



Veterans' and Families' Hubs Program Expression of Interest and Business Case - Bendigo

Grant Opportunity Guidelines

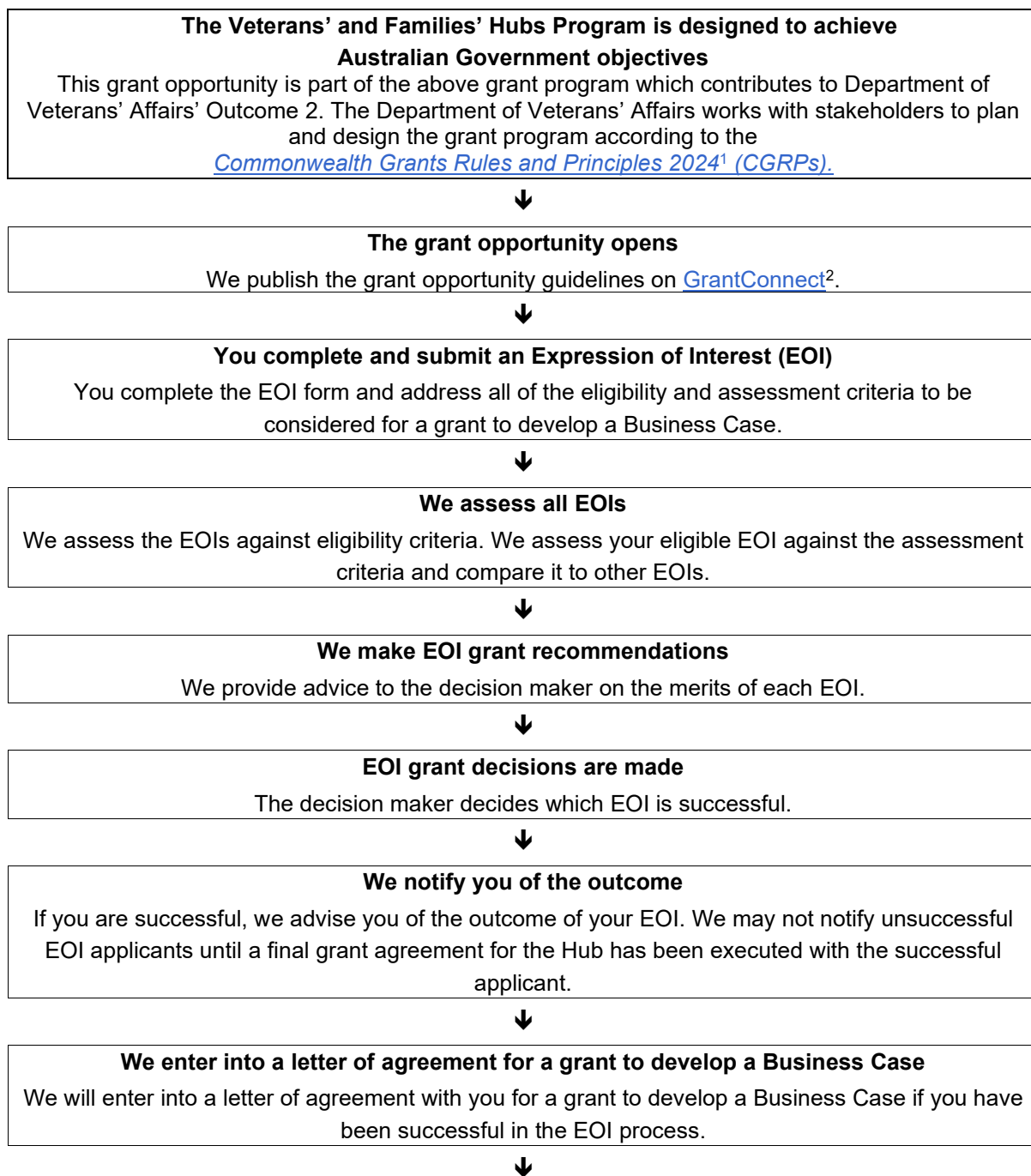
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| Expression of Interest (EOI) Opening date: | 17 December 2025 <i>Note: Refer to section 7.5 for upcoming information sessions</i> |
| EOI Closing date and time: | 13 February 2026 |
| Business Case Opening date | Upon execution of the letter of agreement to develop a Business Case. |
| Business Case Closing date and time | As stated in the letter of agreement to develop a Business Case. |
| Commonwealth policy entity: | Department of Veterans' Affairs |
| Administering entity: | Department of Veterans' Affairs |
| Enquiries: | If you have any questions, please contact veteransandfamilieshubs@dva.gov.au |
| Date grant opportunity guidelines released: | 28 November 2025 |
| Type of grant opportunity: | Open competitive (EOI) Closed non-competitive (Business Case) |

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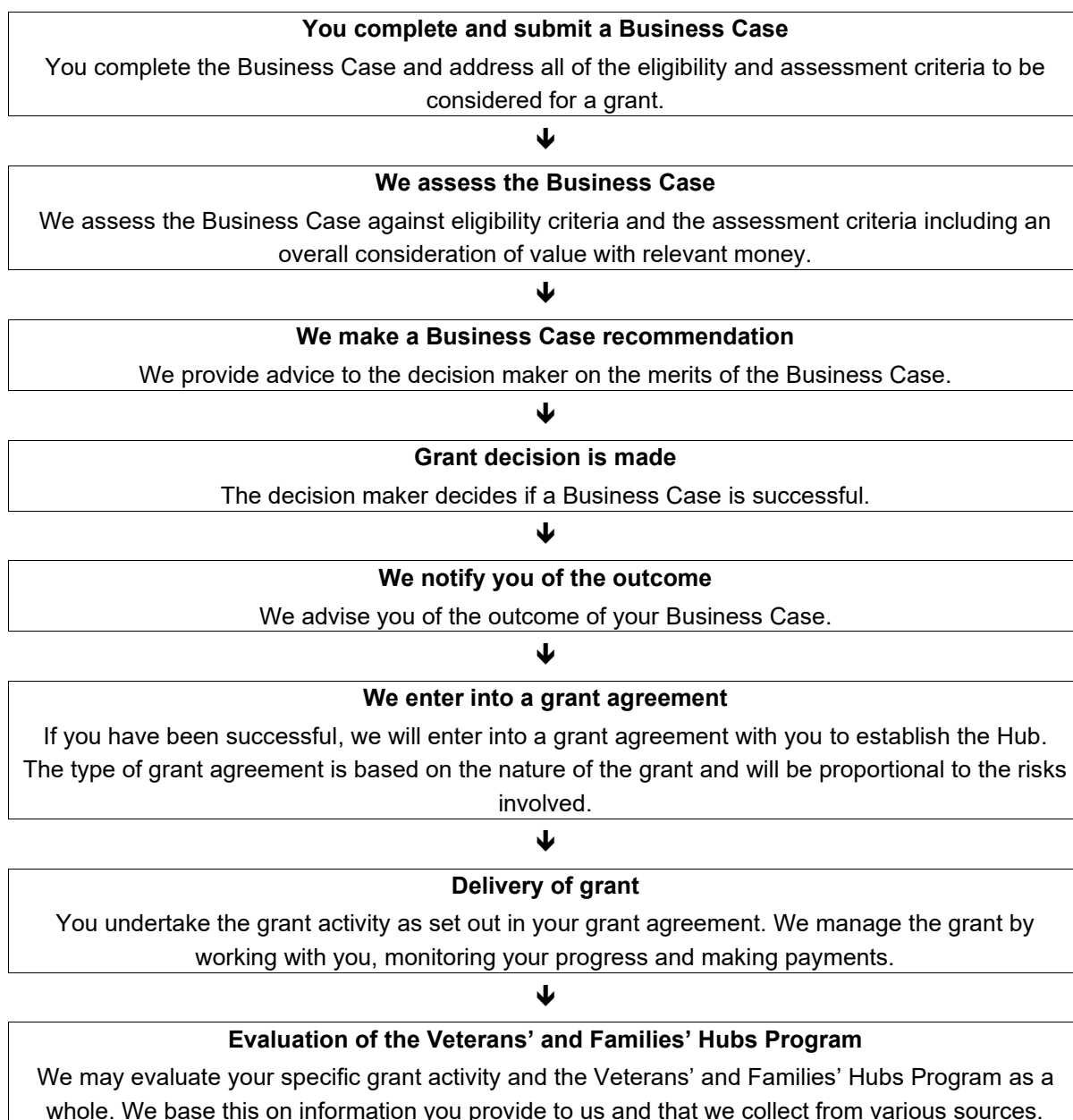
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1 Veterans' and Families' Hubs Program Expression of Interest and Business Case processes



