial management experience, the capacity to implement a national network of coordinators quickly and effectively.
Price Waterhouse Coopers	Expertise in policy analysis and the ability to synthesise this analysis and report to government, the capacity to deliver services nationally, has business transition expertise, experience delivering support services to business, financial management experience, the capacity to implement a national network of coordinators quickly and effectively.
KPMG	Expertise in policy analysis and the ability to synthesise this analysis and report to government, the capacity to deliver services nationally, has business transition expertise, experience delivering support services to business, financial

Name of Organisation	Rationale for Invitation
	management experience, the capacity to implement a national network of coordinators quickly and effectively.
Boston Consulting Group Pty Ltd	Expertise in policy analysis and the ability to synthesise this analysis and report to government, the capacity to deliver services nationally, has business transition expertise, experience delivering support services to business, financial management experience, the capacity to implement a national network of coordinators quickly and effectively.
NOUS Group Pty Ltd	Expertise in policy analysis and the ability to synthesise this analysis and report to government, the capacity to deliver services nationally, has business transition expertise, experience delivering support services to business, financial management experience, the capacity to implement a national network of coordinators quickly and effectively.
Ernst and Young	Expertise in policy analysis and the ability to synthesise this analysis and report to government, the capacity to deliver services nationally, has business transition expertise, experience delivering support services to business, financial management experience, the capacity to implement a national network of coordinators quickly and effectively.
ACIL Allen Consulting Pty Ltd	Expertise in policy analysis and the ability to synthesise this analysis and report to government, the capacity to deliver services nationally, has business transition expertise, experience delivering support services to business, financial management experience, the capacity to implement a national network of coordinators quickly and effectively.
National Disability Services	Expertise in disability issues including market and workforce. Significant prior experience in delivering programs for government. National organisation with state network already in place.
National Employment Services Association	Expertise in workforce and employment. Significant prior experience in delivering programs for government. Has a business

Name of Organisation	Rationale for Invitation
	intelligence and consulting arm. Significant understanding and experience in government employment services.
McKinsey & Company	Expertise in workforce and employment. Significant prior experience in delivering programs for government. Has a business intelligence and consulting arm. Significant understanding and experience in government employment services.

Applications from consortia are acceptable, provided you have a lead applicant who is the main driver of the project and is eligible as per the list above.

A range of criteria were considered in the selection of organisations for this round, including specialist expertise, the ability to influence and partner with service providers nationally as well as in specified regions, and proven ability to deliver national targeted programs or projects for government.

Organisations were selected to apply based on their experience delivering support to businesses including NDIS and aged care service providers across Australia. In addition, candidates are required to have specialist expertise in, and knowledge of, the unique issues facing disability and aged care providers across Australia.

Shortlisted organisations are known to have exceptional networks and influence within the specialised service sector. This reflects that the success of this project relies on the ability of the successful candidate to engage and influence the existing Commonwealth, state and territory service provider footprint.

No further organisations will be invited to apply.

3.2 Who is not eligible to apply for this grant opportunity?

You are not eligible to apply for this grant opportunity if you have not been approached through an invitation to apply.

3.3 What qualifications or skills are required?

If you are approached and accept this grant opportunity, you will need to make sure that the staff working on the grant activity maintain the following skills and registrations:

- Working with Vulnerable People registration is required for frontline staff including Care Workforce Regional Coordinators and Specialist Coordinators who may have contact with NDIS participants, aged care consumers, and people with disability generally.
- Staff engaged to work as Care Workforce Regional Coordinators and Specialist Coordinators must demonstrate:
 - knowledge about disability and aged care sectors;
 - knowledge about the regional areas or focus area they work in;

- working knowledge of the NDIS and workforce issues relevant to their geographic area or area of focus; and
- no conflicts of interest that prevent independent operation in the geographic areas or area of focus.

4. Eligible grant activities

4.1 What can the grant opportunity money be used for?

You can use the grant to:

- pay wages for Care Workforce Regional Coordinators and Specialist Coordinators;
- purchase professional services to assist in development of action plans for eligible providers;
- disburse to eligible providers who complete an action plan, to assist in the implementation of that agreed action plan;
- to administer all initiatives within the grant opportunity.

