

Community Child Care Fund – Open competitive grant opportunity (for approved child care services) guidelines

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Closing date and time: **2:00 pm AEDT 2 November 2017**

Please note the original closing of 5 October 2017 has been extended to 2 November 2017.

Commonwealth policy entity: **Department of Education and Training**

Co-Sponsoring Entities **N/A**

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Introduction

This document provides guidelines for the Community Child Care Fund (CCCF) open competitive grant opportunity. This grant opportunity is open to approved child care services that meet the eligibility requirements that are outlined in section 3 of this document.

1. Community Child Care Fund: Open Competitive Grant Opportunity Process

The CCCF is designed to achieve Australian Government objectives

This grant opportunity is part of the above grant program that contributes to the Department of Education and Training's (the department) Outcome 1: Improved early learning, schooling, student educational outcomes and transitions to and from school through access to quality child care, support, parent engagement, quality teaching and learning environments. The department works with stakeholders to plan and design the grant program and guidelines consistent with the *Commonwealth Grants Rules and Guidelines*.



The grant opportunity opens on 23 August 2017

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



You complete and submit a grant application



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 or a letter of agreement

We will enter into a grant agreement with successful applicants. 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 grant

We evaluate the specific grant activity and the Community Child Care Fund 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 managed on behalf of the department by the Hub (<https://www.communitygrants.gov.au/>). The Hub is one of two grant hubs being implemented under a Whole of Government initiative to standardise how grants are designed, selected, established and managed across agencies. The Department of Social Services has responsibility for the Hub.

1.2 About the grant program

The CCCF was announced as part of the *Jobs for Families* Child Care Package, which is designed to make the child care system more affordable, more accessible, more flexible and targeted to those who need it most.

The CCCF is part of the Australian Government's Child Care Safety Net, which contributes to giving the most vulnerable children a strong start in life while supporting parents into work.

Grants provided under the CCCF are intended to supplement fee income received from families, including Child Care Subsidy and Additional Child Care Subsidy payments.

The objective of the CCCF is to support child care services to address barriers to child care participation, particularly targeting disadvantaged and vulnerable families and communities.

The expected outcomes of the CCCF are to:

- improve early childhood development outcomes for vulnerable and disadvantaged children
- increase workforce participation by vulnerable and disadvantaged families.

The CCCF includes four key grant opportunities:

- Open competitive (for approved child care services)
- Restricted non-competitive (for specified services)
- Connected Beginnings (commenced July 2016)
- Special circumstances (see section 7.7).

The CCCF is an ongoing program.

The CCCF will be undertaken in accordance with the Commonwealth Grants Rules and Guidelines ([CGRGs](#)).

1.2.1 Legislative authority

The legislative authority for the CCCF is contained in item 110 in Schedule 1AB to the Financial Framework (Supplementary Powers) Amendment (2015 Measures No. 9) Regulation 2015, made under the Financial Framework (Supplementary Powers) Act 1997.

1.2.2 Program Funding

The Australian Government provides administered funding through the Jobs for Families Child Care Package under the Appropriations Act (No. 1).

The CCCF has approved funding of approximately \$124 million per year over the Forward Estimates (across the four grant opportunities) commencing from 1 July 2018, subject to annual appropriation.

The Minister for Education and Training has overall policy responsibility for the CCCF.

1.3 About the CCCF Open Competitive Grant Opportunity

These guidelines contain information for the CCCF open competitive grant opportunity grants.

This document sets out:

- the purpose of the grant opportunity
- the eligibility and assessment criteria
- how grant applications will be managed and assessed
- how grant activities and projects are monitored and evaluated
- the roles, responsibilities and expectations in relation to the applicants, grant recipients and the Department of Education and Training and the opportunity.

1.4 CCCF open competitive grant opportunity objectives

The CCCF open competitive grant opportunity is intended to:

- support eligible child care services to transition to and operate viably under the new child care system, and
- support the longer term sustainability of eligible child care services.

1.5 CCCF open competitive grant opportunity outcomes

The expected outcomes of the CCCF open competitive grant opportunity are:

- child care services in disadvantaged communities are able to address (or have increased capacity to address) community level barriers to child care participation
- increased number of children from vulnerable or disadvantaged families and communities accessing child care

- increased sustainability of child care services in disadvantaged communities experiencing viability issues, including in areas with fluctuating and/or low short-term demand
- increased availability of child care places in disadvantaged communities with high unmet demand through capital works projects.

These guidelines contain information for the CCCF open competitive grant opportunity and will be offered on GrantConnect. This opportunity is available to approved child care services that meet the eligibility criteria outlined under section 3.

Funding provided under this opportunity is available from July 2018.

The CCCF open competitive grant opportunity will provide funding under three categories, called program 'elements'. Each element is intended to fund a specific type of activity. The elements are:

- **Sustainability Support:** helping eligible child care services operating in areas of limited supply improve the viability and sustainability of their service.
- **Community Support:** helping eligible child care services to work with other organisations and families to identify and address community level barriers to child care participation. The engagement must ultimately result in increased child care participation.
- **Capital Support:** helping eligible child care services by contributing towards the cost of modifying, renovating, extending or building child care facilities ('capital works'). These capital works must result in more child care places in areas where there is unmet demand.

