



Veterans' and Families' Hubs Program Grant Opportunity Guidelines

Commonwealth policy entity: Department of Veterans' Affairs

Administering entity: Department of Veterans' Affairs

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1. Program overview

1.1 Policy context

All current and former serving Australian Defence Force members (veterans) and their families should have convenient access to affordable, high quality, comprehensive wellbeing services. Access to a range of wellbeing services in their local community will assist veterans and their families to live their best lives during and after military service.

In 2019, funding was provided to establish a national network of six Veterans' and Families' Hubs, with a further two locations funded in 2021. On 24 April 2022, the Australian Government committed \$42.9 million to develop ten new hubs across Australia in areas with significant defence and veteran communities.

The hubs will focus on coordinating services and support to improve or help maintain the wellbeing of veterans and their families. Hubs will provide the integrated, coordinated wellbeing services needed by veterans and their families living in the serviced region.

The Commonwealth will partner with communities, state and territory governments and ex-service organisations (ESOs) to establish each hub.

The intended outcomes of the Veteran's and Families' Hubs Program are to:

- Improve the general health and wellbeing of veterans and their families;
- Identify and address service delivery gaps and improve access to key health and wellbeing services for veterans and their families based on local needs; and
- Build stronger local community connections between government and non-government agencies, health services, local businesses and community organisations that deliver coordinated and collaborative support for veterans and their families, including physical and mental health support, advocacy and social support including housing, education and training, employment and financial assistance.

Only projects identified by the Australian Government will be considered for funding.

The Veterans' and Families' Hubs Grant Opportunity is not a competitive grants program.

1.2 What is a Veterans' and Families' Hub?

A Veteran's and Families' Hub provides veterans and their families with improved access to health and wellbeing services and support in their local community.

The hubs act as a shopfront to provide simple and seamless access to services, which are tailored to local needs and opportunities. Dependent on local need, hubs could provide services to support transition, employment, homelessness, domestic violence, physical and mental health, as well as individual and community engagement. The core purpose of the Commonwealth grant funding for the hubs is to provide, or facilitate access to, support services for veterans and their families.

The hubs will operate by hosting services and support provided by Commonwealth and state and territory governments, ESOs and other organisations that can deliver and/or link veterans and their families with relevant services tailored to the local area and the needs of veterans and their families.

Hubs will provide case management services to achieve beneficial outcomes for veterans and their families. This will include coordinating access to other services that the hubs do not provide, but the veteran or their family require.

A hub should be based in a location from which veterans and their families can access integrated and coordinated services that support their transition into civilian life, or support veterans and their families to maintain or improve their physical health, mental health, social connectedness and overall wellbeing. Alternative models of service delivery such as, 'hub and spoke', mobile services and virtual services, can be developed when required to meet the needs of the veteran community in the serviced region.

A hub's location, physical presence and operations must be culturally appropriate, welcoming and comfortable for veterans and families.

1.3 Program objectives

The objectives of the Veterans' and Families' Hubs Program are to:

- Provide coordinated service delivery that facilitates improved access to health and wellbeing services needed by local veterans and their families in the area and surrounds, in a culturally appropriate context;
- Provide innovative and flexible models of service delivery that reach as many veterans and their families as possible within the region serviced by the hub; and
- Achieve better integration of government and non-government support for the wellbeing of veterans and their families.

1.4 The service delivery model

The Commonwealth recognises that a standard service delivery model may not be the best fit for the needs of veterans and their families, or local conditions.

The range of services each hub provides should be informed by local veteran community needs and should achieve outcomes aligned with the Department of Veterans' Affairs Wellbeing Model. The services should leverage community partners to address current gaps, and complement and/or enhance the range of existing veterans' and families' services available in the community.

Figure 1: The DVA Wellbeing Model



Table 1 outlines the elements of wellbeing and examples of the types of services delivered by a hub to veterans and their families.

Table 1: Veterans’ and Families’ Hub service profile examples

Wellbeing Element	Indicative Services and Support profile
Health	<ul style="list-style-type: none"> • Medical and allied health services. • Mental health services and support. • Physical health services and support. • Alternative therapies. • Open Arms community and peer advisors. • Primary Health Networks or the National Centre for Veterans’ Healthcare.
Education and Skills	<ul style="list-style-type: none"> • Connections to educational institutions. • Assistance with applications for vocational training programs or university courses. • Non-vocational skills development and activities that build social networks and community connection, such as crafting, gaming, music, literature, visual arts and performing arts.
Housing	<ul style="list-style-type: none"> • Access to housing support services, such as through state government programs and non-government organisations.