¹ <https://www.legislation.gov.au/F2024L00854/latest/versions>

² <https://www.grants.gov.au/>



1.1 Introduction

These grant opportunity guidelines contain information for the Veterans' and Families' Hubs Program Expression of Interest (EOI) and Business Case - Bendigo.

You must read these grant opportunity guidelines before filling out an application.

This document sets out:

- the purpose of the grant program and grant opportunity
- the two-stage selection process which includes an EOI and Business Case
- the eligibility criteria and how to apply
- assessment criteria for the EOI and Business Case
- how grantees are notified and receive grant payments
- how grantees will be monitored and evaluated
- responsibilities and expectations in relation to the grant opportunity.

We administer the Veterans' and Families' Hubs Program grant opportunity according to the [*Commonwealth Grants Rules and Principles 2024*](#)³ (CGRPs).

2 About the grant program

2.1 Background to the Veterans' and Families' Hub Program

The Veterans' and Families' Hubs Program (the Program), formerly known as the Veteran Wellbeing Centres Program, was first announced in 2019.

All current and former serving Australian Defence Force members (veterans) and their families should have convenient access to affordable, high quality, comprehensive wellbeing services.

Since 2019, DVA has provided funding to a number of organisations to establish a national network of Veterans' and Families' Hubs (Hubs), with the locations selected by the Australian Government. The network has continued to expand as a result of further Australian Government commitments and funding tranches since the inception of the Program.

Hubs focus on coordinating services and support to improve or help maintain the wellbeing of veterans and their families. Hubs facilitate access to integrated, coordinated wellbeing services tailored to the unique needs of the veterans and families living in the Hubs' regions.

The Australian Government determines new locations of Hubs or Hub projects under the Program. For each grant opportunity, DVA has undertaken, or will undertake, a local consultation process in the identified locations to determine the pool of eligible organisations prior to the EOI stage. Consultation processes are advertised ahead of time in the local community, including through Ex-service Organisation (ESO) networks, local and state government representatives, and traditional and social media channels.

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

The objectives of the Program are to:

- establish locally-based facilities for veterans and families to access services and facilitate community engagement;
- facilitate the provision of coordinated service delivery to improved access to the unique health and wellbeing services needed by veterans and their families in each Hub area and surrounds;
- support innovative and flexible models of service delivery to reach as many veterans and families as possible within the Hub region, tailored to local needs and opportunities; and
- achieve better integration of government and non-government support for the wellbeing of veterans and their families.

The intended outcomes of the 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. This may include

³ <https://www.legislation.gov.au/F2024L00854/latest/text>

wellbeing support, physical and mental health services, employment and housing advice, financial assistance, advocacy and social connection.

2.2 About this grant opportunity

This grant opportunity is to establish, operate and maintain a Veterans' and Families' Hub in the area of Bendigo, Victoria (the **Location**).

This grant opportunity is delivered in two stages:

1. An EOI process for eligible organisations; and
2. Subject to assessment of the EOI applications, an eligible organisation may be invited to develop a Business Case for the Hub.

Following assessment of a selected organisation's Business Case, the Commonwealth may award the grant and enter into a grant agreement with the lead organisation to establish and operate the Hub.

Once established, you will be required to maintain and operate the Hub for defined 'Designated Use Period', which is expected to be a minimum of 5 years and up to 10 years depending on the grant amount and proposed project.

This grant opportunity is intended to be delivered with a grant to a single lead organisation to develop and operate a 'full-service' Hub in the identified Location/region. This grant opportunity is not intended to fund multiple smaller projects or 'hub like' facilities, unless they are integrated into the lead organisation's coordinated service offering of the Hub.

2.3 Requirements for a Veterans' and Families' Hub

Veterans' and Families' Hubs provide 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 access to services that 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 Hubs is to facilitate access to support services for veterans and their families.

The Hubs 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 provide case management services to achieve beneficial outcomes for veterans and their families. This includes coordination of access to other services or supports not provided directly through the Hubs.

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

Hub location, design and operation should be informed by the service needs, requirements and opportunities of the local area, which includes being supported by research into current service needs, future state design and proposed delivery approach.

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

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

2.4 Requirements for 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' (DVA) Wellbeing Factors. 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 Veteran Support Ecosystem - Wellbeing Factors



Table 1 outlines examples of the types of services which may be delivered to veterans and families by a Hub, against each of the Wellbeing Factors.