You can only spend grant funds on eligible grant activities as defined in the grant details in your Individualised Grant Agreement (grant agreement).

4.2 What the grant opportunity money cannot be used for?

Grants are not provided for:

- purchase of land;
- major capital expenditure;
- the covering of retrospective costs;
- costs incurred in the preparation of a grant application or related documentation;
- subsidy of general ongoing administration of an organisation such as electricity, phone and rent;
- major construction/capital works;
- overseas travel; and
- activities for which other Commonwealth, State, Territory or Local Government bodies have primary responsibility.

We cannot provide a grant if you receive funding from another government source for the same purpose.

5. The grant opportunity 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 a restricted competitive grant opportunity process.

We will then assess your application against the criteria set out below 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; and
- whether it provides value for money.

6. The assessment criteria

You will need to address all of the following assessment criteria in your application. We will judge your application based on the weighting given to each criterion. The amount of detail and supporting evidence you provide in your application should be relative to the project size, complexity and grant amount requested.

Criterion 1: Demonstrated understanding of the need for the Boosting the Local Care Workforce Grant Opportunity in the specified community and/or the specified target group.

In providing a response to this criterion you must demonstrate:

- an understanding of the NDIS and aged care, and the risks faced by disability service and aged care providers during transition and beyond, in particular risks related to the workforce.
- an understanding of what people with disability and older Australians want and require from NDIS and aged care providers respectively.
- knowledge of existing resources, tools and infrastructure available to disability service providers transitioning to the NDIS and similar support for aged care providers.

Criterion 2: Description of how the implementation of your proposal will achieve the Boosting the Local Care Workforce Grant Opportunity objectives for all stakeholders, including value for money within the grant funding.

In providing a response to this criterion you must demonstrate:

- how you propose to implement the Boosting the Local Care Workforce Grant Opportunity and meet the specified objectives.
- your ability and/or experience in delivering similar initiatives to achieve positive outcomes.
- how you will build connections and use local expertise and knowledge to effectively engage with disability and aged care providers in regions where Care Workforce Regional Coordinators are located.

Criterion 3: Demonstration of your organisation's experience and/or capability in effectively developing, delivering, managing and monitoring activities to achieve the Boosting the Local Care Workforce Grant Opportunity objectives for all stakeholders.

In providing a response to this criterion you must demonstrate:

- your organisation’s capability to recruit, place, retain and support Care Workforce Regional Coordinators and Specialist Coordinators in rural, regional and outer-metropolitan locations.
- your organisation must demonstrate their experience in supporting business transition.
- your organisation must demonstrate their capability in the set-up of a new workforce in short timeframes to support effective delivery of the grant opportunity.

Criterion 4: Demonstration of your organisation’s capacity and your staff capability (experience and qualifications) to deliver the Boosting the Local Care Workforce Grant Opportunity objectives in the specified community and/or the specified target group.

In providing a response to this criterion you must demonstrate:

- your organisation’s capacity to:
 - effectively deliver a national network of Care Workforce Regional Coordinators and Specialist Coordinators.
 - effectively collect and analyse data, including identifying key issues to report back to Government.
 - deliver the necessary business specialist expertise.
- The relevant skills and qualifications of members of your organisation involved in delivery of the project.

The application form includes word limits.

7. The grant opportunity application process

7.1 Overview of application process

You must read these grant opportunity guidelines, the application and the draft grant agreement 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 this grant opportunity. Please complete each section of the application form and make sure you provide the information we have requested.

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

7.2 Application process timing

Submit your application by the closing time and date below. Late applications will not be accepted. If an application is late or the Community Grants Hub is requested to approve a lodgement after the closing date, the Community Grants Hub may determine that there were exceptional circumstances beyond the applicant’s control that meant they could not meet the deadline. Examples of exceptional circumstances could include, but may not be limited to:

- Community Grants Hub infrastructure failures.