Social Support and Connection	<ul style="list-style-type: none"> • Transition support programs, such as those provided by ex-service organisations, Defence and the Department of Veterans' Affairs. • Social support programs to facilitate social connections. • Outreach services in partnership with community organisations, ESOs, Veterans Support Officers, the Defence Community Organisation and ADF Member Support Coordinators, particularly in rural, regional or remote areas. • Veteran and family community support groups, particularly in rural, regional or remote areas.
Employment	<ul style="list-style-type: none"> • Personal employment support (e.g. CV Writing, skills training for local job opportunities). • Employment service providers. • Assistance with accessing vocational rehabilitation services, including through DVA programs. • Connections with local employer networks. • Connections to employment programs, such as veteran and veteran family specific programs run by the Department of Veterans' Affairs and state and territory governments.
Income and Finance	<ul style="list-style-type: none"> • Financial literacy services.
Recognition and respect	<ul style="list-style-type: none"> • Space for community and commemorations activities. • Engagement with the local community.

A Veterans' and Families' Hub Service Delivery Model should consider the following objectives in its design:

Table 2: Service Delivery Model Objectives

Service Categories	Objectives
Professional and Connected services	<ul style="list-style-type: none"> • Provision of professional centre management services • Access to accredited advocacy services. • Access to DVA services and support (either virtual or in person). • Access to Australian, state and local government services including Medicare, Services Australia service desk, digital support services and personal assistance, and broader community services.
Case Coordination	<ul style="list-style-type: none"> • Integrated multidisciplinary support delivered through individual case coordination to increase wellbeing and build stronger community connections while avoiding gaps in services.
Integration, coordination and	<ul style="list-style-type: none"> • Services integrated with local programs and initiatives. Enhanced coordination with other service providers and a partnership approach to local service planning and coordination.

community connections	<ul style="list-style-type: none"> • Connections to local health services, community organisations, and advocacy groups.
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A Veterans' and Families' Hub must incorporate the following organisational standards:

Table 3: Hub Design Foundations

Design element	Description
Operating environment	<ul style="list-style-type: none"> • The hub provides a safe environment that recognises and respects the service and sacrifice of veterans and their families. • The services delivered by the hub are respectful and sensitive to the needs of veterans and their families. • The hub provides accessible, affordable and culturally appropriate, safe and responsive care. This includes being culturally safe and responsive to the needs of veterans and their families generally, as well as those of Aboriginal and Torres Strait Islander peoples.
Organisational governance	<ul style="list-style-type: none"> • Hub governance is established for the long term and supports the ongoing community engagement required to continually adjust and improve upon the services offered. • If the hub delivers clinical services such as mental health counselling or medical services, the governance model must meet the clinical governance requirements appropriate for the jurisdiction. • The lead organisation administering the hub is compliant with, and will maintain compliance with, relevant corporation association law and, where relevant, Australian Charities and Not-for-Profits Commission requirements.
Value for money, with a sustainable business funding model	<ul style="list-style-type: none"> • Services provided by the hub are affordable and of quality. The model may draw revenue from existing programs and initiatives, and other sources such as community partners.
Provide an attractive work environment	<ul style="list-style-type: none"> • The hub working environment offers working conditions that attract and retain a quality and engaged workforce, including volunteers, veterans and veteran family members.
Comply with activity specific legislation and industry standards	<ul style="list-style-type: none"> • The hub will ensure all staff working in the hub hold all licences or permits required for their work and for those staff working with or contacting a Vulnerable Person.

Hubs may incorporate existing infrastructure and programs for veterans and their families to maximise existing investments where that is relevant.

The hub operation should also support the collection of qualitative and quantitative data to support activities evaluating the impact of the hub on the lives of veterans and their families.

Hubs that receive a grant of \$3 million or above will be expected to operate for a minimum of five days per week and for five hours per day. Daily hub opening times should vary as required to optimise accessibility for a broad range of clients and meet the needs of the local community. For grants less than \$3 million, the Commonwealth will reach an agreement with the lead organisation regarding expected hub opening hours or other service delivery arrangements, as appropriate to the size of the grant and the types of services to be delivered.

Where appropriate to veteran community demographics, hubs should coordinate outreach services and strengthen community engagement with regional and remote areas with the intent to increase geographical reach and bring the benefits of the hub to veterans and families not living in the immediate locality. Collaboration with other ex-service and community organisations providing support to veterans and their families is strongly encouraged. Hubs could also be accessed by a range of health professionals from the surrounding areas. This could be described as a 'hub and spoke' type arrangement.

There may be a range of contributors to the services provided through the hubs including the Commonwealth, State, Territory, or local government, and private practitioners (through non-government or not-for-profit organisations). Hubs can be located in facilities owned and operated by State, Territory or local governments.

1.5 Who may lead each jurisdictions project?

The Commonwealth has committed to work collaboratively with State and Territory governments to implement this program. Grant funding will be provided for each of the hubs by the Commonwealth. State or Territory governments may also provide contributions towards establishing hubs.