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

| Wellbeing Factor | 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. |

| | |
|---|--|
| | <ul style="list-style-type: none"> • Primary Health Networks or the National Centre for Veterans' Healthcare. |
| Social support and connection | <ul style="list-style-type: none"> • Transition support programs, such as those provided by ex-service organisations, Defence and DVA. • Social support activities and programs to facilitate social connections. • Outreach services in partnership with community organisations, ESOs, Veteran Support Officers, ADF Defence Member and Family Support and ADF Member Support Coordinators, particularly in rural, regional or remote areas. • Other veteran and family community support groups, particularly in rural, regional or remote areas. |
| 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. |
| Employment and meaningful activity | <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 DVA, and state and territory governments. |
| Meaning and spirituality | <ul style="list-style-type: none"> • Access to DVA Chaplains and/or other spiritual and moral health supports. |
| Home and housing | <ul style="list-style-type: none"> • Access to housing support services, such as through state government programs and non-government organisations. |
| Income and finance | <ul style="list-style-type: none"> • Financial literacy education services and supports. |
| Justice and safety | <ul style="list-style-type: none"> • Access to mental health care services, including counselling and complex care coordination, to support veterans' wellbeing. • Support programs to help veterans live independently and reduce early admission to residential aged care. • Access to legal and veteran advocacy 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, digital support services and other community services. |
| Case coordination | <ul style="list-style-type: none"> • Individual case coordination of integrated multidisciplinary support to maintain or improve wellbeing, and to build stronger community connections. |
| Integration, coordination and community connections | <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. • Connections to local health services, community organisations, and advocacy groups. |

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 and welcoming environment that recognises and respects the service and sacrifice of veterans and their families. • The services delivered via 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 responsive to the needs of all veterans' and their families' culture and heritage. |
| 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 review and adjust services offered as needs change. • 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. |

| | |
|---|---|
| | <ul style="list-style-type: none"> 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 Hub may generate revenue from existing programs and initiatives and other sources such as commercial tenants and hiring of space to community partners. |
| Provide an attractive work environment | <ul style="list-style-type: none"> The Hub 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 that all staff working in the Hub hold the relevant licences or permits required for their work, including those working or in contact with Vulnerable Persons. |

Hubs may incorporate existing infrastructure and programs to their service model to maximise service offerings from the Hub.

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

Hubs that receive a grant of \$3.0 million (GST exclusive) 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 \$3.0 million (GST exclusive), 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, particularly in regional and remote areas. The intent should be to increase geographical reach and provide the benefits of the Hub to veterans and families not living in the immediate locality. Collaboration with ex-service and other community organisations and providers who support veterans and their families is strongly encouraged. Hubs could also be utilised by a range of health professionals from surrounding areas.

There may be a range of contributors to the services provided through the Hubs including the Commonwealth, state, territory, or local governments, and private practitioners (through non-government or not-for-profit organisations). Hubs may be established in facilities owned and/or operated by state, territory or local government entities.

2.5 Consultation and community engagement requirements

Local engagement and consultation is essential to design and deliver a Hub. Funding recipients are responsible for local stakeholder engagement prior to establishment of a Hub.

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

Consultation with a broad range of stakeholders is critical to ensure that Hubs:

- deliver the best mix of services, coordination and support to meet identified gaps, or, to enhance existing services to meet local needs;
- bring the right service providers together to deliver a service model that meets local demand; and
- have a service delivery model that will be successful and sustainable into the future.

For grants of \$3.0 million (GST exclusive) 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 \$3.0 million (GST exclusive), the required level of consultation with stakeholders may be specified by the Commonwealth as part of the grant process.

2.6 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 Australian 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.

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

3 Grant amount and grant period

3.1 Grant available

The Australian Government has announced a total of \$5.0 million (GST exclusive) to establish and operate the Hub under the Program at the Location.

The maximum grant amount is \$5.0 million (GST exclusive).

Indexation has been included in the funding for this grant program and will be passed on to grantees (in addition to the amount noted above). If not included in the initial grant agreement, we will advise you formally in writing of the change to the grant agreement (for example through a notice of change) of the amount to be paid to your organisation, what indexation factor is being applied and when it will be paid.

Applicants are encouraged to leverage other funding sources or assets to enhance their applications. These might include accumulated revenue, land, partnerships and/or philanthropic contributions.

3.2 Grant period

This grant is for a non-ongoing program and the grant will terminate at the end of the grant period specified in the grant agreement. The total grant amount of \$5.0 million (GST exclusive) is available over a four-year period from 2025-26 to 2028-29. No further funding will be available.

DVA 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, additional competitive funding processes may be considered.

4 Eligibility criteria

We cannot consider your application if you do not satisfy all the eligibility criteria.

4.1 Who is eligible to apply for a grant?

To be eligible to apply for the EOI, you must:

- meet the additional eligibility criteria set out at section 4.2
- have an Australian Business Number (ABN)
- be registered for the purposes of GST
- have an account with an Australian financial institution
- be one of the following entity types:
 - a company incorporated in Australia;
 - an incorporated association;
 - an Australian local government body;
 - a body corporate established by legislation;
 - an Aboriginal and/or Torres Strait Islander Corporation registered under the *Corporations (Aboriginal and/or Torres Strait Islander) Act 2006*.

If you are applying as a Trustee on behalf of a Trust⁴, the Trustee must have an eligible entity type as listed above.

Applications from consortia⁵ 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.

To be eligible to submit a Business Case, you must:

- meet the eligibility criteria listed in this section 4.1; and

⁴ 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 4.1. Both the Trust's and Trustee's details will be collected in the application form/Business Case.

⁵ 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.

- have entered into a letter of agreement with DVA for the development of the Business Case.
- If the applicant does not satisfy the eligibility criteria, it will not be considered.

4.2 Additional eligibility criteria

This is a competitive selection processes which is open to applicants based on the specialised requirements of the grant activity.

To be eligible for funding under the Program, an organisation must:

- be an ESO or a veteran-aware community organisation; and
- have existing infrastructure and/or relationships with the veteran community, ESOs, community organisations and local businesses, to support the grant activity in the Location; or
- be able to demonstrate that your organisation will be able to develop the above capabilities and relationships prior to service commencement.

For the purposes of the Program, an ESO is an organisation that satisfies all of the below:

- Has demonstrated direct links to the ex-service community;
- Is established primarily to provide support to veterans, past and present members of the Australian Defence Force and/or their dependants which may include compensation advocacy and/or wellbeing advocacy; and
- Has objectives that aim to benefit the wellbeing of the Australian veteran community.

For the purposes of the Program, a veteran-aware organisations is an entity that can demonstrate at least one of the following:

- An established partnership with an ESO for the purposes of providing services relevant to the proposed grant activities to veterans and their families; or
- Current delivery of services to veterans and their families in a manner that considers the impact of military service and the veteran-lived experience.

4.3 Who is not eligible to apply for a grant?

You are not eligible to apply if you are:

- an organisation which does not meet the criteria in section 4.1
- an organisation which does not meet the criteria in section 4.2
- an organisation, or your project partner is an organisation, included on the [National Redress Scheme's website](https://www.nationalredress.gov.au/)⁶ on the list of 'Institutions that have not joined or signified their intent to join the Scheme'
- a Commonwealth agency or body (including government business enterprises)
- an individual
- a partnership
- unincorporated association
- overseas resident/organisation

⁶ <https://www.nationalredress.gov.au/>

4.4 What qualifications, skills or checks are required?

The applicant organisation is responsible for ensuring compliance with all applicable laws and regulatory requirements (including relevant accreditation and/or registration requirements) relevant to Hub operations, including services delivered from the Hub.

It is the responsibility of the applicant organisation to ensure that anyone working directly with children and/or vulnerable people as part of the project complies with the relevant state or territory government legislation including:

- Working with Children checks;
- Working with Vulnerable People registration; and/or
- mandatory reporting.

Where the applicant organisation is undertaking works, they are responsible for ensuring compliance with all state or territory and local government planning and zoning requirements, including relevant building codes, environmental regulations and the *Work Health and Safety Act 2011*.