Applicants can apply for one or more elements per service, with a limit of one application per element per service.

The main source of income for child care services is expected to be fee income. Grants provided under this opportunity are primarily intended to be supplementary, and are not intended to be used to cover core or ongoing costs associated with running a child care service, unless as described under section 4.1.

2. Grant amount

Up to \$50 million per annum has been made available by the Australian Government from July 2018 for allocation under the CCCF open competitive grant opportunity. This includes up to \$4 million for special circumstances grants, if required (see section 7.7).

Minimum and maximum grant amounts will apply under this grant opportunity as per the following table. It is estimated that the average grant amount will be around \$25,000.

The value of money awarded under this grant opportunity cannot exceed the total funding available.

CCCF Element	Minimum Grant Funding Amount*	Maximum Grant Funding Amount*	Total value of CCCF grant funding available under this Grant Opportunity (up to)
Sustainability Support	\$10,000	\$200,000	\$50 million**
Community Support	\$20,000	\$100,000	
Capital Support	\$50,000	\$150,000	

* These amounts are per CCCF element, per annum.

** This annual amount includes up to \$4 million for special circumstances funding, if required, which would be made available under a separate grant opportunity (refer section 7.6).

The amount and term of funding provided to applicants will be determined on a case by case basis, depending on the activity being funded, the circumstances of the applicant, and the department's program priorities. Grant agreements will typically be offered for between one and three years, with agreements of up to five years considered under exceptional circumstances, such as where the service is located in a highly disadvantaged community with little prospect of change in the medium term.

It is expected that for most funding recipients, reliance on supplementary funding under the CCCF will reduce over time, as services build capacity and viability under the new child care system.

3. Grant eligibility criteria

We cannot consider your application under this open competitive grant opportunity if it does not satisfy all the eligibility criteria.

3.1 Who is eligible to apply for a grant?

To be eligible to apply under this grant opportunity you must be:

1. An approved provider of an approved child care service (see section 3.1.3); **AND**
2. An organisation which is either:
 - a. Seeking funding for an approved child care service operating in a priority area (see section 3.2); **OR**
 - b. Seeking funding for an approved child care service currently in receipt of funding under the department's Community Support Program (see section 3.1.4).

While both for-profit and not-for-profit services are eligible to apply (refer sections 3.1.1 and 3.1.2), funding preference will be given to not-for-profit services (refer section 8.1.2).

You will also be required to meet any other eligibility requirements that may apply to the CCCF element you are seeking funding under, as outlined in section 3.3.

Please note: If your service is looking to expand your current service offer and you are currently funded under the Budget Based Funded program you may be eligible to apply

under the CCCF restricted non-competitive grant opportunity, as part of a single streamlined application process.

3.1.1 Not-for-profit services

For the purposes of this open competitive grant opportunity, the department is adopting the Australian Taxation Office definition of a not-for-profit organisation:

- A not-for-profit (NFP) organisation does not operate for the profit or gain of its individual members, whether these gains would have been direct or indirect. This applies both while the organisation is operating and when it winds up. An NFP organisation is not an organisation that hasn't made a profit. An NFP organisation can still make a profit, but this profit must be used to carry out its purposes and must not be distributed to owners, members or other private people. We accept an organisation as NFP where its constituent or governing documents prevent it from distributing profits or assets for the benefit of particular people – both while it is operating and when it winds up. These documents should contain clauses that are acceptable to us as showing the organisation's NFP character.

3.1.2 For-profit services

For the purposes of this open competitive grant opportunity, the department is adopting the following definition of a for-profit organisation:

- A for-profit organisation is any organisation that is running a business for profit and does not meet the definition of a not-for-profit organisation.

3.1.3 What types of organisations are eligible to apply?

To be eligible to apply for this grant opportunity you must be the approved provider of an approved child care service under *The New Tax System (Family Assistance) (Administration) Act 1999* (Family Assistance Law). The approved provider can apply for funding with respect to a single approved child care service or a number of approved child care services that the approved provider operates. Where an applicant seeks funding for more than one approved child care service, the applicant is required to apply separately for each child care service, addressing the eligibility and assessment criteria separately in each application.

Applications for funding will also be accepted from approved child care services where they have been authorised to submit on behalf of the approved provider.

A lead organisation may apply on behalf of a consortium of organisations (refer Section 7.5). The lead organisation in this case must be an approved provider under the Family Assistance Law.

3.1.4 Current recipients of funding under the Community Support Program

The department's Community Support Program assists child care providers to establish or maintain viable services in parts of the country where they might not otherwise be viable or

able to meet the unique requirements of the community, such as in disadvantaged or regional and remote areas.

Organisations currently in receipt of funding from the department under the Community Support Program will be treated the same way as services in areas identified on the department's list of priority areas and are therefore eligible to apply under this grant opportunity.