- natural disasters.
- power outages affecting the ability of the applicant to submit their application by the deadline.
- death or disability of key personnel.

Information on the Community Grants Hub [late application policy](#) is available on the Community Grants Hub website.

The expected commencement date for the granting activities is December 2017 and the expected completion date is 30 September 2019. You must spend the grant by the end date.

Table 1: Expected timing for this grant opportunity

Activity	Timeframes
Application period	Open: 29 August 2017 Close: 2pm AEST 26 September 2017
Assessment of applications	4 weeks
Approval of outcomes of selection process	4 weeks
Negotiations and award of grant agreements	1-3 weeks
Notification to unsuccessful applicants	2 weeks
Activity commences	12/2017
End date	30/09/2019

7.3 Completing the grant opportunity application

You must submit your grant opportunity application on the application form, which can be downloaded by invitees only at [GrantConnect](#). 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 and accurate and submitted 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.

You cannot change your application after it has been submitted.

7.4 Attachments to the application

Audited financial statements are requested for each applicant. If the applicant is a consortium, please provide audited financial statements for the lead organisation in the consortium. Other parties in the consortium may be required to provide audited financial statements based on assessment of the relative risk of their role in the consortium. Any requirement to provide these additional audited financial statements will be communicated following receipt of your application.

Please note: There is a 2MB limit for each attachment. Multiple documents should be combined into a single scanned document.

7.5 Applications from consortia

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

If you are submitting a grant opportunity application on behalf of a consortium, a member organisation or a newly created organisation, one organisation must be appointed as the 'lead organisation' or grantee. Only the grantee will enter into a grant agreement with the Commonwealth and will be responsible for the grant. The grantee must complete the application form and identify all other members of the proposed consortium in the application. The grantee must be an organisation listed in section 3.1.

7.6 Questions during the application process

Only invited applicants' questions will be responded to during the application period. Please call 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.

The question and answer period will close at **5.00pm on Tuesday 19 September 2017**. Following this time, only questions relating to using and/or submitting the application form will be answered.

8. Assessment of grant opportunity 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 be comprised of 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.

An Expert Panel comprised of National and State Office staff will be convened to allow a panel of experts to provide strategic oversight, advice and recommendations to the delegate on assessed applications from the 'program specific' perspective.

The Expert Panel will make recommendations having regards to:

- overall objectives for the grant opportunity;
- conformance with eligibility criteria;
- how the services and/or project will be delivered;
- existing and/or potential market failure;
- value for money; and
 - (if known) minimise possible duplication with other Commonwealth/State/Territory Government programs/service delivery.

The Expert 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 expert panel may also consider information about you or your application that is available through the normal course of business.

8.2 Who will approve the grant opportunity?

The Expert Panel will make recommendations to the Deputy Secretary, Disability and Carers, Department of Social Services, who will make the final decision to approve a grant opportunity. The Community Grants Hub will assemble the assessment team.

The Deputy Secretary, Disability and Carers, Department of Social Services, decision is final in all matters, including:

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

The Deputy Secretary, Disability and Carers, Department of Social Services, must not approve funding if they reasonably consider the grant opportunity 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 opportunity.

9. Notification of application outcomes

You will be advised of the outcomes of your application in writing, following a decision by the Deputy Secretary, Disability and Carers, Department of Social Services. If you are successful, you will also be advised about any specific conditions attached to the grant opportunity.

9.1 Feedback on your application

The Feedback Summary will provide general round-specific information and will include main strengths and areas of improvement for the applications received in this round.

10. Successful grant opportunity application

10.1 The grant agreement

Only one grantee will be selected. If you are successful, you must enter into a legally binding grant agreement with the Commonwealth represented by Department of Social Services. The Department of Social Services will use a *Commonwealth Individualised 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 opportunity requirements. Any additional conditions attached to the grant opportunity will be identified in the grant offer or during the grant agreement negotiations.