5 What the grant money can be used for

5.1 Eligible grant activities

Eligible activities must directly relate to the project and can include:

In respect of grant funding under the letter of agreement for the Business Case:

- 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 (GST exclusive)).

For grant funding under the grant agreement for development and operation of the Hub:

- 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 DVA;
- essential equipment, information management and technology systems;
- establishment activities, such as property scoping/market sweep, research, stakeholder/community consultation and service model design;
- 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 DVA; 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 fee-for-service type 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 DVA may ask for evidence to support the delineation. For clarity, the grant funds are not available to deliver or subsidise direct service provision (fee-for-service).

5.2 Eligible locations

Your project must be delivered in the Location or as agreed by the Minister for Veterans' Affairs (the Minister), as the Program Delegate, and may include outreach services and 'spoke' sites where agreed.

5.3 Eligible expenditure

Grants can only be spent on eligible expenditure incurred on eligible grant activities at the Location. Eligible expenditure items are:

- Business Case development: Limited to \$50,000 (GST exclusive) and for the purpose of developing a Business Case. Business Case expenditure is drawn from the overall funding allocated for the Location;
- Capital funding: includes the purchase or property, and build of a new facility 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 (not fee-for-service type service delivery), until the expiration of the Grant Agreement.

Further clarification on eligible and ineligible expenditure items may be included in the Grant Agreement.

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 DVA.

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. You will be informed 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.

5.4 What the grant money cannot be used for

It is not the purpose of the Program to fund or subsidise the provision of services (fee-for-service), such as counselling, employment support and veteran and family support.

You cannot use the grant for the following activities/expenditures:

- the cost of providing direct services (such as mental health counselling) or indirect services (such as funding the gap payment for services that attract a Medicare Benefits Scheme 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 DVA 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 Wellbeing Factors or the Australian Government National Preventative Health Strategy 2021-2030⁷ (e.g. the upgrade and/or refurbishment of

⁷ [National Preventive Health Strategy 2021–2030 | Australian Government Department of Health, Disability and Ageing](#)

bar and gaming facilities, establishment of outdoor smoking facilities etc.) unless they are required by law under relevant state or 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 DVA 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 DVA concerning their proposal. DVA encourages the exploration of innovative and flexible models of care. DVA, at its discretion, may opt to provide guidance or clarification during the grant process.

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.

6 The assessment criteria

6.1 EOI – assessment criteria

For the EOI, see section 8.1 for further information on the assessment of EOIs.

The amount of detail and supporting evidence you provide in this stage should be relative to the nature of the EOI which is designed to identify a suitable lead organisation/s to develop a more detailed Business Case.

You must address all of the following assessment criteria in the EOI.

Criterion 1

Describe the proposed Hub concept (services and service model, premises, works, satellite sites, partners) and how this aligns with the Program Objectives. Where relevant, include the details of consortium membership, including letters of intent and support for the lead organisation from the consortium, or proposed consortium members.

Criterion 2

What consultation and research supports your proposed Hub concept?

Criterion 3

Based on your Hub concept, what are the indicative timeframes to establish the Hub and commence service delivery (including interim service delivery arrangements if possible)?

Criterion 4

How will you manage the Hub? Include details about proposed governance arrangements and your organisation's current financial position and plan for ongoing financial viability.

Criterion 5

What previous experience does your organisation have in delivering similar projects?

6.2 Business Case – assessment criteria

See section 8.1 for further information on the assessment of Business Cases.

The amount of detail and supporting evidence you provide at the Business Case stage should be relative to the scale and complexity of the project.

If selected to develop a Business Case, you must comprehensively address all of the following assessment criteria as part of the Business Case.

Criterion 1

How the proposed Hub service model, including consortium arrangements if applicable, will contribute to the objectives of the Program.

Criterion 2

Explain how the proposed grant will address the specific needs of veterans and families in the Location/region and how it will assist in maintaining and/or improving the wellbeing of veterans and their families.

Statements of need should be supported by the use of data or evidence of need where possible. Consultations held, or proposed, should be detailed including numbers (if known), target groups, outcomes agreed etc.

Criterion 3

Demonstrate how the proposed project and subsequent services will be delivered efficiently and within budget.

You should demonstrate this through identifying:

- the project governance and management arrangements to ensure effective and efficient delivery of the project;
- an appropriate risk analysis of the project, including identifying factors that could impact the intended objectives and outcomes of the Program;
- the approach to developing the physical Hub, including any proposed property related expenses (purchase, lease, refurbishment, fit-out etc.) with value for money in mind, and relevant approvals required or obtained;
- any co-contributions (including funding, capital, land and other partnerships); and
- (if applicable) how you will ensure any building works are appropriate to the service model.

Criterion 4

Explain how the built environment (including building, location, amenities, surrounding services/service providers) will influence the interactions of people working within the Hub and the local region, to best support veterans and their families; as well as enabling multidisciplinary care, coordination and case management, and providing opportunities for a wide range of providers to coordinate care around each veteran and their family.

Criterion 5

Demonstrate the capability and capacity of your organisation, or consortium if applicable, to administer the grant.

You must demonstrate this through identifying:

- the likelihood that the Hub can be delivered on time and to budget (as identified in supporting documents);
- whether the Hub has been appropriately costed (the level and detail of costings should be commensurate with the value of the project);
- whether the level of risk associated with the 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 project;
- whether all required approvals are in place, applied for, or otherwise expected to be received in the necessary timeframe to complete the 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 (particularly capital works projects) to the proposal; and
- where relevant, there is evidence of support from consortium members (such as a signed letter on a letterhead from an appropriate representative) and/or other organisations that are key to delivering the Program outcomes.

Criterion 6

Demonstrate the financial viability of the lead organisation and how the organisation will effectively deploy the funds to ensure long term sustainability of the Hub.

You must demonstrate this through providing:

- 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);
- if available, evidence of successful contract fulfilment for other public funding bodies;
- confirmation of current licences (where applicable);
- long term plan for maintenance and operation of the Hub over the proposed designated use period.

7 How to apply

Before applying, you must read and understand these grant opportunity guidelines, and the EOI and Business Case templates (**Appendix A and B**).

These documents may be found at [GrantConnect](#)⁸. Any alterations and addenda⁹ will be published on GrantConnect and by registering on this website, you will be automatically notified of any changes to these grant opportunity guidelines.

EOI process

To apply for the EOI you must:

- complete an EOI using the templated approach at **Appendix A** and send to veteransandfamilieshubs@dva.gov.au
- provide all the information requested
- address all eligibility criteria
- address all assessment criteria
- include all necessary attachments
- submit your application/s to the email address above by the closing date and time specified in these guidelines.

Business Case process

This Business Case process only applies if you have been successful in the EOI process and entered into a letter of agreement with DVA.

To submit your Business Case you must:

⁸ <https://www.grants.gov.au/>

⁹ Alterations and addenda include but are not limited to corrections to currently published documents, changes to close times for applications, Questions and Answers (Q&A) documents and Frequently Asked Questions (FAQ) documents.