3.2 Priority areas

As well as meeting the eligibility requirements listed under section 3, to be eligible to apply for grants under this opportunity, your service must be operating in a priority area (see [CCCF Priority Areas](#)) or be a current funding recipient under the Community Support Program (refer section 3.1.4). The department has identified a list of priority areas that experience particularly high levels of disadvantage compared to most other communities. The department uses the Australian Geography Standard Statistical Area 2 level mesh block for the purpose of identifying the priority areas. The priority list is based on Australian Early Development Census (AEDC), Socio-Economic Indexes for Areas (SEIFA), Australian Bureau of Statistics (ABS) remoteness and population data.

The following weightings have been applied to the measures:

- Australian Early Development Census results - 50%
- Socio-Economic Indexes for Areas - 30%
- ABS remoteness data - 10%
- ABS population data - 10%

You can find further information on the ABS, ARIA+ and SEIFA at <http://abs.gov.au>. Further information on the AEDC can be found at <http://www.aedc.gov.au/>.

If you are a family day care service you must have more than 50 per cent of family day care educators registered with a given service providing child care within a priority area to be eligible to apply for CCCF funding.

3.3 Other eligibility requirements

Applications for Sustainability Support

Applicants applying for funding under the Sustainability Support element must be operating in an area of limited supply, that is, they must be the only service provider in the area or the only service provider within reasonable proximity, or the only suitable service, and/or they must be providing an essential service that meets the specific needs of the community. Shortlisted applicants may be requested to provide evidence to demonstrate their eligibility under this requirement.

Applications for Capital Support

Applicants applying for funding under the Capital Support element must be operating in an area of high unmet demand, that is, an area where there is a shortage of child care places because of higher demand/need for child care places than supply. Proposed activities under

this element must result in more child care places in areas where there is unmet demand. Shortlisted applicants may be requested to provide evidence to demonstrate their eligibility under this requirement.

Applicants applying for funding under the Capital Support element are also required to make a capital contribution of at least 50 per cent of the total cost of the project. In-kind contributions will be considered. Shortlisted applicants may be required to provide letters of support or other forms of evidence to demonstrate their eligibility under this requirement. This requirement may be relaxed or waived in certain circumstances, at the discretion of the department.

4. Eligible grant activities

4.1 What can the grant money be used for?

Sustainability Support grants can be used for activities such as:

- implementing changes to business practices and introducing innovative solutions to improve the sustainability and viability of a child care service
- developing and implementing an action plan to support transition to a more sustainable business model
- helping with additional costs of providing child care in unviable markets where a service is providing the most effective model of care for the community
- meeting standard child care operating costs during transition to a more sustainable business model.

Community Support grants can be used for activities such as:

- linking child care services with relevant local organisations to work together to address community level barriers to child care participation and ultimately deliver increased child care utilisation
- building relationships with vulnerable and disadvantaged families with children who currently don't use child care
- providing transport assistance that is clearly linked to broader child care engagement activities for isolated families and those with transport difficulties to access child care
- developing and implementing a community stakeholder engagement plan for a child care service.

Capital Support grants can be used for proposals such as:

- extending or modifying an existing child care centre
- extending or modifying a community centre or other building that will be used for child care
- building a new child care centre.

Any building built, extended or modified using grant funding from the capital works element must be used for the intended purpose for an agreed period (called the designated use

period). The designated use period will be agreed between the department and the applicant, and will reflect the level of government funding.

4.2 What the grant money cannot be used for?

The CCCF funding cannot be used to directly generate or contribute to the profit of a child care service.

The following are examples of activities grant funding cannot be used to pay for (this list is not exhaustive):

- costs normally associated with running a child care service (for example rent, insurances, maintenance, registration or membership fees, salaries, training), unless as part of a transition to a more sustainable business model
- professional development for individual staff members of a child care service, unless as part of a strategy to increase family engagement or clearly linked to maintaining viability
- activities not related to the delivery of child care services
- purchasing of land
- proposals where capital works have commenced and/or been fully committed to at the time of application
- activities that are already fully funded by another government grants program
- activities that have already occurred, or to re-produce resources that have previously been developed.

5. The grant selection process

First the Community Grants Hub (the Hub) will assess your application against the eligibility criteria (section 3). Only eligible applications will move to the next stage.

Your application will then be assessed against the grant opportunity selection criteria 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.

The Hub will provide a shortlist of suitable applicants to a panel of departmental subject matter experts (called the expert panel), appointed by the department to assess specific aspects of a grant application, in particular where specialised skills or knowledge may be required. The expert panel will make funding recommendations to the decision maker for the final decision (refer section 8.1.1).

5.1 Applications will be assessed through a four-stage process (see below).

Stage 1: Eligibility and Completeness Check

- Is the application complete and does it meet the eligibility requirements, including any element specific requirements?
- Is all relevant information included?



Stage 2: Merit Assessment

- How well does the application meet the assessment criteria?
- Does the application provide value for money?
- Is there sufficient evidence to support the funding request?



Stage 3: Shortlisting

- How does the proposed activity rank when compared to other applications?
- Does the proposal align with the department's and/or Government's funding priorities?
- Consideration by an expert panel where specialised skills or knowledge may be required to assess specific aspects of an application.



Stage 4: Grant Decision and Approval

- Grant decisions are agreed and approved by an appropriately delegated senior officer of the department (the 'delegate').
- You will be advised of the outcome of your application in writing.