State and Territory government can be the fund-holder and oversee the design and establishment of a hub and then either operate the hub or install another entity to operate the hub.

In the event that further hubs are funded by the Commonwealth, following discussions with the relevant State or Territory Government, funds will be allocated via:

- A Commonwealth-led Invitation to Apply process;
- A process administered jointly by the Commonwealth and a state or territory government; or
- An open approach to the sector providing services to veterans and their families.

1.6 Consultation and community engagement

Local engagement and consultation will be essential throughout the process to design and deliver the hubs. Each funding recipient will be responsible for local stakeholder engagement prior to the establishment of their hub.

The overarching objective of stakeholder engagement is to raise awareness, understanding and support for the hubs and ensure that the needs of local veterans' and their families are met.

Consultation with a broad range of stakeholders is critical to ensure that each of the hubs:

- Delivers the best mix of services, coordination and support to meet identified gaps, or, to enhance the existing services to meet local needs;
- Brings the right service providers together to deliver a service model that meets the local demand; and
- Has a sustainable service delivery model that will be successful in the long term.

For grants of \$3 million or more, consultation is required to be undertaken in the following areas:

- Identification of current service provision and the veteran community's needs;
- A proposed service delivery profile and/or model;
- Facility design concept (where capital build and/or redevelopment of a building is required); and
- Confirmation with stakeholders of the proposed service delivery profile and facility design concept.

For grants of less than \$3 million, the required level of consultation with stakeholders will be agreed through the 'Invitation to Apply' process.

1.7 Governance arrangements

The service delivery model for each hub must specify how the hub will be governed to support and facilitate delivery of the Program Objectives and provide accountability for the expenditure of the government funds received.

These arrangements must reflect both organisational and clinical governance elements and compliance with Commonwealth and State and Territory legislation relating to the operation of the hub.

1.8 Key deliverables

Each organisation invited to apply for a grant will need to undertake a process to establish current service needs, undertake future state design and prepare a submission to receive DVA funding. Hubs managed by State and Territory governments or established with a grant

of less than \$3 million will be notified of Commonwealth requirements for the establishment of local needs and preparation of a submission to receive a grant.

Not all hubs will require the construction of a new facility. This will be determined locally and depend upon the suitability of current facilities.

The outcome of the design process in each location will determine the types of activities the grant funding will be used for, which will inform the deliverables required for each hub.

The following lists the types of deliverables that may be required by the Commonwealth:

- Project Plan;
- Project Stakeholder Engagement Plan;
- Site Concept Plan;
- Business Case for DVA Funding;
- Grant finalised;
- Certification of Practical Completion;
- Certificate of Occupancy; and
- Service Delivery Reports.

2. Eligibility

This grant opportunity has been established as a one-off or ad hoc grant. Eligible organisations will be invited to apply for this grant opportunity following a consultation process with the Department of Veterans' Affairs.

2.1 Eligible organisations

Organisations invited to apply have been determined to have:

- capability to deliver the project activities in the project locations and provide outreach services;
- existing infrastructure and relationships with the veteran community, ESOs, community organisations and local businesses, to support the project activities;
- knowledge of and capability to deliver or contribute to the project objectives and outcomes; and
- capacity to deliver a sustainable service model beyond the three years of funding available from this initiative.

An eligible organisation will have built networks in the community that may be leveraged during the implementation of their proposal. Their established administrative arrangements and infrastructure will help the Department deliver the project quickly and efficiently with maximum outcomes for veterans, their families and local communities.

The Commonwealth makes no guarantee of continued funding once the program ceases. If any decision is made in the future to expand the program concept for broader implementation, competitive funding processes may be considered.

2.2 Eligibility criteria

To be eligible to apply an applicant must:

- have received an invitation to apply;
- have an Australian Business Number (ABN);
- have an account with an Australian financial institution; and
- be one of the following entity types:
 - a company incorporated in Australia;
 - an incorporated association;
 - an Australian local government body;
 - an Aboriginal and/or Torres Strait Islander Corporation registered under the *Corporations (Aboriginal and/or Torres Strait Islander) Act 2006*; or
 - a State or Territory Government or related entity.

If you are applying as a Trustee on behalf of a Trust¹, the Trustee must have an eligible entity type as listed above.

Applications from consortia² are acceptable, as long as you have a lead applicant who is solely accountable to the Commonwealth for the delivery of grant activities and is an eligible entity as per the list above.

If the applicant does not satisfy the eligibility criteria, it will not be considered.