The grantee will be required to:

- Regularly provide intelligence from all three program initiatives back to the Department of Social Services, the Department of Health, and to the governance group (details of the governance group are outlined at 1.4). The Department of Social Services will specify the format of this reporting and reports provided will include a sample of action plans developed by you and agreed with providers, as well as a summary of overarching key issues. Reporting is expected to occur on a six-monthly basis.
- Provide intelligence on emergent issues to the Department of Social Services, the Department of Health, and the governance group on an ad hoc basis as issues are identified.
- Provide detailed reporting to the Department of Social Services and the NDIA every six months, outlining the providers being assisted, details of their size and type of services they provide, identified impediments to providers registering or actively operating in the market and what sort of assistance is required.
- Provide six monthly financial reporting including an account of funds expended, in particular funds provided to providers as grants. The report must indicate that grants were expended in line with needs outlined in agreed action plans.
 - Each financial report must specify each of the following separately for the grants opportunity to date:
 - the amount of grant funds:
 - received;
 - spent;
 - committed but not yet spent;
 - the amount of grant funds that you have disbursed to each successful applicant in accordance with the grant agreement;

- the amount of grant funds committed, but not yet disbursed, to each successful applicant in accordance with the grant agreement; and
 - the amount of grant funds that each successful applicant has:
 - spent; and
 - what it has been spent on.
- Each financial report must be certified by your board, the Chief Executive Officer or an officer with authority to do so, verifying that the funding has been spent in accordance with the grant agreement.
- There will be clear deliverables and reporting requirements for each of the three initiatives. The grantee will assess providers for sector transition support eligibility using a suitable provider readiness tool agreed with by the Department of Social Services. If the provider meets the criteria then they will be eligible to access relevant professional services of a value of around \$10,833 to develop an action plan. Following completion and agreement of the action plan, the provider will be able to access a grant of up to \$10,000 to enact the action plan. The grantee will develop specific and detailed criteria for disability service provider eligibility for sector transition support which will be agreed by the Department of Social Services and outlined in the Activity Work Plan. The grantee will consult with the sector in developing criteria for access to the business support to develop an action plan and grants, which will be agreed by Department of Social Services.
- The grantee selected through this process will provide the Department of Social Services with:
 - data and information (qualitative and quantitative) on emerging market development issues, where there may still be gaps, the types of providers requiring supports;
 - data and information (qualitative and quantitative) on the types of supports being paid for by grants through the *Sector Transition and Employer Support Initiative*; and
 - detailed analysis of the transitioning market and the needs of providers.

The Department of Social Services will negotiate the grant agreement with the successful applicant 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 opportunity 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, the Department of Social Services may take action to recover funds.

You should not make financial commitments until a grant agreement has been executed by the Commonwealth.

10.2 How the grant will be paid

The grant opportunity funding will be paid as you achieve agreed milestones, which will be outlined in the grant agreement and may include:

- execution of the grant agreement.

- agreement of activity work plan.
- notification of emplacement of Care Workforce Regional Coordinators and Specialist Coordinators.
- delivery of first performance report.
- delivery of second performance report.
- delivery of final performance report.

We will make an initial payment on execution of the grant agreement. We will make subsequent payments progressively based on your progress reports.

Twenty per cent of the total grant opportunity funding is set aside for the final payment. We will pay this when you submit a satisfactory final report. We may need to adjust your progress payments to ensure that a minimum twenty per cent of grant opportunity funding is retained for final payment.

10.3 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.
- extending the timeframe for completing the project but within the maximum [time period allowed in program guidelines] year period.

The grant opportunity 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. 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 the department.
- changes to the timing of grant payments.
- availability of program funds.

11. Announcement of the grant opportunity

If successful, your grant will be listed on the Community Grants Hub website 14 days after the date of effect¹ as required by Section 5.3 of the CGRGs.

12. Delivery of grant opportunity activities

12.1 Your responsibilities

You must submit reports in line with the timeframes in the grant agreement. We will expect you to report on:

- progress against agreed project milestones.
- contributions of participants directly related to the project.
- eligible expenditure of grant funds.