6. The assessment criteria

You will need to address all of the following assessment criteria in your application. All assessment criteria are given equal weighting. The amount of detail and supporting evidence you provide in your application should be relative to the project size, complexity and grant amount requested. The application form includes word limits of no more than 500 words per criterion.

a) Sustainability Support

Criterion 1: Describe the particular barrier/s to child care viability or sustainability that your service is experiencing and describe how your proposal will address these.

Your response should include:

- any evidence or information that supports your application such as evidence of low population and/or fluctuating demand, and costs or disadvantage specific to location and client base.
- how improvements to sustainability and viability will be achieved and measured.
- how the proposal will deliver value for money (see section 8.3).

Criterion 2: Demonstrate the capacity and capability of your staff and organisation to deliver the proposed activity.

Your response should include:

- how the people in your organisation will be involved in the proposed activity, including their roles, and any relevant experience and qualifications they will bring to the activity.
- any similar or other relevant activities your organisation is currently delivering or has previously delivered and their outcomes.
- organisational processes, procedures and systems that are in place to monitor and manage the proposed activity, report on progress and support its evaluation.

Services applying for funding under the Sustainability Support element will also be required to submit a budget proposal outlining the estimated costs associated with the proposed activity. A template will be provided for this purpose, and will be available as part of the Application Pack on the Hub website and GrantConnect.

b) Community Support

Criterion 1: Describe the particular barrier/s to child care participation and how your proposal intends to address these.

Your response should include:

- any supporting evidence such as population/disadvantage data, research or reports relevant to your child care service and community.
- how you will build and maintain relationships with relevant stakeholders to help you achieve intended outcomes.
- how the proposal will deliver value for money (see section 8.3).

Criterion 2: Demonstrate the capacity and capability of your staff and organisation to deliver the proposed activity.

Your response should include:

- how the people in your organisation will be involved in the proposed activity, including their roles, and any relevant experience and qualifications they will bring to the activity.
- any similar or other relevant activities your organisation is currently delivering or has previously delivered and their outcomes.
- organisational processes, procedures and systems that are in place to monitor and manage the proposed activity, report on progress and support its evaluation.

Services applying for funding under the Community Support element will also be required to submit a budget proposal outlining the estimated costs associated with the proposed activity. A template will be provided for this purpose, and will be available as part of the Application Pack on the Hub website and GrantConnect.

c) Capital Support

Criterion 1: Describe the need for additional child care places in your community and how your proposal will contribute to meeting this need.

Your response should include:

- any information that supports your application such as population data or evidence of need and support from families, schools or community groups.
- how you selected or will select the construction professional, including their experience, reliability and previous performance.
- how you estimated the cost of the project and will manage unexpected expenses, including how you will deliver value for money (see section 8.3).
- the result of your efforts in securing other financial contributions for your project (for example bank, local council, charity, community organisation).

Criterion 2: Demonstrate the capacity and capability of your staff and organisation to deliver the proposed activity.

Your response should include:

- how the people in your organisation will be involved in the proposed activity, including their roles, and any relevant experience and qualifications they will bring to the activity.
- any similar or other relevant activities your organisation is currently delivering or has previously delivered and their outcomes.
- organisational processes, procedures and systems that are in place to monitor and manage the proposed activity, report on progress and support its evaluation.
- how your organisation will ensure that the capital construction will be completed as planned.

Services applying for funding under the Capital Support element will also be required to submit a simple floor plan, as well as evidence of land/building ownership or permission from the land/building owner.

Applicants will also be required to submit a budget proposal outlining the estimated costs associated with the proposed capital project. A template will be provided for this purpose, and will be available as part of the Application Pack on the Hub website and GrantConnect.

6.1 Additional information

The department may ask services to provide additional information or evidence as part of the application or assessment process, where this will help the grant assessor or decision maker to determine the relative merit of an application, or to verify claims made in the application form.

Examples of information or evidence that may be requested include:

- letters of support
- evidence of consortium arrangements (where applicable)
- evidence of where educators are located (family day care services)
- copies of relevant financial information such as a profit and loss statement
- a business and/or strategic plan
- a risk management plan

The Hub and/or expert panel may also seek information about you or your application via third party sources. They may do this from within the Commonwealth, even if the sources are not nominated by you as referees. The assessment committee may also consider information about you or your application that is available through the normal course of business.

7. The grant application process

7.1 Overview of application process

You must read these grant guidelines, the application form, and the draft grant agreement before you submit an application. You should also read any Questions and Answers related to the grant opportunity available as part of the Application Pack on the Hub website and GrantConnect.

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. 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/s to the Hub by the closing date.

If an application is late or the Hub is requested to approve a lodgement after the closing date, the 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:

- 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 Hub's late application policy is available on the Hub website.

The expected commencement date for the granting activities is 2 July 2018 and the expected completion date will be negotiated with each funding recipient. You must spend the grant by the completion date.

