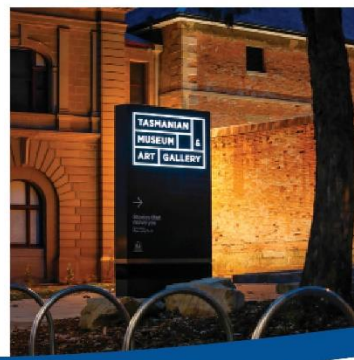
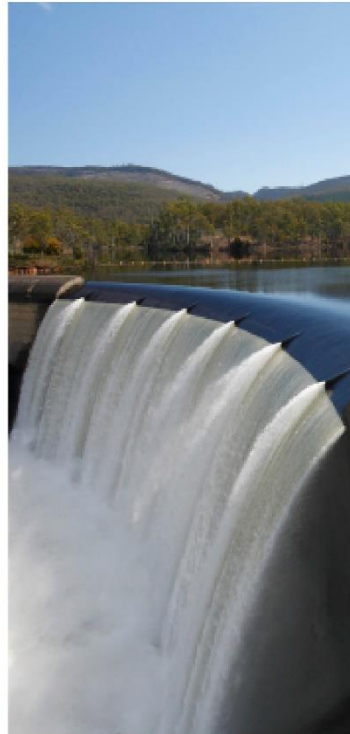
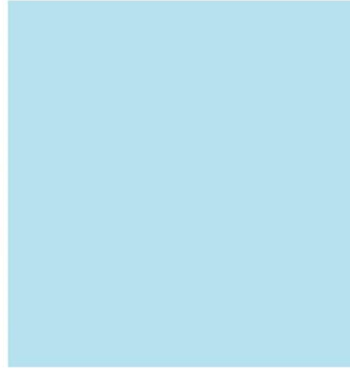


Workforce Development Program



These guidelines are to be used by organisations applying for funding under the *Workforce Development Grants Program*.

Enquiries about this program should be directed to the Program Manager

Mr Michael McGee, Program Manager

Phone: (03) 6477 7388

Email: michael.mcgee@skills.tas.gov.au

Potential applicants are encouraged to discuss their application with a Senior Workforce Development Consultant prior to preparation of an Expression of Interest

(see www.skills.tas.gov.au/employersindustry/WorkforceDevelopmentConsultants for contact details).

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Program overview

The Tasmanian Government is committed to engaging with Tasmania's industries to build real skills for real jobs.

Workforce planning and development aims to increase workforce participation and maximise the availability of appropriately skilled workers to meet current and forecast workforce needs.

Program Objectives

The objectives of the program are to:

- support industry and regional engagement in workforce planning and development.
- improve collaboration between industry and employers with training providers, and improve engagement of industry and employers in the training and workforce development system.
- develop and implement effective responses, and promote and facilitate collaboration with training providers, to ensure training and skill development meet contemporary and emerging industry standards and requirements.

This will be achieved through Workforce Plans, Projects and Initiatives that support industry and regions to identify and manage future workforce challenges.

These projects will have objectives that align directly to Tasmanian Government objectives for its priority industries, as well as deliver outputs that will:

- guide vocational education and training (VET) providers, including TasTAFE, about current and future training demand
- inform the labour market of the future of work in Tasmania
- support engagement with schools and the University of Tasmania
- inform better connection and co-operation with others in the employment system including the Australian Government, and employment service providers.

Priority industries are:

- Advanced manufacturing (including maritime and defence manufacturing)
- Aged services
- Agriculture
- Aquaculture
- Building and construction (including civil construction)
- Disability services
- Information and communications technology
- Tourism and hospitality
- Transport and logistics

Eligibility

Who can apply?

In 2018-19 the Workforce Development Program funding will be directed to projects and initiatives co-designed with the Workforce Development and Training's Strategic Community and Industry (SCIP) Partners (see current list of SCIPs at <https://www.skills.tas.gov.au/employersindustry/industryresources>).