- develop a Business Case using the templated approach at **Appendix B** and send to veteransandfamilieshubs@dva.gov.au
- provide all the information requested
- address all eligibility criteria
- address all assessment criteria
- include all necessary attachments
- submit your application to the email address above by the closing date and time specified in the letter of agreement.

You are responsible for ensuring that your application is complete and accurate. Giving false or misleading information is a serious offence under the [Criminal Code Act 1995 \(Cth\)](#)¹⁰. We will investigate any false or misleading information and may exclude your application from further consideration.

If you find an error in your application after submitting it, you should contact us immediately via veteransandfamilieshubs@dva.gov.au. We do not have to accept any additional information, or requests from you to correct your application after the closing time.

If we find an error or information that is missing, we may ask for clarification or additional information from you that will not change the nature of your application. However, we can refuse to accept any additional information from you that would change your submission after the application closing time.

You should keep a copy of your application and any supporting documents.

We will acknowledge that we have received your application within three working days.

If you need further guidance about the application process, contact us at veteransandfamilieshubs@dva.gov.au.

7.1 Attachments to the application

EOI process

We require you to submit the following documents with your EOI:

- evidence of support from your organisation's board, CEO or equivalent
- letters of support, including from any consortium partners
- unaudited financial statements for the two most recent consecutive financial years (for the lead organisation)

Business Case process

We require you to submit the following documents with your Business Case:

- an indicative budget
- a project management plan
- a risk management plan
- evidence of funding strategy, e.g. financial statements, loan agreements, cash flow documents
- audited financial statements for the two most recent consecutive financial years (for the lead organisation)

¹⁰ <https://www.legislation.gov.au/C2004A04868/latest/text>

- evidence of support from your organisation's board, CEO or equivalent
- trust deed (if applicable)
- letters of support, including from any consortium partners
- where available, additional information to support the proposed approach such as site plans, concept designs, governance models (as examples).

7.2 Joint (consortia) applications

We recognise that some organisations may want to join together as a group to deliver a Hub.

In these circumstances, you must appoint a 'lead organisation'. Only the lead organisation can submit the EOI or Business Case and enter into a grant agreement with the Commonwealth. The EOI and Business Case must identify all other members of the proposed group and include a letter of support from each of the members.

Each letter of support should include:

- details of the organisation forming part of the consortium
- an overview of how the organisation will work with the lead organisation and any other organisations in the group to successfully complete the grant activity
- an outline of the relevant experience and/or expertise the organisation will bring to the group
- the roles/responsibilities of the organisation and the resources they will contribute (if any)
- details of a nominated management level contact officer.

You must have a formal arrangement in place with all parties prior to execution of the grant agreement, or a letter of intent which is contingent on the awarding of the execution of the grant agreement, unless otherwise agreed with DVA.

7.3 Timing of grant opportunity processes

EOI process

To apply for the EOI, you must submit an application between the opening and closing dates as stated in these guidelines.

Late EOI applications will not be accepted, except if as a result of mishandling by DVA.

Assessment of EOIs and approval of outcomes is anticipated to be undertaken over a period of six to ten weeks.

The successful applicant will be invited to enter into a letter of agreement following the approval of outcomes.

Business Case process

If you are successful in the EOI process, you must submit the Business Case in accordance with the letter of agreement.

The Business Case process is anticipated to be open for ten weeks, once the letter of agreement is executed, or unless otherwise agreed by DVA.

Assessment of Business Cases and approval of outcomes is anticipated to be undertaken over a period of eight to twelve weeks.

If approved, the successful applicant will be invited to enter into a grant agreement following the approval of outcomes and commence the grant activity in accordance with the executed grant agreement.

7.4 Questions during the application process

If you have any questions during the application period, contact DVA via veteransandfamilieshubs@dva.gov.au.

DVA will generally respond to emailed questions within three working days.

7.5 Information sessions

Information sessions will be held on:

- Wednesday 10 December 2025; and
- Wednesday 17 December 2025.

DVA may offer additional information sessions in relation to this grant opportunity from time to time.

Please contact DVA via veteransandfamilieshubs@dva.gov.au to register your interest to attend.

8 The grant selection process

8.1 Assessment of grant applications

EOI process

We will review your application against the eligibility criteria set out in section 4. Only eligible applications will be considered further.

If your EOI is eligible, we will then assess your EOI against the assessment criteria (see Section 6.1) and against other EOIs submitted for the same project/location. We consider your EOI on its merits, based on:

- how well it meets the assessment criteria
- how it compares to other EOIs
- whether it provides value with relevant money.¹¹

If only one EOI is submitted for the Location then it will not be assessed against others.

Business Case process

We will confirm your application still meets the eligibility criteria set out in section 4. Unsolicited Business Cases for the Location will not be considered under these guidelines.

If your application is eligible, we will then assess your application against the assessment criteria (see Section 6.2). We consider your application on its merits, based on:

- how well it meets the assessment criteria
- whether it provides value with relevant money.¹²

Unsuccessful Business Case application

¹¹ See glossary for an explanation of 'value with relevant money'.

¹² See glossary for an explanation of 'value with relevant money'.

If a Business Case application is not considered suitable following this assessment process, we may:

- invite you to clarify, amend or revise and resubmit the Business Case (subject any probity requirements, if there is more than one suitable applicant under the EOI process);
- invite another applicant from the EOI process to submit a Business Case under these guidelines;
- amend these guidelines, including to open a further round of EOIs; and/or
- end this grant opportunity.

8.1.1 Value with relevant money

When assessing the extent to which the application represents value with relevant money, we will have regard to:

- the overall objective/s to be achieved in providing the grant
- the extent to which the geographic location of the project matches identified priorities
- the extent to which the evidence in the application demonstrates that it will contribute to meeting the outcomes/objectives
- how the grant activities will target groups or individuals.

8.2 Who will assess applications?

An assessment committee will assess each application on its merit and (if applicable) compare it to other eligible applications before recommending/providing advice on which grant applications should be awarded a grant. The assessment committee will be made up of DVA representatives and may include external specialist advisors.

We may ask external experts/advisors to inform the assessment process. Any expert/advisor, who is not a Commonwealth Official, will be required/expected to perform their duties in accordance with the CGRPs.

The assessment committee may request a site inspection, meeting with the applicant or an invitation to present further information in person. We will give you at least one week's notice.

The assessment committee may seek additional information about you, your application, project partners, related bodies corporate, related entities and associated entities (as defined in the [*Corporations Act 2001*](#)¹³) and related personnel from third party sources, including other Commonwealth entities. 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.

The assessment committee recommends to the decision maker (the Minister) which applications to approve for a grant.

8.3 Who will approve grants?

The Minister decides which grants to approve taking into account the recommendations of the assessment committee and the availability of grant funds for the purposes of the grant program.

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

¹³ <https://www.legislation.gov.au/C2004A00818/latest/text>

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

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

9 Notification of application outcomes

We will advise you of the outcome of your application in writing. If you are successful, we will advise you of any specific conditions attached to the grant.