Table 1: Expected timing for this grant opportunity

Activity	Timeframe
Application period	Ten weeks
Assessment of applications	Timing will be dependent on volume and complexity of applications received and capacity of Hub and expert panel
Approval of outcomes of selection process	Timing will be dependent on volume and complexity of applications received and capacity of Hub and expert panel
Notification of selection outcomes	By end April 2018
Negotiations and award of grant agreements	By end April 2018
Activity commences	July 2018
End date	Subject to individual agreements

7.3 Completing the grant application

You must submit your grant application on the application form, which will be available on the GrantConnect website. If you decide to apply for a grant under one or more elements, you must complete each section of the application form, including addressing all eligibility and assessment criteria, as well as providing any additional information requested (refer section 6.1). The application form includes help information.

This is an online application form that you can submit electronically. If you have any technical difficulties, please contact the Hub (see 7.6).

You must make sure that your application is complete and accurate and submitted in accordance with these guidelines and application form. Giving false or misleading information may exclude your application from further consideration.

If you find a mistake in your application after it has been submitted, you should contact the Hub straight away. The Hub may ask you for more information, as long as it does not change the substance of your application. The 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:

Sustainability Support or Community Support

- A detailed budget proposal

Capital Support

- A detailed budget proposal
- Evidence of land/building ownership or permission from the land/building owner to implement the proposal
- A simple floor plan.

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.

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 application on behalf of a consortium, a member organisation or a newly created organisation must be appointed as the 'lead organisation'. The lead organisation, as well as consortium members, must be a provider of an eligible service (under section 3.1) to apply under this grant opportunity.

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.

Shortlisted applicants will be required to provide a letter of support from each organisation involved in the grant.

7.6 Questions during the application process

If you have any questions during the application period, please contact the Hub. The Hub will respond to emailed questions within five working days.

Phone: 1800 020 283

Email: support@communitygrants.gov.au

People with hearing or speech disability can use the National Relay Service (NRS) to access the Hub's phone numbers. Call 1300 555 727 (speak and listen) or go to the [NRS website](#) for other options.

Answers to questions may be posted on GrantConnect.

7.7 Further grant opportunities

The department reserves the right to offer grants to organisations on an ad hoc basis, where special circumstances have been identified. This may include where service viability is affected by a natural disaster or another unexpected factor outside the control of the service. Up to \$4 million within the CCCF annual allocation will be made available for this purpose. Should this full amount be unlikely to be expended within the financial year period, the department reserves the right to fund additional grants from this allocation, giving first consideration to meritorious but unsuccessful grant applications from the open competitive grant opportunity, assuming their application was still current. Such funding would be provided at the sole discretion of the department and would not be on an ongoing basis.

Any grants awarded under ad hoc or special circumstances arrangements as described, will be subject to a separate set of grant opportunity guidelines that will be published on the [department's website](#).

8. Assessment of grant applications

8.1 Who will assess applications?

All applications will be assessed on their merit by officers of the Hub, based on the degree to which the assessment criteria are met, compared to other applications seeking funding for comparable activities, such as applications for funding under the same CCCF element. Applications from applicants seeking funding under more than one CCCF element may be referred to the department's expert panel for additional assessment, in particular where the proposed activities are part of a linked strategy.

8.1.1 Role of the expert panel

The role of the expert panel is to provide strategic oversight, advice and recommendations on assessed applications to the grant decision maker (refer section 8.2). The expert panel will comprise departmental executive staff with appropriate knowledge and expertise.

The expert panel will consider applications and any relevant attachments and make recommendations to the decision maker having regard to:

- overall objectives of the program

- conformance with eligibility criteria
- service provider mix
- distribution of providers across all locations
- how the services and/or projects will be delivered
- existing and/or potential market failure
- consideration of provider profit status (see section 8.1.2)
- value for money
- minimising possible duplication with other Commonwealth/State/Territory Government programs/service delivery.

8.1.2 Expert panel consideration of profit status

When making funding recommendations the expert panel will consider the profit status of applicants, giving preference to applicants that are not-for-profit over comparable for-profit applicants. From a practical sense, this means that where not-for-profit and for-profit applicants with comparable proposals are similarly scored in the assessment process and are located in the same area, the department will preference funding to the not-for-profit service.

8.2 Who will approve grants?

The assessment committee will make recommendations to the Branch Manager of the department's Community Child Care Programs Branch (the decision maker), who is authorised, on behalf of the Minister, to make decisions in relation to the administration of the CCCF. The decision maker will make the final decision to approve a grant.

The decision maker's decision is final in all matters, including:

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

The decision maker 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.

In making grant decisions, the decision maker may also take into account other considerations such as ensuring families will have equitable access to services and that grants are allocated fairly and consistently in line with the department's and/or Government's funding priorities.

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

8.3 Value for money

In assessing the extent to which the application represents value for money, the Hub will have regard to the following:

- the expected results within the amount of funding requested

- the geographic location of the proposal
- the applicant's relevant experience and performance history
- the extent to which the proposed activity will support the service to operate sustainably under the new child care system.

Recipients must contribute to achieving value with public money by:

- having in place an effective risk management approach that will minimise risk and ensure that the funding is achieving the outcomes, objectives and performance indicators
- ongoing monitoring and management of the funding as appropriate. This may involve the effective use of organisational processes, procedures and systems to produce the required reporting information, adjusting activities to ensure they are meeting the objectives and performance indicators
- participating in evaluation of funding outcomes upon request.