You will also be responsible for:

- meeting the terms and conditions of the grant agreement and managing the activity efficiently and effectively.
- complying with record keeping, reporting and acquittal requirements as set out in the grant agreement.
- participating in a grant opportunity evaluation as specified in the grant agreement.
- data and information (qualitative and quantitative) on emerging market development issues, where there may still be gaps, the types of providers requiring supports.
- data and information (qualitative and quantitative) on the types of supports being paid for by grants through the *Sector Transition and Employer Support Initiative*.
- detailed analysis of the transitioning market and the needs of providers.

Key Performance Indicators

Key Performance Indicators to be reported against in performance reports may include:

- The number of providers receiving assistance through the grant opportunity.
- The number of public awareness sessions held by Care Workforce Regional Coordinators and Specialist Coordinators.
- The number of providers assisted with professional services through the *Sector Transition and Employer Support Initiative*.
- Conversion rates between providers assisted and providers that complete an action plan and receive a grant.
- Completion of follow-up contact with assisted organisations completed – to allow comparison of pre-and post-assistance organisational health.

¹ See glossary

Business diagnostics

- While the focus of these initiatives is to support to NDIS and aged care providers to build their workforces, another important outcome is business diagnostics and intelligence gathering, to identify if these and other initiatives are working well and to inform future initiatives.
- The grantee will have the role of analysing the information collected by Care Workforce Regional Coordinators and Specialist Coordinators and through the *Sector Transition and Employer Support Initiative* activities in the field, and reporting this information, along with recommendations for further action back to the Department of Social Services and the Department of Health.
- The grantee will develop resources to collect data, including survey and information gathering tools to support the collection of robust and consistent intelligence by all parties engaged in the delivery of the grant opportunity. These tools will identify areas of market underutilisation and unmet demand to inform provider assistance and identify gaps. Survey questions could include, but will not be limited to:
 - Categories of underutilisation in that location i.e. allied health professionals.
 - What types of providers are registered in that area and what services do they offer?
 - What is the unmet demand in the area?
 - Why is the provider not actively operating when there are areas of unmet demand for their services in that location? e.g.
 - staffing issues
 - pricing
 - they have enough business in other sectors i.e.: health or aged care.
- Key areas for intelligence collection include reasons for provider inactivity (i.e. why providers are registered to deliver NDIS supports but are not yet doing so), key workforce challenges and shortages, market thinness, and details of any shortfall in the supply of supports in a specific region, or for a specific cohort.

12.2 Department of Social Services responsibilities

The Department of Social Services will:

- meet the terms and conditions set out in the grant agreement;
- provide timely administration of the grant opportunity; and
- evaluate the grantee's performance.

The Department of Social Services will monitor the progress of the grant opportunity by assessing reports you submit and may conduct site visits to confirm details of your reports if necessary. Occasionally the Department of Social Services may need to re-examine claims, seek further information or request an independent audit of claims and payments.

12.3 Grant opportunity payments and GST

Payments will be made as set out in the grant agreement. Payments will be GST Inclusive.

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).

If you receive a grant opportunity, you should consider speaking to a tax advisor about the effect of receiving a grant before you enter into a grant agreement. You can also visit the [Australian Taxation Office website](#) for more information.

12.4 Evaluation

The Department of Social Services will evaluate the grant opportunity to measure how well the outcomes and objectives have been achieved. Your grant agreement requires you to provide information to help with this evaluation.

12.5 Acknowledgement

All publications related to this grant opportunity must acknowledge the Commonwealth as follows:

'This activity received grant opportunity funding from the Australian Government.'

13. Probity

The Australian Government will make sure that the grant opportunity 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 Department of Social Services. When this happens the revised guidelines will be published on [GrantConnect](#).

13.1 Complaints process

The Department of Social Services [Complaints Procedures](#) apply to complaints about the grant opportunity. All complaints about a grant opportunity process must be lodged in writing.

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

If you do not agree with the way the Department of Social Services 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 Department of Social Services.