We may not notify unsuccessful applicants (for both the EOI and Business Cases processes) until a final grant agreement for the Hub has been executed with the successful applicant.

9.1 Feedback on your application

If you are unsuccessful, you may ask for feedback within 30 days of being advised of the outcome. We will give written feedback within 30 days of your request.

10 Successful grant applications

10.1 The grant agreement

You must enter into a legally binding grant agreement with the Commonwealth.

We use two types of grant agreements in this program.

A letter of agreement will be used if you were successful in the EOI stage. The letter of agreement will set out the requirement for development of the Business Case.

A grant agreement will be used if you were successful in the Business Case stage. The grant agreement will depend on the size and complexity of your grant activities, including whether you will undertake any capital works as part of the grant activity.

Each grant agreement has general terms and conditions that cannot be changed. We will use a schedule to outline the specific grant requirements.

We must execute a grant agreement with you before we can make any payments. We are not responsible for any of your expenditure until a grant agreement is executed. If you choose to start your grant activities before you have an executed grant agreement, you do so at your own risk.

Your grant agreement may have specific conditions determined by the assessment process or other considerations made by the Minister. We will identify these in the agreement.

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

Letter of Agreement – to develop a Business Case

We will send you a letter of agreement advising that your application has been successful and providing you with an offer. You accept the offer by signing and returning the letter of agreement to us. We consider the agreement to be executed (take effect) from the date you sign the letter.

The letter will state the submission date for the Business Case to be developed and the total grant awarded for development of the Business Case.

Standard Grant Agreement or Capital Grant Agreement – to deliver a Hub

We will use a standard grant agreement with additional standard Clause Bank and Supplementary Terms for capital works (as applicable).

You will have 30 days from the date of a written offer to execute this grant agreement with the Commonwealth ('execute' means both you and the Commonwealth have signed the agreement). During this time, we will work with you to finalise details.

The offer may lapse if both parties do not sign the grant agreement within this time. Under certain circumstances, we may extend this period. We base the approval of your grant on the information you provide in your application.

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

- Project Plan;
- Project Stakeholder Engagement Plan;
- Site Concept Plan;
- Certification of Practical Completion;
- Certificate of Occupancy; and
- Service Delivery Reports.

For Hubs delivered by a state or territory government, an alternative Project Agreement will be negotiated (including as required under the provisions of the Intergovernmental Agreement on Federal Financial Relations).

10.2 How we pay the grant

The grant agreement will state the:

- maximum grant amount to be paid
- (if applicable) proportion of eligible expenditure covered by the grant (grant percentage)
- any in-kind contributions you will make
- any financial contribution provided by you or a third party.

We will not exceed the maximum grant amount under any circumstances.

If you incur extra costs, you must meet them yourself.

Indexation is a component of the grant payments, and the grant agreement will outline how and when indexation will be paid.

We will pay the grant using the milestone payments method. We will make payments according to an agreed schedule set out in the grant agreement. Payments are subject to satisfactory progress on the grant activity. Where applicable, operational funding will be paid on the commencement of operations and expected to be paid on a quarterly basis.

A sample of the payment of milestones is at **Appendix C**.

10.3 Grants payments and 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.

If you are registered for [GST](#)¹⁴, where applicable, we will add GST to your grant payment(s).

Grants are assessable income for taxation purposes, unless exempted by a taxation law. We recommend you seek independent professional advice on your taxation obligations or seek assistance from the [Australian Taxation Office](#).¹⁵ We do not provide advice on your particular taxation circumstances.

11 Announcement of grants

If successful, your grant will be listed on the GrantConnect website within 21 calendar days after the date of effect as required by Section 5.4 of the [CGRPs](#)¹⁶.

12 How we monitor your grant activity

12.1 Keeping us informed

You should let us know if anything is likely to affect your grant activity or organisation.

We need to know of any key changes to your organisation or its business activities, particularly if they affect your ability to complete your grant, carry on business and pay debts due.

You must also inform us of any changes to your:

- name
- addresses
- nominated contact details
- bank account details
- business structure.

If you become aware of a breach of terms and conditions under the grant agreement, you must contact us immediately.

You must notify us of events relating to your grant and provide an opportunity for the Minister or their representative to attend.

12.2 Reporting

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

- progress against agreed Hub milestones and outcomes
- contributions of participants directly related to the grant activity
- expenditure of the grant.

The amount of detail you provide in your reports should be relative to the size, complexity and grant amount.

¹⁴ <https://www.ato.gov.au/businesses-and-organisations/gst-excise-and-indirect-taxes/gst/registering-for-gst>

¹⁵ <https://www.ato.gov.au/>

¹⁶ <https://www.legislation.gov.au/F2024L00854/latest/text>

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

Milestone and status reports

Milestone and status reports must:

- include evidence of your progress towards completion of agreed activities and outcomes
- show the total eligible expenditure incurred to date
- be submitted by the report due date (you can submit reports ahead of time if you have completed relevant activities).

We will only make grant payments when we receive satisfactory milestone and status reports.

You must discuss any reporting delays with us as soon as you become aware of them.

Unaudited financial statements

We may ask you to provide an unaudited financial acquittal report for each financial year of the grant agreement and the overall grant.

Final report

When you complete the grant activity, you must submit a final report where required by the grant agreement.

Final reports must:

- identify if and how outcomes have been achieved
- include the agreed evidence as specified in the grant agreement
- identify the total eligible expenditure incurred
- be submitted within three months of completion in the format provided in the grant agreement.

Designated Use Period reports

After you complete the grant activity, you must submit reports during the Designated Use Period as required by the grant agreement.

12.3 Audited financial acquittal report

We may ask you to provide an independently audited financial acquittal report for each financial year of the grant agreement and the overall grant. A financial acquittal report will verify that you spent the grant in accordance with the grant agreement.

12.4 Grant agreement variations

We recognise that unexpected events may affect your progress. In these circumstances, you can request a variation to your grant agreement. You can request a variation by contacting the DVA representative listed in your grant agreement.

You should not assume that a variation request will be successful. We will consider your request based on provisions in the grant agreement and the likely impact on achieving outcomes.

12.5 Compliance visits

We may visit you during or at the completion of your grant activity to review your compliance with the grant agreement. We will provide you with reasonable notice of any compliance visit.

12.6 Record keeping

We may also inspect the records you are required to keep under the grant agreement. DVA reserves the right to undertake audit checks as required to ensure compliance.

12.7 Evaluation

We may evaluate the Veterans' and Families' Hubs Program to measure how well the outcomes and objectives have been achieved. We may use information from your application and reports for this purpose. We may also interview you or ask you for more information to help us understand how the grant impacted you and to evaluate how effective the Program was in achieving its outcomes.

The grant agreement may specify additional requirements for participation in an evaluation, which may include provision of data or assistance with engaging with Hub clients for evaluation purposes.

12.8 Acknowledgement

If you make a public statement about the Hub funded under the Program, we require you to acknowledge the grant by using the following statement or as otherwise agreed by DVA in writing in accordance with the grant agreement:

'This Veterans' and Families' Hub received grant funding from the Australian Government.'