It will also be open to:

- other industry associations or peak bodies with Tasmanian employers as members and representatives on the governing body or committees;
- regional development associations with capacity to represent employers and industry in specific regions of Tasmania; and
- lead businesses and community organisations which are legal entities acting on behalf of a regional or sectoral coalition or consortia of businesses or organisations.

Skills Tasmania reserve the right to refer projects, or components of projects, to other funding programs in the Tasmanian Government or elsewhere, where appropriate. In particular this includes projects of strategic significance that Skills Tasmania may wish to further develop, in partnership with the proponent.

What sort of projects are eligible for funding?

Projects which address the Program Objectives are eligible to apply for funding, including those that:

- Propose workforce development activities (which may include a training component);
- Benefit multiple organisations within a region or industry sector;
- Are time limited; one off in nature or have a plan for future sustainability without government funding; and
- Will be completed in a timeframe between three months to three years.

Which projects are not eligible for funding?

The following are not eligible for funding:

- Projects that only deliver training; or
- Activities that focus on or directly benefit a single employer or enterprise; or
- Projects which require recurrent funding beyond the timeframe of the project.

Program budget and timeframes

The program will fund projects for amounts between \$10,000 and \$200,000.

Projects will be funded with timeframes in the range of three months to three years. Projects in excess of six months will be expected to demonstrate clear stages, and will be subject to interim reporting and staged payments.

Note that the Department of State Growth (Skills Tasmania) reserve the right to close the program at any time, including when the budget is exhausted.

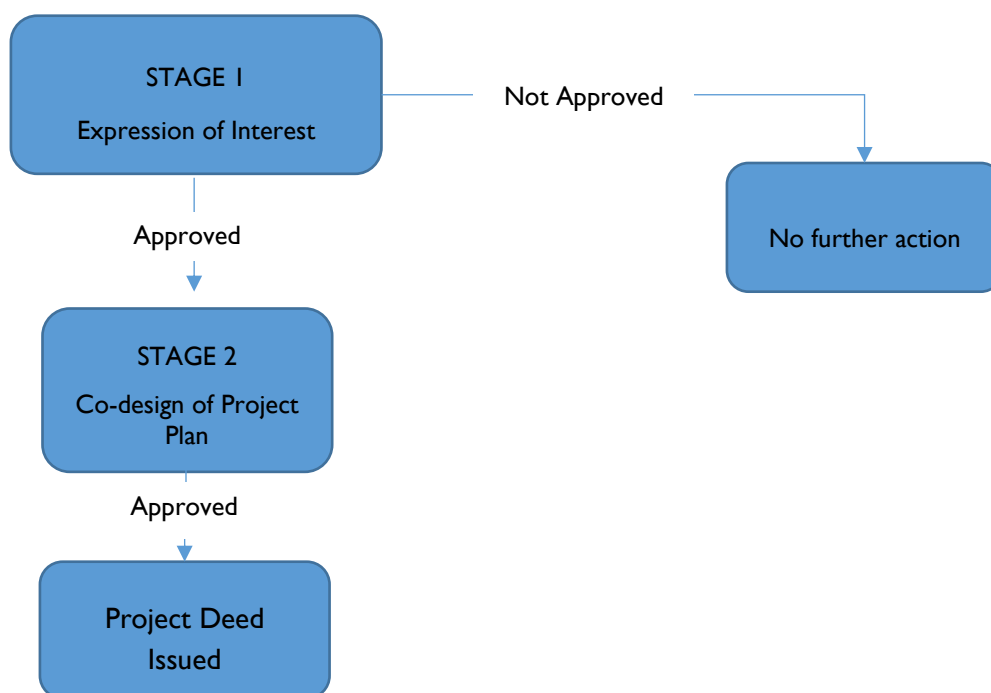
Relevant Legislation and Policies

Underpinning all Tasmanian Government grants is *Treasurer's Instruction 709: Grants Management Framework* (TI709). An overview of TI 709 is provided at <http://www.treasury.tas.gov.au/Documents/FMTI-0709.PDF>.

The Department of State Growth disburses public funds and is therefore accountable for the distribution of those funds. As part of the accountability process, the Department will publicise the level of its financial assistance including the terms and conditions of that financial assistance.