Applicants can contact the complaints service with complaints about the 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 through the following channels:

Telephone: 1800 634 035
Fax: (02) 6204 4587

Mail: Community Grants Hub Complaints
GPO Box 9820
Canberra ACT 2601

Applicants can also lodge a complaint about the Departments service(s) using the complaints form on the [Departments' website](#).

If an applicant is at any time dissatisfied with the Department or the Community Grant Hub's handling of a complaint, they can contact the Commonwealth Ombudsman.

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 opportunity. There may be a conflict of interest, or perceived conflict of interest, if Department of Social Services 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 grant opportunity.

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 opportunity application, you must inform the Department of Social Services 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 Expert 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 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 grant opportunity 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:

- the committee and other Commonwealth employees and contractors to help us manage the grant opportunity effectively.
- employees and contractors of our department 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.
- 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.*
- *Criminal Code Act 1995.*

We'll 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.
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 grant opportunity, 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
 The Department of Social Services
 Public Law Branch
 GPO Box 9820
 Canberra ACT 2601

By email: foi@dss.gov.au

14. 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. (as defined in the CGRGs).
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.
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. CGRGs.
decision maker	The person who makes a decision to award a grant.
double dipping	Double dipping occurs where a grant recipient is able to obtain a grant for the same project or activity from more than one source. CGRGs.
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. (CGRGs)
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.
cost shifting	Involves 'substitution of effort' by the Commonwealth for activities of another organisation or level of government. For example, cost shifting occurs where the Commonwealth provides a grant for an activity that would usually be paid for by a state, territory, or local government, such as municipal services. (CGRGs).
grant	a grant is an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the

Term	Definition
	<p>Commonwealth:</p> <ul style="list-style-type: none"> a) under which relevant money or other CRF money, is to be paid to a recipient other than the Commonwealth; and b) which is intended to assist the recipient achieve its goals; and c) which is intended to help address one or more of the Australian Government's policy objectives; and <p>under which the recipient may be required to act in accordance with specified terms or conditions.</p> <p>CGRGs section 2.3.</p>
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. (Proposed definition in the grants taxonomy).
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 to allow grant recipients to engage more easily and efficiently with the Commonwealth. (CGRGs).
grant opportunity	A notice published on GrantConnect advertising the availability of Commonwealth grants. (Proposed definition in the grants taxonomy).
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. (Proposed definition in the grants taxonomy).
PBS Program	Described within the entity's Portfolio Budget Statement, PBS programs each link to a single outcome and provide transparency for funding decisions. These high level PBS programs often comprise a number of lower level, more publicly recognised programs, some of which will be Grant Programs. A PBS Program may have more than one Grant

Term	Definition
	Program associated with it, and each of these may have one or more grant opportunities.
selection criteria	Comprise eligibility criteria and assessment criteria. (CGRGs).
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. (CGRGs).

15. Appendix A: Initiatives of the Boosting the Local Care Workforce Grant Opportunity

15.1 Care Workforce Regional Coordinator Initiative

- A group of up to 25 skilled Care Workforce Regional Coordinators will be engaged across Australia by the grantee in key locations, based on a combination of NDIS and aged care market and provider need, including timing of the NDIS roll-out and the location of existing services to:
 - work with disability and aged care service providers in identified regions, particularly in rural, regional and outer-metropolitan areas and with an emphasis on not-for-profit, small to medium size for-profit and mutual providers (including Indigenous providers);
 - provide local and specialised support for service providers in transitioning to or entering the disability market by diversifying and adjusting their business operations, including workforce management, to remain competitive under consumer choice models. Existing NDIS transition tools would be used and additional resources developed where needed, promoting greater cross-sector provider collaboration and assisting with workforce attraction, retention and deployment;
 - engage with local providers including providers of specialised supports by holding industry information and advisory meetings, to gather intelligence on local issues or in relation to the market for a specialised support;
 - support disability service and aged care providers to improve their workforce planning, modelling and development capability, including recruitment models, working conditions, terms of employment (casual, part-time, full-time) and how to reduce turnover; and
 - establish links between (Department of Employment) Employer Liaison Officers (ELOs), *jobactive* and Disability Employment Services (DES) providers, the NDIA and disability and aged care providers/employers or service outlets in each target region, to better prepare and screen for suitable job seekers and then provide those job seekers with on-the-job skills training, buddying/mentoring, support and coaching.
- Care Workforce Regional Coordinators are considered to require capability similar to an Executive Level 1 Australian Public Service (APS) staff member and will work closely with ELOs and NDIA regional managers who are executive level staff.
- The number and proposed locations of coordinators is informed by consultation with the NDIA and the Departments of Employment and Health, and taking into account the NDIS roll-out schedule and the location of both NDIA hubs and ELOs. Care Workforce Regional Coordinators will assist all providers in the region they are operating in and as required, and will be subject to Key Performance Indicators (KPIs) to measure levels of provider engagement, workshops held and other relevant metrics. The location of the Care Workforce Regional Coordinators will be provided in the grant agreement.