8.4 Financial Viability

Grant applicants may be subject to a Financial Viability assessment. These assessments form part of the risk mitigation strategy. They can include:

- verification that entities have a legal existence
- verification of the correct legal names of entities for contracting purposes
- verifying relevant persons in those entities to establish that contract signatories are correct
- establishing whether relevant persons have any adverse business history (e.g. current or past bankruptcy)
- possible identification of conflict of interest issues
- assessment of the financial health of an entity.

8.5 Additional checks

The Hub may perform security, probity and financial investigations as it determines necessary in relation to an application. The Hub may exclude an application from further consideration if the applicant does not provide, at their own cost, all reasonable assistance to the Hub in this regard.

You should note that as part of the assessment process the Hub reserves the right to use information gained as part of its or the department's normal course of business in determining performance against the eligibility and assessment criteria.

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

9. Notification of application outcomes

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

If an applicant is unsuccessful in the competitive round the department reserves the right to use the application for the purposes of brokering a partnership between applicants or as the basis for further negotiation. This is to maximise project outcomes that might be achieved by collaboration between one or more applicants. This process will only apply where there is significant benefit to the program.

9.1 Feedback on your application

If you are unsuccessful, you may ask for feedback from the department within 30 days of being advised of the outcome. The department will respond to your request for feedback within 60 days.

Generic feedback on the strengths and weaknesses of applications will be developed by the Hub and provided on the Hub's website (<https://www.communitygrants.gov.au/>).

10. Successful grant applications

10.1 The grant agreement

If you are successful, you must enter into a legally binding grant agreement with the Commonwealth as represented by the department. The department will either use a Whole of Government grant agreement template or Terms and Conditions broadly equivalent to the Comprehensive Grant Agreement template, depending on availability at the time. Terms and conditions for the grant agreements as currently published are indicative only and may therefore vary from the Terms and Conditions ultimately offered to successful applicants.

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. This will include additional conditions for for-profit providers to ensure that CCCF funding will not be used to directly generate or contribute to any profit.

You must spend the grant as specified in the grant agreement.

If you are successful for more than one proposal, you will receive a single grant agreement that will have a schedule for each proposal that receives funding.

If there are unreasonable delays in negotiating a grant agreement, the grant offer may be withdrawn and the grant may be awarded to a different applicant.

For Capital Support grants, successful applicants may be offered an in-principle agreement for the project via an initial letter of offer as well as an offer of preliminary funding.

Preliminary funding must be spent on securing any additional paperwork required by the department to enable final approval of the capital project. Where applicable, the specific documentation required and the amount of preliminary funding will be specified in the initial

letter of offer. The additional paperwork must be submitted to the department for review and if approved, the successful applicant will be offered a grant agreement.

Payments will be made according to schedules agreed between grant recipients and the department, as recorded in the grant agreement. Payment schedules will reflect the nature of the proposal, and generally be linked to the achievement of pre-agreed project milestones and key performance indicators. Release of each payment will depend on your organisation meeting all requirements as specified in the grant agreement.

The value of grant agreements can be varied by agreement with both parties, including where fee income from the Child Care Subsidy and Additional Child Care Subsidy differs to the amount estimated as part of the grant application process. This will be particularly relevant to grants under the Sustainability Support element.

You must accurately report on the grant activities and the expenditure of the grant, as required in the grant agreement (or letter of agreement). The grant must be spent and acquitted by the grant agreement completion date unless otherwise agreed with the department.

The department may vary or extend grant agreements in some circumstances where permissible under the terms and conditions of the agreement, and where agreed by both parties.

You should not make financial commitments in expectation of receiving the grant until an agreement has been signed by the Commonwealth.

You may start your project from the date that the department notifies you that your application is successful. If you choose to start your project before you enter into a grant agreement with the Commonwealth, you do so at your own risk.

10.2 How the grant will be paid

The grant agreement will state the:

- maximum grant amount to be paid
- the ratio of costs covered by the grant (in the case of capital support)
- the schedule of payments (based on the budget proposal and subject to negotiation between the department and the funding recipient)
- any reporting requirements.

10.3 Monitoring and performance reporting

Successful recipients will be required to submit reports to the department concerning the funding, in the format and by the due dates which will be detailed in the grant agreement. Recipients will need to collect data that measures how the project contributes to the CCCF outcomes and objectives. Recipients must agree, if requested by the department, to collect data and maintain records to assist with performance monitoring or evaluation. Reporting requirements may vary depending on the element under which the recipient receives funding, and the nature of the funded activity or activities.

The department will work with organisations to minimise the volume of reporting requirements whilst maintaining transparency and accountability requirements.

10.4 Financial reporting

The CCCF is managed to ensure the efficient, effective and ethical use of public monies. Funding must only be used for the purposes for which it is provided. Recipients are required to provide financial statements/reports in accordance with the grant agreement, including:

- a final financial acquittal, and
- financial declaration or an independently audited financial statement as required by the department.

Full details of what recipients must submit to acquit the funding will be specified in the grant agreement.

10.5 Risk management

The department is committed to a comprehensive and systematic approach to effectively manage potential risk. Grant recipients are expected to do the same in the course of their normal operations.