13 Probity

We will make sure that the grant opportunity process is fair, is conducted according to the published grant opportunity guidelines, is consistent with the CGRPs and incorporates appropriate safeguards against fraud and corruption, unlawful activities and other inappropriate conduct.

These grant opportunity guidelines may be changed from time-to-time by DVA. When this happens, we will publish the addendum on [GrantConnect](#)¹⁷. By registering on this website, you will be automatically notified of any changes to these grant opportunity guidelines.

You should be aware of your obligations under the [National Anti-Corruption Commission Act 2022](#)¹⁸, noting that under the Act grantees will generally be considered 'contracted service providers' (see [NACC fact sheets](#)¹⁹).

13.1 Enquiries and feedback

The [DVA Feedback Policy](#) apply to complaints about this grant opportunity. All complaints about a grant process must be provided in writing to feedback@dva.gov.au.

Any questions you have about grant decisions for this grant opportunity should be sent to veteransandfamilieshubs@dva.gov.au.

If you do not agree with the way the DVA has handled your complaint, you may complain to the [Commonwealth Ombudsman](#)²⁰. The Ombudsman will not usually consider a complaint unless the matter has first been raised directly with DVA.

¹⁷ <https://www.grants.gov.au/>

¹⁸ <https://www.legislation.gov.au/C2022A00088/latest/text>

¹⁹ <https://www.nacc.gov.au/resource-centre/nacc-fact-sheets>

²⁰ <https://www.ombudsman.gov.au/>

The Commonwealth Ombudsman can be contacted on:

Phone (Toll free): 1300 362 072

Website: www.ombudsman.gov.au

13.2 Conflict of interest

Any conflicts of interest, or perceived conflicts of interest can affect the performance of the grant opportunity or program. There may be a conflict of interest, or perceived conflict of interest, if DVA's staff, any member of a committee or advisor and/or you or any of your personnel, including sub-contractors have a:

- professional, commercial or personal relationship with a party who can influence the application selection process, such as an Australian Government officer or member of an external panel;
- relationship with or interest in, an organisation, which is likely to interfere with or restrict the applicants from carrying out the proposed activities fairly and independently; or
- relationship with, or interest in, an organisation from which they will receive personal gain because the organisation receives a grant under the grant program/grant opportunity.

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

If you later identify an actual, apparent, or perceived conflict of interest, you must inform DVA in writing immediately.

Conflicts of interest for Australian Government staff will be handled as set out in the [Australian Public Service Code of Conduct \(Section 13\(7\)\)](#)²¹ of the [Public Service Act 1999](#)²² and section 29 (duty to disclose interests) of the *Public Governance, Performance and Accountability Act 2013*. Committee members and other officials including the decision maker must also declare any conflicts of interest.

13.3 Privacy

We treat your personal information according to the [Privacy Act 1988](#)²³ and the [Australian Privacy Principles](#)²⁴. This includes letting you know:

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

'Personal information' means information or an opinion about an identified individual, or an individual who is reasonably identifiable:

- (a) whether the information or opinion is true or not; and
- (b) whether the information or opinion is recorded in a material form or not.

Your personal information can only be disclosed to someone else for the primary purpose for which it was collected, unless an exemption under the Australian Privacy Principles applies.

²¹ <https://www.apsc.gov.au/working-aps/integrity/integrity-resources/code-of-conduct>

²² <https://www.legislation.gov.au/C2004A00538/latest/versions>

²³ <https://www.legislation.gov.au/C2004A03712/latest/text>

²⁴ <https://www.oaic.gov.au/privacy/australian-privacy-principles>

The Australian Government may also use and disclose information about grant applicants and grant recipients under this grant opportunity in any other Australian Government business or function. This includes disclosing grant information on GrantConnect as required for reporting purposes and giving information to the Australian Taxation Office for compliance purposes.

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

As part of your application, you declare that you will comply with the Privacy Act and the Australian Privacy Principles and that you will impose the same privacy obligations on officers, employees, agents and subcontractors that you engage to assist with the activity, in respect of personal information you collect, use, store, or disclose in connection with the activity. Accordingly, you must not do anything, which if done by the DVA would breach an Australian Privacy Principle as defined in the Privacy Act.

13.4 Confidential information

Other than information available in the public domain, you agree not to disclose to any person, other than us, any confidential information relating to the grant application and/or agreement, without our prior written approval. The obligation will not be breached where you are required by law, Parliament or a stock exchange to disclose the relevant information or where the relevant information is publicly available (other than through breach of a confidentiality or non-disclosure obligation).

We may at any time, require you to arrange for you; or your employees, agents or subcontractors to give a written undertaking relating to nondisclosure of our confidential information in a form we consider acceptable.

We will keep any information in connection with the grant agreement confidential to the extent that it meets all of the three 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.

We will not be in breach of any confidentiality agreement if the information is disclosed to:

- the committee and other Commonwealth employees and contractors to help us manage the Program effectively, including for an integrity purpose
- 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, Privacy Commissioner or National Anti-Corruption Commissioner, or staff of their agencies
- the responsible Minister or Parliamentary Secretary, or
- a House or a Committee of the Australian Parliament.

The grant agreement may also include any specific requirements about special categories of information collected, created or held under the grant agreement.

13.5 Freedom of information

All documents in the possession of the Australian Government, including those about this grant opportunity, are subject to the [Freedom of Information Act 1982](#)²⁵ (FOI Act).

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

All Freedom of Information requests must be referred to 'DVA's Information Access Unit in writing. You must complete either the online [Freedom of Information Request web form](#) (web submission) or an offline [Information Access Form](#) (for mail or email submission).

Online: [Freedom of Information Request web form](#)

By mail: Information Access Unit
Department of Veterans' Affairs
GPO Box 9998
Brisbane QLD 4001

By email: Information.Access@dva.gov.au

²⁵ <https://www.legislation.gov.au/C2004A02562/latest/versions>

14 Glossary

| Term | Definition |
|---|---|
| accountable authority | see subsection 12(2) of the Public Governance, Performance and Accountability Act 2013 ²⁶ (PGPA Act). |
| 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 | are 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 grant opportunity, to determine application rankings. |
| Business Case | the proposal from an organisation which is successful in the EOI process which sets out the information as required by these guidelines and demonstrates how the Hub will deliver the objectives of the Veterans' and Families' Hub program. |
| case management | a collaborative process of assessment, planning, facilitation, care coordination, evaluation and advocacy for options and services to meet the comprehensive needs of a veteran and their family through communication and available resources to promote wellbeing. |
| 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 Rules and Principles 2024 (CGRPs) ²⁷ | establish the overarching Commonwealth grants policy framework and articulate the expectations for all non-corporate Commonwealth entities in relation to grants administration. Under this overarching framework, non-corporate Commonwealth entities undertake grants administration based on the mandatory requirements and key principles of grants administration. |
| completion date | the expected date that the grant activity must be completed and the grant spent by. |