2.3 Eligible grant activities

Eligible activities can include:

- the development of a Business Case outlining how the organisation will meet the objectives of the program to establish a hub (limited to a maximum of \$50,000);
- purchase of Property or Lease of Property;
- design, development, extension, refurbishment, renovation and construction and fit-out of Property;
- attendance at relevant workshops initiated by the Department;
- essential equipment, information management and technology systems;
- establishment activities;
- provision of professional centre management services and activities related to managing a hub. For example wages and related costs for hub staff, including for coordination activities such as case management and referral activities, accounting and auditing services for the hub and training activities associated with the operation of the hub. This list is not definitive and can be clarified with the Department; and
- the costs associated with the operation of the hub such as rent, rates and taxes, insurance, hub maintenance, vehicle operating costs associated with the hub management (but not service provision).

Staff employed by the hub to coordinate care for veterans and their families, including following up to ensure service delivery, are deemed to part of the provision of professional hub management. Where such a staff member is employed part time at the hub and also works for a service delivery organisation operating from the hub, there must be clear delineation between the two roles and the Department may ask for evidence to support the delineation. For clarity, the grant funds are not available to deliver or subsidise direct service provision, such as employment services or housing support.

¹ Trusts are not legal entities in their own right – to be eligible, only the Trustee for the Trust can apply by providing the signed Trust Deed and any subsequent variations with the application form. Trustees must be an eligible entity type as stated in section 2.2. Both the Trust's and Trustee's details will be collected in the application form/Business Case.

² The Australian Government recognises that some organisations may seek to form consortia in order to apply for a grant under the program. Consortia are eligible to apply. The application must identify all other members of the proposed group. You must have a formal arrangement in place with all parties prior to execution of the Grant Agreement.

Grants can only be spent on eligible expenditure incurred on eligible grant activities. Expenditure must be incurred on grant activities between the start date and end or completion date of the grant for it to be eligible, unless otherwise agreed with the Department.

2.4 Ineligible grant activities

It is not the purpose of the Veterans' and Families' Hubs program to fund the purchase or subsidise the provision of services such as counselling, employment support and veteran and family support.

The following are examples of ineligible activities:

- the cost of providing direct services (such as mental health counselling) or indirect services (such as funding the gap payment for services that attract an MBS refund) to veterans and their families;
- covering costs incurred prior to the execution of the grant unless they are ancillary to the grant (such as legal costs) and the Department gives explicit agreement in writing to the specific cost;
- subsidy of general ongoing administration of an organisation such as utilities charges, not directly related to the grant activity (e.g. the payment of an administration or service fee to a related entity or third party);
- projects or items not consistent with DVA's Social Health Strategy (e.g. the upgrade and/or refurbishment of bar and gaming facilities, establishment of outdoor smoking facilities etc.) unless they are required by law under relevant State of Territory statutes;
- overseas travel; and
- activities for which other Commonwealth, State, Territory or local government bodies have primary responsibility. This includes case management and coordination where the Department of Veterans' Affairs or other agencies, such as in health and aged care, have responsibility.

If in doubt about how grant funds can be used, applicants should seek clarification from the Department concerning their proposal. The Department encourages the exploration of innovative and flexible models of care and as this grant program is not competitive, the Department, at its discretion, may opt to provide guidance or clarification prior to an Invitation to Apply for funding is issued to an organisation

For clarity, any income derived from other government grant programs, service delivery, fund raising or other activities undertaken through the hub are not part of the grant funds and the above restrictions do not apply.

3. Funding

3.1 What can the funding be used for?

The Commonwealth funding available under the Veterans' and Families' Hubs Program may be used for these purposes:

- Business case development: Limited to \$50,000 and for the purpose of developing a Business Case. Business case expenditure is drawn from the overall funding allocated for each site;
- Capital funding: includes the build of a new facility, or the purchase and/or redevelopment or upgrade of an existing facility; and
- Operational funding to support the administration and operation of the hub, including overhead costs and salaries for hub management, administration and service coordination staff, until the expiration of the Grant Agreement.

Commonwealth funding for this program is allocated through annual appropriations approved by Parliament and will normally cease on the 30th of June, as set out in the relevant appropriation. Organisations invited to apply for a grant will be informed in the Invitation to Apply for a grant of the availability of funds and the period over which such funds must be applied (i.e. spent).

If the date for using the funds is amended in the future, any affected funding recipients with unexpended funds will be notified of a new deadline and arrangements for acquitting funds.

3.2 Goods and services tax (GST)

Where GST is payable, the Commonwealth will increase the funds payable to the funding recipient by the amount of GST that is payable for the purposes of the *A New Tax System (Goods and Services Tax) Act 1999* (GST Act).

For example, if payment due at a particular milestone is \$1.0 million and GST is payable on this amount, then the Commonwealth will increase the amount provided to the funding recipient to \$1.1 million.

Applicants should consider the implications of the GST Act on the funding they may receive from the Commonwealth.

3.3 Conditions of grant funding

Funding will be provided upon execution of a grant agreement that outlines the terms and conditions upon which the funding has been provided.

It is the responsibility of the Applicant to familiarise themselves with the terms and conditions of the Grant Agreement. A template grant agreement will be released with the Invitation to Apply.