Management of personal information is in accordance with the [Personal Information Protection Act 2004 \(Tasmania\)](#) and the [Privacy Act 1988 \(Commonwealth\)](#). Information provided to Skills Tasmania is subject to the provisions of the [Right to Information Act 2009 \(Tasmania\)](#), and may – where appropriate – be disclosed in accordance with this Act.

The Application Process



Applications are invited via a two stage process – an Expression of Interest followed by approval of selected projects to proceed to the co-design of Project Plan stage.

Stage One – Expression of Interest

1. Expression of Interest is submitted by the proponent to Skills Tasmania at wfd.grants@skills.tas.gov.au utilising the Program template (found on <https://www.skills.tas.gov.au/employersindustry/wfdgrants>).
2. Proponents are advised by email as to whether their EOI has been short-listed to proceed to Stage 2.

Stage Two – Proposed Project Plan

1. Proponents co-design a full Project Plan using the agreed template (found on <https://www.skills.tas.gov.au/employersindustry/wfdgrants>) in collaboration with a Senior Workforce Development Consultant from Skills Tasmania.
2. Proponents are advised by email as to whether their project has been approved to proceed to Deed.

The Assessment Process

Stage One – Expression of Interest (EOI)

An Expression of Interest is assessed against eligibility (see page 2) and the Selection Criteria. Successful Eois will be approved to proceed to Stage Two.

Selection Criteria

- How does this project:
 - Identify and communicate the knowledge, skills and training that Tasmanian education providers need to deliver for the sector or region; and/or
 - Inform current and future workers of training and job pathways into work in the sector or region; and/or
 - Guide employers in the sector or region to interact effectively with current and future workers, and with education providers; and/or
 - Inform others with a stake in employment or education about current and future workforce needs of the sector or region (e.g. Australian Government agencies, job actives, labour organisations, professional organisations, LGAs, regional authorities, advocacy groups); and/or
 - Support industry or regional engagement in workforce planning; and/or
 - Improve industry and employer's understanding of the training system and involvement in improving training.

Stage Two – Project Plan

A Senior Workforce Development Consultant will work with the proponent to co-design the Project Plan. When the Project Plan is complete, a Selection Panel, made up of Skills Tasmania senior executives, will determine final approval to proceed upon receipt of a satisfactory project plan.

The approval process will include determining if the methodology for the project is smart, measureable, achievable, realistic, timely, and value for money.

Supporting Documentation

Applicants must attach any relevant material to their project proposal. This may include, for example, data or research that support assertions of community/industry demand or need; successes of similar programs or activities that illustrate project proposals; copies of Memorandums of Understanding or contractual arrangements with project partners that address potential risks or highlight working relationships. Letters of support are welcome, but please ensure that such letters are explicitly relevant and offer detail in relation to the proposed project.

Advice for Applicants

- Use the appropriate template as provided by Skills Tasmania.
- Always reference quoted reports and data appropriately to its original source.
- Write in clear simple English and avoid jargon wherever possible.
- Be careful when using acronyms. Always assume that assessors will not know what they mean and write them out fully the first time you use them.

Specific to Stage 2:

- Ensure that the application is based in fact. Claims should be substantiated (for example, rather than “a large number of people will benefit” say “a minimum of 25 people aged between 15 and 19 years of age will complete the program”).
- Ensure that your budget is completed and that figures balance.
- Outputs should be clearly linked to Target Outcomes and Objectives. Vague Target Outcomes or those not linked to outputs or those difficult to measure are likely to require further work.
- If the project involves collaboration with other organisations, make sure that you identify the roles and responsibilities of each. Supporting documentation, such as MoUs, contractual or written agreements should be provided, and reflected in the project design, budget and risk table.
- If partnerships are involved, ensure that all parties have had opportunity to contribute to the application. Additionally, if a partner holds a key responsibility (e.g. named as owner of an activity in a project plan, risk strategy or making a significant contribution in a budget), this should be accompanied by supporting documentation that explicitly describes the nature of that contribution.
- If attachments are going to be included with applications, ensure that they are clearly titled and referred to in the application itself. Anything that helps an assessor do their job efficiently is to be encouraged.