²⁶ <https://www.legislation.gov.au/C2013A00123/latest/text>

²⁷ <https://www.legislation.gov.au/F2024L00854/latest/text>

| Term | Definition |
|--|---|
| contracted service provider | a person who is a party to a Commonwealth contract or is a party to a subcontract with a contracted service provider and is responsible for the provision of goods or services under contract, either directly or indirectly. |
| date of effect | can be the date on 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 | refer to the mandatory criteria which must be met to qualify for a grant. |
| grant | for the purposes of the CGRPs, a 'grant' is an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth: <ul style="list-style-type: none"> a. under which relevant money²⁸ or other Consolidated Revenue Fund²⁹ (CRF) money³⁰ is to be paid to a grantee other than the Commonwealth; and b. which is intended to help address one or more of the Australian Government's policy outcomes while assisting the grantee achieve its objectives. |
| grant activity/activities | refers to the project/tasks/services that the grantee is required to undertake. |
| grant agreement | sets out the relationship between the parties to the agreement and specifies the details of the grant. |
| GrantConnect ³¹ | is the Australian Government's whole-of-government grants information system, which centralises the publication and reporting of Commonwealth grants in accordance with the CGRPs. |
| grant opportunity | refers to the specific grant round or process where a Commonwealth grant is made available to potential grantees. Grant opportunities may be open or targeted and will reflect the relevant grant selection process. |

²⁸ Relevant money is defined in the PGPA Act. See section 8, Dictionary.

²⁹ <https://www.finance.gov.au/about-us/glossary/pgpa/term-consolidated-revenue-fund-crf>

³⁰ Other CRF money is defined in the PGPA Act. See section 105, Rules in relation to other CRF money.

³¹ <https://www.grants.gov.au/>

| Term | Definition |
|--|---|
| grant program | a 'program' carries its natural meaning and is intended to cover a potentially wide range of related activities aimed at achieving government policy outcomes. A grant program is a group of one or more grant opportunities under a single DVA Portfolio Budget Statement program. |
| grantee | the individual/organisation which has been selected to receive a grant. |
| Hub | means a Veterans' and Families' Hub under the Program. |
| National Anti-Corruption Commission (NACC) | the National Anti-Corruption Commission (NACC) is an independent Commonwealth agency. It detects, investigates and reports on serious or systemic corruption in the Commonwealth public sector. The Commission operates under the National Anti-Corruption Commission Act 2022 ³² . |
| Program | Veterans' and Families' Hubs Program. |
| selection criteria | comprise eligibility criteria and assessment criteria. |
| selection process | the method used to select potential grantees. This process may involve comparative assessment of applications or the assessment of applications against the eligibility criteria and/or the assessment criteria. |
| value with money | <p>value with 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. |

³² <https://www.legislation.gov.au/C2022A00088/latest/text>

| Term | Definition |
|---------|--|
| veteran | any current or former member of the Australian Defence Force with at least one day of continuous full-time service (CFTS), including Reservists who have rendered any period of CFTS and national servicemen. In these guidelines all references to veteran encompasses their families, dependents and carers, even if not expressly stated. |

Appendix A. EOI template

The following information is required before an assessment of the Expression of Interest (EOI) can be carried out.

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 Consortium is preparing an EOI the lead organisation is responsible for developing the EOI.

If there is relevant information that is not captured against the criterion in Section 6.1, it should be included at the end of the EOI, 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;
- ☐ an incorporated association;
- ☐ an Australian local government body;
- ☐ a body corporate established by legislation;
- ☐ an Aboriginal and/or Torres Strait Islander Corporation registered under the *Corporations (Aboriginal and/or Torres Strait Islander) Act 2006*.

If you are applying as a Trustee on behalf of a Trust³³, the Trustee must have an eligible entity type as listed above.

Is the EOI presented on behalf of a consortium? Y/N

If Yes, please list the organisational members of the consortium including the eligible lead entity. Ensure you attach a letter of support from each consortium member.

³³ 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 4.1. Both the Trust's and Trustee's details will be collected in the application form/Business Case.

Describe how your organisation:

- is an ESO or a veteran-aware community organisation (refer section 4.2); and
- has existing infrastructure and/or relationships with the veteran community, ESOs, community organisations and local businesses, to support the grant activity in the Location; or
- will be able to develop the above capabilities and relationships prior to service commencement.

Has the Organisation previously received funding from DVA, and if so, from which program? Y/N

If applicable, program: _____

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

Has the Organisation or any consortium partners (if applicable) been included on the National Redress Scheme's website on the list of 'Institutions that have not joined or signified their intent to join the Scheme' (www.nationalredress.gov.au)? Y/N If yes, you and/or the consortium are not eligible to apply.

The EOI must provide sufficient information to allow assessment against the criteria in Section 6.1. Please ensure that you address all criteria within the EOI.

Applications should contain an Executive Summary. The Executive Summary should provide a concise overview of the application to enable the reader to easily understand the main points of the application/proposal, prior to reading the application in detail.

The application should also contain a table of contents.

Applications are expected to be approximately six to eight (6 to 8) pages, plus any attachments such as plans, data, tables or other information critical to the application. There is no maximum page length.

Appendix 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 DVA 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 Consortium 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 criterion in Section 6.2, 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;
- ☐ an incorporated association;
- ☐ an Australian local government body;
- ☐ a body corporate established by legislation;
- ☐ an Aboriginal and/or Torres Strait Islander Corporation registered under the *Corporations (Aboriginal and/or Torres Strait Islander) Act 2006*.

If you are applying as a Trustee on behalf of a Trust³⁴, the Trustee must have an eligible entity type as listed above.

Is the Business Case presented on behalf of a consortium? Y/N

³⁴ 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 4.1. Both the Trust's and Trustee's details will be collected in the application form/Business Case.

If Yes, please list the organisational members of the consortium including the eligible lead entity. Ensure you attach a letter of support from each consortium member.

Confirm that your organisation's EOI response to Additional eligibility requirements (section 4.2) remains current: Y/N If no, provide details: _____

Has the Organisation previously received funding from DVA, and if so, from which program? Y/N

If applicable, program: _____

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

Has the Organisation or any consortium partners (if applicable) been included on the National Redress Scheme's website on the list of 'Institutions that have not joined or signified their intent to join the Scheme' (www.nationalredress.gov.au)? Y/N If yes, you and/or the consortium are not eligible to apply.

The Business Case must provide sufficient information to allow assessment against the criteria in Section 6.2. Please ensure that you address all criteria within the Business Case.

Appendix C. Sample payment of funding

The table below presents an example structure of milestone payments under the grant agreement for full delivery of the Hub.

| 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 provisions have been made for recurrent funding. | Within 30 working days of the Payment Milestone. |
| 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 | 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 | Within 30 working days of the Payment Milestone |

| | | |
|--|--|---|
| body's requirements and directions. | been made for recurrent funding. | |
| 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: $\frac{\text{Total operational funding agreed}}{(\text{number of years} \times 4)}$ | Within 30 days of negotiated dates in the Funding Agreement for first payment and quarterly thereafter. |