Risks may include:

- non-compliance with legal, contractual and program requirements
- financial or misuse of funds
- risks associated with loss of service delivery
- reduced outcomes due to poor quality of service delivery.

The department's risk management practices and decisions are in accordance with its Risk Management Policy. The Risk Management Policy provides that risks must be identified, monitored, treated and, if necessary, additional treatments applied to reduce the risk level.

Grant recipients will be assessed in accordance with the Risk Management Policy prior to the negotiation of grant agreements that are managed according to their level of risk. Services may be required to undergo a risk management assessment.

A periodic monitoring process is undertaken during the term of an agreement that monitors service delivery and is used to provide evidence for ongoing risk assessments.

11. Announcement of grants

If successful, your grant will be listed on the GrantConnect website 14 days after the date of effect¹ as required by Section 5.3 of the *CGRGs*

This information will also be available on the Hub website.

¹ See glossary

12. Delivery of grant activities

12.1 Your responsibilities

You must submit reports in line with the timeframes in the grant agreement. We will provide sample templates or describe any other arrangements for these reports in the grant agreement. We will expect you to report on:

- progress against agreed project milestones
- 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 program evaluation as specified in the grant agreement
- You must comply with all relevant Commonwealth and state/territory legislation and regulations.

12.2 The department's responsibilities

The department will:

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

We will monitor the progress of your project by assessing reports you submit. 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
- any other conditions of payment (e.g. evidence of purchase of equipment, satisfactory progress report, approvals, and any other documentation).

Grants provided under this grant opportunity may include provision for GST, where applicable, provided it is specified by applicants as part of the application process.

If you receive a grant, 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 will evaluate the CCCF open competitive 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 grants under the Program must acknowledge the Commonwealth as follows:

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

12.6 The department's rights

The department reserves the right to amend the Grant Opportunity Guidelines and other relevant documents by whatever means it may determine, at its absolute discretion, and will provide reasonable notice of these amendments. Amended guidelines will be published on the [GrantConnect](#) and the [Community Grants Hub](#) websites.

Through the grant agreements, the department will maintain a right to use the grants provided to offset a debt against a provider in respect of the Child Care Subsidy (as per Minister's rules made under section 3(1) – the definition of a *child care service payment* – of the *A New Tax System (Family Assistance) (Administration) Act 1999*).

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 the department. When this happens the revised guidelines will be published on the GrantConnect website.

13.1 Complaints process

All complaints about a grant process must be lodged in writing. You can lodge a complaint by completing the [feedback and enquiry form](#) available on the department's website. The complaint will be reviewed by one or more independent areas of the department.

If you do not agree with the way the department 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.

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 departmental or 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 the Hub in writing immediately. Committee members and other officials including the decision maker must also declare any conflicts of interest.

The Hub has mechanisms in place for identifying and managing potential or actual conflicts of interest involving its own staff, such as requiring assessment officers to sign conflict of interest declarations prior to undertaking the assessment of applications.

The delegate 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 Grants 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
- 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:

- the committee and other Commonwealth employees and contractors to help us manage the program 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.

Further information can be found at education.gov.au/privacy, or by writing to:

Privacy Contact Officer
People, Communication and Legal Group
Department of Education and Training
GPO Box 9880
Canberra ACT 2601
privacy@education.gov.au

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 FOI requests in relation to the way your application has been handled by the Hub must be made in writing to the Freedom of Information Coordinator at the Hub:

By mail: Freedom of Information Coordinator
 The Department of Social Services Public Law Branch
 PO Box 7576
 CANBERRA BUSINESS CENTRE
 ACT 2610

By email: foi@DSS.gov.au

For more information, please visit the Hub's website: [Community Grants Hub](#).

All FOI requests in relation to other CCCF matters must be made in writing to the Freedom of Information Coordinator at the department:

By mail: FOI Team Leader
 Legal and Investigations Group
 C50MA10
 GPO Box 9880
 CANBERRA ACT 2601

By email: FOI@education.gov.au

For more information please visit the [department's website](#).

13.5 Fraud

The department is committed to preventing fraud in all aspects of its business. The department's fraud reporting procedures can be found on the [department's website](#).

13.6 Liability issues

The department is not liable in relation to the application and/or assessment process, including without limitation, if the department:

- varies or terminates all or any part of the application and/or assessment process or any negotiations with the applicant

- decides not to fund any or all of the activities sought by applicants through the assessment process
- exercises or fails to exercise any of its other rights under, or in relation to, the program guidelines.

13.7 Multicultural access and equity policy

Australia's *Multicultural Access and Equity Policy* is about ensuring that Australian Government programs and services meet the needs of all Australians, regardless of their cultural and linguistic backgrounds. The policy centres on six commitments essential to the effective delivery of government programs and services in a multicultural society: leadership; engagement; performance; capability; responsiveness; and openness. Australian Government departments and agencies are required to apply the commitments to all relevant activities, including those conducted on behalf of government by contractors and service delivery partners. This includes ensuring that cultural and linguistic diversity is not a barrier for families accessing child care services to which they are entitled.