The conditions for funding will be included in the Commonwealth Grant Agreement. Example conditions that the Grant Agreement could contain are:

- All Commonwealth monies payable under the Grant Agreement will cease on 30 June of the relevant year specified in the agreement.
- Where the Commonwealth funding is for capital works, payments will be staged against agreed milestones. A sample of these milestones is set out in Attachment A, however milestones may vary depending on the particular circumstances existing at each location.
- Commonwealth capital funding includes payments for building activities required to design and construct/refurbish the hub, direct building costs associated with building new or upgrading existing premises (for example building, plumbing, electrical etc), purchase of an existing property, essential equipment, information management and technology systems and the purchase of land.
- Commonwealth Funding Agreements are likely to require the funding recipient to use the hub consistently with the Program Objectives for a 10-year period. Where funding is also used for hub operational costs then the 10 year period will be reduced in proportion to the funding used for capital works. This will be specified in the grant agreement.
- Hubs will be expected to participate in the national program evaluation and report at regular intervals on operational activities.
- Funding recipients will assume responsibility for the proper and professional completion of all building or refurbishment works required to establish the hub and the ongoing operation of the hub.

The list above is indicative only and is not intended to be exhaustive. Further conditions may apply in the agreement.

4. The Business Case

4.1 What should a Business Case include?

The Veterans' and Families' Hubs program focuses on responding to local needs and priorities, and complementing existing health and wellbeing services, as set out in the Veterans' and Families' Hubs Program Objectives. Therefore, Business Cases will be expected to focus on describing how the services to be provided in the hub will respond to the health and wellbeing needs and priorities of veterans and their families living in the serviced location or region.

A Business Case should demonstrate the link between the characteristics of the local community, health and wellbeing needs and priorities of the local veteran community, the proposed mix of services and proposed business and service delivery model. It should detail any plans to broaden the footprint of the hub in regional and remote areas, including through outreach activities and collaborations with other ex-service and community organisations.

Applicants will be required to provide evidence of support for the hub from a variety of organisations within the local community and describe the processes followed in gaining that support. Demonstrations of support could include formal written support, memoranda of understanding or current formal agreements, which should be attached to the Business Case.

Hubs must complement and enhance existing service delivery. The Business Case will need to consider the impact of the hub on services already provided in the area. This includes outlining service providers already operating in the local area and detailing the extent to which the proposed hub could have an impact on these existing services.

Applicants should carefully review the 'Invitation to Apply' documentation to ensure they include all relevant information requested in the Business Case for that locality.

State Governments receiving funding under this Program will need to comply with the requirements under the Intergovernmental Agreement on Federal Financial Arrangements (IAFFA). The requirements for the Business Case will be negotiated on a case-by-case basis to reflect the intent of the IAFFA.

A sample Business Case form which shows the key areas that applicants need to address in responding to Invitation to Apply documentation is at [Attachment B](#).

4.2 What is the assessment process?

Business Cases for Veterans' and Families' Hub program funding will be assessed by the DVA Veterans' and Families' Hub Assessment Panel (Panel). The Panel may include external specialist advisors. The assessment may include a site inspection, meeting with the applicant or an invitation to present further information in person. Should this be deemed necessary, advance notice of at least one week will be given.

Business Cases will be considered and assessed in accordance with the terms and conditions contained in the 'Invitation to Apply' documentation.

4.3 Grant assessment

The Business Case must provide sufficient information to allow assessment against the following criteria:

- **Criterion 1:** How the proposed service model, including consortia arrangements if applicable, will contribute to the objectives of the Veterans' and Families' Hub program;
- **Criterion 2:** There is a need for the grant in the particular location/demographic, and/or how the proposed grant addresses veterans' needs and improve wellbeing;
- **Criterion 3:** Does it demonstrate value for money;
- **Criterion 4:** Does the built environment have the capacity to influence the interactions of people working in it with each other, and with veterans and their families. Any building or refurbishment plans will need to demonstrate that they will meet the regulatory requirements of State and Territory and local governments for that location. In addition, hubs should enable multidisciplinary care, coordination and case management, and provide opportunities for a wide range of providers to co-ordinate care around each veteran and their family.
- **Criterion 5:** The capability and capacity of the applicant to administer the grant. This includes consideration of:
 - the likelihood that the Veterans' and Families' Hub can be delivered on time and to budget (as identified in supporting documents);
 - whether the Veterans' and Families' Hub has been appropriately costed (the level and detail of the costing should be commensurate with the value of the project);
 - whether the level of risk associated with the Veterans' and Families' Hub and its implementation is manageable and/or acceptable and that it is acknowledged that risk may stem from a number of sources, such as the scale and/or complexity of the proposal/project;
 - whether all required approvals are in place, applied for, or otherwise expected to be received in the necessary timeframe to complete the proposal/project;
 - whether there are relevant and appropriately qualified organisational staff and that they have previous experience/capacity with the management of projects of a similar size and nature to the proposal; and
 - where relevant, there is evidence of support from consortium members and/or other organisations that are key to delivering the program outcomes.
- **Criterion 6:** The financial viability of the applicant. The applicant is required to provide for their organisation:

- audited financial statements for the two most recent consecutive financial years, including balance sheets, profit and loss statements, cash flow statements and notes to the accounts to enable a financial viability assessment to occur;
- if available, evidence of successful contract fulfilment for other public funding bodies;
- confirmation of current licences (where these are appropriate); and
- where relevant, letters of support from consortium members and/or other organisations that are key to delivering the program outcomes.

4.4 Business Case timeframes

The dates on which the 'Invitation to Apply' for each locality will open and close will vary. Each 'Invitation to Apply' specification for each locality will set out the timeframes applicable to that invitation. Applicants are responsible for carefully checking all documentation to ensure that they are familiar with all relevant timeframes.

5. Grant approval and related matters

5.1 Who will approve the grant?

The Decision Maker for the purposes of this grant opportunity is the Minister for Veterans' Affairs. The Decision Maker will make the final decision to approve a grant. No internal review will be available to review the Minister's decision.

The Minister's decision will be consistent with the *Public Governance, Performance and Accountability Act 2013*, and the *Commonwealth Grants Rules and Guidelines (CGRGs)*.

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

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

5.2 Notification of the grant

Applicants will be advised of the outcome of the grant Business Case assessment in writing, following a decision by the Decision Maker. Where a grant is awarded, the applicant ('the grantee') will be advised of any specific conditions attached to the grant.

5.3 The Grant Agreement/Payment of the grant

A grantee must enter into a legally binding grant agreement with the Commonwealth. A *Capital Grant Agreement* template is used where capital works are part of the project. If no capital funding is required a standard funding agreement for service provision will be used in place of a Capital Grant Agreement.

Each agreement has general terms and conditions and supplementary conditions that cannot be changed. A schedule will be used to outline the specific grant requirements.

The Grant Agreement will state the:

- maximum grant amount to be paid;
- where other funds are contributed, the proportion of eligible expenditure covered by the grant; and
- activities and costs specific to your project.

A Grant Agreement must be executed by both parties before any payments can be made. Grant activity must not commence until the grant agreement is executed, and the Commonwealth will not be responsible for any expenditure incurred before a grant agreement is executed unless otherwise agreed in advance in writing, and conditional on entering into a grant agreement.

A Grant Agreement may have specific conditions determined by the assessment process or other considerations made by the Decision Maker. These conditions will be identified in the Grant Agreement if applicable.

The Commonwealth may recover grant funds if there is a breach of the Grant Agreement.

For hubs delivered by a State and Territory Government, a Project Agreement will be negotiated under the provisions of the Intergovernmental Agreement on Federal Financial Relations.

5.4 Grant acquittal and reporting

The grantee must submit reports in line with the timeframes in the Grant Agreement. Sample templates for these reports will be contained as appendices within the Grant Agreement.

Reports will need to include:

- progress against agreed project milestones;
- contributions of participants directly related to the grant activity; and
- eligible expenditure of grant monies.

The grantee will also be responsible for:

- meeting the terms and conditions and supplementary conditions of the Grant Agreement and managing the grant activity efficiently and effectively;
- complying with record keeping, reporting and acquittal requirements as set out in the Grant Agreement; and
- participating in a grant program evaluation and reporting as specified in the Grant Agreement.

5.5 Announcement of the grant

Grants awarded will be listed on the [GrantConnect](#) website 21 days after the date of effect as required by Section 5.3 of the CGRGs.

5.6 Grant evaluation

The Department will evaluate the grant to measure how well the outcomes and objectives have been achieved. It is a condition of the Grant Agreement that a grantee will provide information to assist with this evaluation.

6. Glossary

Term	Definition
Accountable authority	Each Commonwealth entity has an accountable authority. The accountable authority for a Department of State is the Secretary of the Department.
Administering entity	When an entity that is not responsible for the policy, is responsible for the administration of part or all of the grant administration processes.
Assessment criteria	The specified principles or standards against which Business Cases will be judged. These criteria are used to assess the merits of proposals and, in the case of a competitive granting activity, to determine applicant rankings.
Business Case	The proposal from an organisation invited to apply for funding which sets out the need for Commonwealth funding to deliver the objectives of the Veterans' and Families' Hub program.
Case management	Case management is a collaboration process of assessment, planning, facilitation, care coordination, evaluation and advocacy for options and services to meet a veteran's and their families comprehensive needs through communication and available resources to promote wellbeing.
Commencement date	The expected start date for the grant activity.
Commonwealth entity	A department of state, 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 Rules and Guidelines (CGRGs)	The CGRGs establish the overarching Commonwealth grants policy framework and the expectations for all non-corporate Commonwealth entities in relation to grants administration.
Completion date	The expected date by which the grant activity must be completed and the grant fully expended.