- Care Workforce Regional Coordinators will connect providers with existing transition tools, promoting greater provider collaboration and assisting with workforce attraction, retention and deployment.
- Care Workforce Regional Coordinators will work with providers on the ground to develop engagement plans based on an initial assessment of key provider needs and common themes for support. They will be a conduit to information and the NDIS and connect NDIS and aged care providers with key support services.
- Care Workforce Regional Coordinators will also be able to inform providers of the *Sector Transition and Employer Support Initiative* if providers require assistance in successfully transitioning to delivering supports in the NDIS.
- Care Workforce Regional Coordinators will maintain links with state and territory programs and other similar initiatives such as the *WorkAbility QLD* initiative or AusIndustry programs.
- Care Workforce Regional Coordinators will engage with local providers or providers of specialised supports by holding local workshops to gather intelligence on issues in the region.
- Care Workforce Regional Coordinators will also organise and deliver a determined number of local and regional provider information sessions alongside ELOs and NDIA staff.
- Care Workforce Regional Coordinators will routinely collect and report market data and intelligence to the National Provider and Specialist Coordinator, who will be employed by the grantee (further information provided in the section below).

15.2 Specialist Coordinator Initiative

- A group of up to 10 nationally-focussed Specialist Coordinators will be engaged by the same grantee to provide a national approach to disability sector market issues and to respond to aged care reform by engaging with key stakeholders (including the Department of Social Services, the NDIA, Department of Health, local councils, state and territory governments, disability and aged care peak bodies, and relevant professional associations) to:
 - analyse key risks and issues;
 - recommend appropriate responses;
 - identify areas of market underutilisation and unmet demand; and
 - inform provider assistance and identify gaps – working closely with Care Workforce Regional Coordinators
- The number of Specialist Coordinators reflects the national key challenges that have been identified in relation to the care workforce, but is subject to change based on emerging need.
- The Specialist Coordinators would seek opportunities to refer providers to other workforce innovation and development support. The Commonwealth Sector Development Fund (SDF) assists individuals and organisations to transition to the new NDIS operational environment.