Grant applicants should consider whether grant activities may require the use of professional translating or interpreting services so they can communicate with non-English speakers. If translating and interpreting services are required, applicants may include these costs in their grant proposal.

14. Consultation

The department conducted public consultations for the draft CCCF program guidelines from 17 May to 13 June 2017. Approved providers of child care services, Budget Based Funded services, and other key stakeholders were contacted by email and informed that the draft guidelines had been published and how to provide feedback. Written feedback was received via a survey hosted on the DSS website (Engage Platform) and through direct email to the department via a dedicated mailbox. Face to face information sessions were also held in all capital cities and some regional locations, as well as various webinar presentations.

Feedback received as part of the consultation process has been used to inform the final program guidelines.

15. Glossary

Term	Definition
approved provider	A person who holds a provider approval. A provider approval authorises a person to apply for one or more service approvals and is valid in all jurisdictions.
approved child care services	Child care services approved under the Family Assistance Law.
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)
business plan	A business plan is a formal statement of business goals, reasons they are attainable, and plans for reaching them.
capital works	Works to build, extend, modify or renovate facilities.
Child Care Benefit	Government subsidy that helps with costs for approved and registered care such as long, family or occasional day care, outside school hours care, vacation care, pre-school and kindergarten.
child care provider	Legal entity that runs the child care business. One child care provider can operate more than one child care service in several locations.
Child Care Rebate	Government subsidy that covers 50 per cent of out of pocket child care expenses for approved child care, up to an annual limit per child, in addition to any other child care assistance.
child care service	The physical location where children are cared for and where proposals under the CCCF would be executed.
Child Care Subsidy	Income and activity tested Australian Government child care subsidy that will replace Child Care Benefit and Child Care Rebate from July 2018.
commencement date	The expected start date for the grant activity.
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.
Commonwealth Grants	The <i>Commonwealth Grants Rules and Guidelines</i> (CGRGs)

Term	Definition
Rules and Guidelines	establish the Commonwealth Government's grants policy framework. They contain the key legislative and policy requirements, and explain the better practice principles of grants administration.
Community Grants Hub	The Community Grants Hub (the Hub) implemented by the Department of Social Services will deliver grant administration services to Australian Government client agencies and organisations who primarily deliver grant programs to individuals and the community sector
community level barriers	Reasons that may prevent families from using available child care, for example their socio-economic background and family resources.
completion date	The expected date that the grant activity must be completed and the grant spent by.
consortium	A consortium is two or more businesses who are working together to combine their capabilities when developing and delivering a grant activity.
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 (Branch Manager of the department's Community Child Care Programs Branch.
delegate	An official who has been given statutory authority, by an instrument of delegation, to make particular decisions or perform particular functions.
department	The Australian Government Department of Education and Training
designated use period	Agreed minimum period of time that a capital asset funded under the CCCF must be used for child care.
element	One of the three grant elements of the CCCF: Sustainability Support, Community Support and Capital Support.
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)

Term	Definition
expert panel	<p>Panel of departmental subject matter experts, appointed by the department to assess specific aspects of a grant application, in particular where specialised skills or knowledge may be required.</p> <p>The expert panel will make funding recommendations to the decision maker.</p>
Family Assistance Law	<p>The Family Assistance Law refers to both</p> <p>a) <u>A New Tax System (Family Assistance) (Administration) Act 1999</u></p> <p>b) <u>A New Tax System (Family Assistance) Act 1999</u></p> <p>It is the basis for Commonwealth child care fee assistance. Family Assistance Law also provides for the approval of child care services to administer child care fee assistance on behalf of families using the service, and also provides for many other associated matters.</p>
fluctuating demand	<p>The market interest for child care shows variations over time, for example due to seasonal or economic changes.</p>
for-profit	<p>A for-profit organisation is any organisation that is running a business for profit and does not meet the definition of a not-for-profit organisation. Also refer to the definition at section 3.1.2.</p>
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 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 d) under which the recipient may be required to act in accordance with specified terms or conditions. <p>CGRGs section 2.3</p>
grant activity	<p>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)</p>
grant agreement	<p>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</p>

Term	Definition
	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)
(high) unmet demand/need	Situation where there is a shortage of child care places because of (significantly and consistently) higher demand/need for child care places than supply.
in-kind	The provision of goods, commodities, or services instead of money
limited supply	Situation where a service: <ul style="list-style-type: none"> • is the only service provider in the area or the only suitable service, and/or • provides an essential service for a particular client base.
not-for-profit	Generally, a not-for-profit is an organisation that does not operate for the profit, personal gain or other benefit of particular people (for example, its members, the people who run it or their friends or relatives), whether these gains would have been direct or indirect. This applies both while the organisation is operating and when it winds up. Also refer to the definition at section 3.1.1.
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 Program associated with it, and each of these may have one or more grant opportunities
priority areas/communities	List of areas/communities identified by the department as experiencing high levels of disadvantage. The list of priority areas may change from time to time.

Term	Definition
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)
sustainability	The ability to maintain viability in the long-term.
value for money	This is generally based on whether the intended outcomes will justify the expenditure, including that resources are deployed in an efficient, effective, economical and ethical way.
viability	The ability of a business to survive, measured by its financial performance and position.