Term	Definition
Consortia	A number of existing service providers (who may be ESOs or mainstream providers) which work together in a formal arrangement to deliver and operate a hub. If a consortia approach is used, one organisation will need to be identified as the lead to work with DVA on behalf of the other parties.
Co-sponsoring entity	When two or more entities are responsible for the policy and the appropriation for outcomes associated with it.
Date of effect	This will depend on the particular grant. It can be the date in which a grant agreement is signed or a specified starting date. Where there is no grant agreement, entities must publish information on individual grants as soon as practicable.
Decision Maker	The person who makes a decision to award a grant.
Eligibility criteria	The principles, standards or rules that a grant applicant must meet to qualify for consideration of a grant. Eligibility criteria may apply in addition to assessment criteria.
Grant	<p>For the purposes of the CGRGs, 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"> • under which relevant money or other Consolidated Revenue Fund money is to be paid to a grantee other than the Commonwealth; and • which is intended to help address one or more of the Commonwealth's policy outcomes while assisting the grantee achieve its objectives.
Grant activity	The project /tasks /services that the Grantee is required to undertake with the grant money. These are described in the Grant Agreement.
Grant agreement	The contract template used by Commonwealth entities to set out the mutual obligations relating to the provision of the grant. The Commonwealth 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.

Term	Definition
GrantConnect	<p>GrantConnect is the Commonwealth's grants information system, which centralises the publication and reporting of Commonwealth grants in accordance with the CGRGs.</p> <p>Non-corporate Commonwealth entities must publish on GrantConnect to meet the grant publishing requirements under the CGRGs.</p> <p>Where information is published in more than one location, and there are inconsistencies, GrantConnect is the authoritative, auditable information source.</p>
Grantee	An individual/organisation that has been awarded a grant.
Grant opportunity	A notice published on GrantConnect advertising the availability of Commonwealth grants.
Grant program	A group of one or more grant opportunities under a single [entity] Portfolio Budget Statement Program
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.
Selection criteria	Comprise eligibility criteria and assessment criteria.
Selection process	The method used to select potential grantees.

Term	Definition
Value for money	<p>Value for money in this document refers to ‘value with relevant money’ which is a judgement based on the grant proposal representing an efficient, effective, economical and ethical use of public resources and determined from a variety of considerations.</p> <p>When administering a grant opportunity, an official should consider the relevant financial and non-financial costs and benefits of each proposal including, but not limited to:</p> <ul style="list-style-type: none"> • the quality of the project proposal and activities; • fitness for purpose of the proposal in contributing to government objectives; • that the absence of a grant is likely to prevent the grantee and government’s outcomes being achieved; and • the potential grantee’s relevant experience and performance history.
Veteran	<ul style="list-style-type: none"> • a person who is serving or has served in the Australian Defence Force for at least one full day. In these guidelines all references to veteran encompasses their families, dependents and carers, even if not expressly stated.
Vulnerable person	<ul style="list-style-type: none"> • as defined in the relevant State and Territory legislation.

Attachment A

Sample payment of funding

Milestone	Payment Amount	Payment timing
1. Signing of the funding agreement by the recipient and the Commonwealth.	Payment 10% of the total capital works funds (inclusive of GST).	Within 30 days after execution of the funding agreement.
2. Confirmation that the organisation is ready to commence construction based on receipt by the Commonwealth of: <ul style="list-style-type: none"> • Project Plan and Project Budget including a Risk Management Plan. • Details identifying the property (title search). • Development consent or approval to the construction/refurbishment works by relevant government body or council. • Development consent or approval to the use of the property as a medical centre by the relevant government body or council. • Current town planning certificate. • Where appropriate, certificate of title; contract for purchase; lease agreement; or other evidence of occupation of the land. • Certificates of currency for insurances as specified in the funding agreement. 	Payment of 40% of the total capital works funds (GST inclusive) after provisions have been made for recurrent funding.	Within 30 days after acceptance of the requisite documents, consents and certificates.
3. Certification by an appropriately qualified person that the midpoint of construction or redevelopment has been completed.	Payment of 35% of the total capital works funds (GST inclusive) or amount required to complete this Milestone as nominated in the Project Budget, whichever is the lesser, after	Within 30 working days of the Payment Milestone.