- The NDIS creates unique opportunities and new service offerings. In order to boost provider confidence in engaging with and growing their workforce, it is desirable to collect systematic business intelligence and ensure that policy settings, especially the scheme settings are working. The Specialist Coordinators will act as a vertical point of specific expertise, rather than a regional approach. This will build the capacity of both the disability and aged care sectors to recruit more workers and provide increased job opportunities for local job seekers. Proposed specialist areas of focus include:
 - NDIS providers that assist high support needs clients;
 - workforce planning and development for NDIS and aged care, including utilising government employment programs and services;
 - engaging with financial intermediaries;
 - accessing allied health providers of value to NDIS and aged care and self-employed professionals/positive behaviour support practitioners;
 - specialist disability accommodation providers and developers;
 - self-managing NDIS participants who are not fully utilising their supports or are having difficulty in engaging providers;
 - encouraging more Indigenous owned organisations to register as NDIS or aged care providers, and adding to the business skills of NDIS, health and aged care specialist Indigenous services;
 - opportunities for disability and aged care collaboration within a local catchment, including recruitment and providing increased hours of work and prospective career paths;
 - supporting market development in remote areas (in collaboration with the Department of the Prime Minister and Cabinet); and
 - a National Provider and Sector Transition Coordinator – supporting market development by engaging with Care Workforce Regional Coordinators in non-remote areas.
- The distinction between the Care Workforce Regional Coordinators and the Specialist Coordinators is that the Care Workforce Regional Coordinators work across the broad requirements of providers in a geographic region. Specialist Coordinators analyse and assess the issues in relation to the relevant specialist area that will usually respond to a particular market problem or challenge. Specialist Coordinators are likely to be based in a major centre.
- Specialist Coordinators will engage with key stakeholders and work with Care Workforce Regional Coordinators and directly with providers to analyse their focus area and identify appropriate policy responses.
- Both Care Workforce Regional Coordinators and Specialist Coordinators will be required to work closely with Department of Social Services State and Territory Offices, NDIA staff and Department of Health State and Territory Offices to identify providers to target and to provide a feedback loop to ensure any local challenges are identified and shared.
- Care Workforce Regional Coordinators will also work closely with the Department of Employment's ELOs as well as linking providers directly with jobactive.

- Care Workforce Regional Coordinators could be co-located with NDIS Regional Hubs or ELOs where possible.
- The grantee will have to provide detailed reporting to the Department of Social Services, the Department of Health and the NDIA every six months, outlining the providers being assisted, details of their size and type of services they provide, identified impediments to providers registering or actively operating in the market and what sort of assistance is required.
- The grantee will also report emergent issues identified to the Department of Social Services, the Department of Health and the governance group as required.
- The grantee will be required to recruit, train, manage and deploy the Care Workforce Regional Coordinators and Specialist Coordinators, as well as administering and disbursing support through the *Sector Transition and Employer Support Initiative*.

15.3 Sector Transition and Employer Support Initiative

- Building on the knowledge and information received through the *Care Workforce Regional Coordination Initiative* and the *Specialist Coordinator Initiative*, and through referrals from ELOs, up to 720 eligible NDIS service providers per calendar year over two years, will be assisted financially to access relevant professional services that will help them to prepare their businesses to deliver services under the NDIS.
- The grantee will assess providers for sector transition support eligibility using a suitable provider readiness tool agreed with by the Department of Social Services. If the provider meets the criteria then they will be eligible to access relevant professional services of a value of around \$10,833 to develop an action plan. Following completion and agreement of the action plan, the provider will be able to access a grant of up to \$10,000 to enact the action plan.
- The grantee will develop specific and detailed criteria for disability service provider eligibility for sector transition support which will be agreed by the Department of Social Services and outlined in the Activity Work Plan. The grantee will consult with the sector in developing criteria for access to the business support to develop an action plan and grants, which will be agreed by Department of Social Services.
- In assessing the provider's needs, the grantee will also have to provide the Department of Social Services with details of other government funding provided for similar assistance. The grantee will be required to seek a declaration from providers of any similar NDIS transition assistance that it has received.
- The following support will be available from the grantee to eligible disability service providers or providers seeking to enter the NDIS market:
 - business modelling;
 - coaching and mentoring of existing and new staff;
 - marketing strategies;
 - upgrading IT equipment/software;
 - assistance to identify capability gaps in an organisation;
 - transition assistance; and

- other analysis of organisational need.
- Individual service providers who work with a *jobactive* or DES provider may be eligible for financial support, in the form of wage subsidies, to offset wage costs if they employ eligible job seekers.
- Decisions about which providers receive grants is at the discretion of the grantee, based on general eligibility criteria developed by the grantee and agreed by the Department of Social Services – that will be outlined in the grant agreement with the grantee.
- If the provider meets the criteria then they will be eligible to access transition support assistance of up to \$10,000. There will be clear deliverables and reporting requirements for each initiative within the grants opportunity.