	provisions have been made for recurrent funding.	
4. Practical completion, based on receipt by the Commonwealth of certification by an appropriately qualified person that the Works have been carried out in compliance with the relevant government body's requirements and directions.	Payment of 10% of the total capital works funds (GST inclusive) together with any additional funds remaining from Milestone 3 to reach a total payment to date of 95% of the total capital works funds (GST inclusive) after provisions have been made for recurrent funding.	Within 30 working days of the Payment Milestone
5. Receipt by the Commonwealth of Certificate of Occupancy.	Payment of 5% of the total capital works funds (GST inclusive) after provisions have been made for recurrent funding.	Within 30 days after acceptance of the requisite certificate.
6. Where applicable: Operational Funding – first payment made on commencement of operations and then paid quarterly. Payments cease on the 3 rd anniversary of the date of signing the funding agreement.	An amount payable quarterly equal to: $\frac{\text{Total operational funding agreed}}{\text{(number of years x 4)}}$	Within 30 days of negotiated dates in the Funding Agreement for first payment and quarterly thereafter.

Attachment B

Business Case Template

The following information is required before an assessment of the Business Case can be carried out. When preparing responses please keep in mind that the Department needs to understand what is proposed (services and buildings), why it is needed (consultation and research) and how it will be managed (governance, viability).

When addressing the selection criteria there may be information used against one criterion that is relevant to another criterion. The information should be repeated against each criterion to provide the relevant context.

If a Consortia is preparing a Business Case the lead organisation is responsible for developing the Business Case.

If there is relevant information that is not captured against the above criterion, it should be included at the end of the Business Case, or, in the case of plans, reports etc., attached as an appendix.

Name of Organisation:

Name of Key Contact for all Communications:

Phone Number:

Email Address:

Physical Address:

Mail address, if different:

Organisation Details:

Trading Name, if relevant:

ABN:

Registered for GST: Yes/No

Banking Details: BSB and Account Number – this must be a separate account and used for no other activities than the grant.

Type of Organisation (please mark relevant entity type):

- a company incorporated in Australia.
- a company incorporated by guarantee.
- an incorporated trustee on behalf of a trust.
- an incorporated association.

- a joint Business Case with a lead organisation.
- a registered charity or not-for-profit organisation.
- an Australian local government body.
- an Aboriginal and/or Torres Strait Islander Corporation registered under the *Corporations (Aboriginal and /or Torres Strait Islander) Act 2006*.
- a State or Territory Government or related entity.

Has the Organisation previously received funding from the Department, and if so, from which program? Y/N If applicable, program: _____

If so, what was the last financial year funding was received?

The Business Case must provide sufficient information to allow assessment against the criteria in Section 4.3, page 17. Further guidance on some criteria is provided below.

Criterion 1: How the proposed service model, including consortia arrangements if applicable, will contribute to the objectives of the Veterans' and Families' Hub program.

Criterion 2: There is a need for the grant in the particular location/demographic, and/or how the proposed grant addresses veterans' needs and improve wellbeing. Statements of need should be supported by the use of data or evidence of need where possible. Details of consultations held, or proposed, should be detailed including numbers (if known), target groups, outcomes agreed etc.

Criterion 3: Does it demonstrate value for money. This criterion will be assessed to determine if the organisation is effectively deploying the funds to develop a sustainable hub, any building or works are appropriate to the service model, aspects that attract and retain staff/service providers eg. staff lockers, showers, lunch room etc.;

Criterion 4: Does the built environment have the capacity to influence the interactions of people working in it with each other, and with veterans and their families. Any building or refurbishment plans will need to demonstrate that they will meet the regulatory requirements of State and Territory and local governments for that location. In addition, hubs should enable multidisciplinary care, coordination and case management, and provide opportunities for a wide range of providers to co-ordinate care around each veteran and their family.

Criterion 5: The capability and capacity of the applicant to administer the grant. This includes consideration of:

- the likelihood that the Veterans' and Families' Hub can be delivered on time and to budget (as identified in supporting documents);
- whether the Veterans' and Families' Hub has been appropriately costed (the level and detail of the costing should be commensurate with the value of the project);
- whether the level of risk associated with the Veterans' and Families' Hub and its implementation is manageable and/or acceptable and that it is acknowledged that risk may stem from a number of sources, such as the scale and/or complexity of the proposal/project;

- whether all required approvals are in place, applied for, or otherwise expected to be received in the necessary timeframe to complete the proposal/project;
- whether there are relevant and appropriately qualified organisational staff and that they have previous experience/capacity with the management of projects of a similar size and nature to the proposal; and
- where relevant, there is evidence of support from consortium members and/or other organisations that are key to delivering the program outcomes.

Criterion 6: The financial viability of the applicant. The applicant is required to provide for their organisation:

- audited financial statements for the two most recent consecutive financial years, including balance sheets, profit and loss statements, cash flow statements and notes to the accounts to enable a financial viability assessment to occur;
- if available, evidence of successful contract fulfilment for other public funding bodies;
- confirmation of current licences (where these are appropriate); and
- where relevant, letters of support from consortium members and/or other organisations that are key to delivering the program outcomes.