Terminology

Project Deliverables

All projects will be required to produce:

- the outputs identified in the Project Plan;
- a Project Closure Report;
- a financial acquittal against the original budget; and
- larger projects will be required to produce one or more Project Progress Reports.

Project Objectives

An objective(s) is a high level description or statement of the overarching rationale for why the project is being conducted, and should be directly related to the Program Objectives and the business driver(s) for the project. It focuses on what the project is going to achieve, rather than what is produced.

A project can have one or more objectives, which do not need to be measurable. Each should be listed as a single sentence.

A useful way to frame the objective(s) is to answer the question 'why are you doing the project?' The result is a one sentence statement, or series of statements, starting with the word 'To'. For example, "To document a process for the effective collection and enforcement of monetary penalties."

Target Outcomes

Target Outcomes for a project are outcomes that have a measurable benefit and will be used to gauge the success of the project. Usually there will only be a small number of target outcomes for any project. Each measure will be linked to one or more target outcomes. At the end of the project the measures will help answer such questions as 'what have we achieved?' and 'how do we know?'

Target Outcomes are expressed in the past tense and usually start with a word ending in 'ed', such as improved, increased, enhanced or reduced. Framing target outcomes in this way makes it easier to determine their success measure or the actual performance indicator. For more information see the Project Management Fact Sheet: Language Matters.

http://www.egovernment.tas.gov.au/_data/assets/pdf_file/0010/78157/Language_Matters_Fact_Sheet.pdf

Outputs

Outputs are the products, services, business or management practices that will be required (produced) to meet the identified target outcomes. Outputs are usually expressed as nouns. They may be new products or services, or 'fixed things'. Outputs link with target outcomes, in that the outputs are used by the project's customers to achieve the outcomes. Ask 'what' new services, businesses, or management practices will need to be implemented to meet the target outcomes.

An output is something that will be done or produced during the project. Outputs should be clear, precise and measurable. These outputs are the project 'deliverables', and should be precise and realistic to the targeted area. Ultimately, they serve as the project's 'KPIs' and will be reported against.

Some examples:

- A workforce development plan
- A business case
- A working group terms of reference
- A training product
- A website

http://www.egovernment.tas.gov.au/project_management/supporting_resources/templates/small_to_medium_projects/Project_business_plan_template_and_guide_for_small_projects.docx

Project Budget

The budget forms an integral part of the application. Applicants must ensure that items contained in the budget are consistent with the activities proposed.

The Department relies on the accuracy of information provided in applications, including budgets. Experience has shown that mistakes made in a project budget is often a critical component in that project failing to fulfil its promise.

Therefore, we require all applications to use the Budget Template provided. Assumptions and assertions in project design need to be reflected in your budget. These will be important when implementing your project and reviewing outcomes. A financial statement acquitting actual costs against the original Budget Template will be required. For projects funded for more than \$50,000 an independent financial audit will be required.

Financial information

It is the applicant's responsibility to ensure that the budget and other financial information is correct, fully completed and that the budget (income and expenditure) adds up.

The Department encourages applicants to record as much information on financial and in-kind support as possible. Detail as to how these contributions have or will be sourced, and what the funds will be used for should be contained in the project description and the figures should be included in the budget and value statement.

Specialist volunteer time – for example, literacy tutor, graphic designer, financial planner – should be calculated at their professional rate. General volunteer labour should be calculated at \$20 per hour.

If a project leverages off existing funded programs, projects or services, applicants are encouraged to include detail as to how these activities will complement the project, and attribute any figures as appropriate.

Goods and Services Tax

There are a few simple rules to keep in mind when dealing with GST.

1. The Department will increase a grant by 10% for GST when the recipient is:
 - an incorporated applicant or other not-for-profit legal entity registered for GST; or,
 - an unincorporated applicant which is sponsored by an incorporated body or other not-for-profit legal entity registered for GST.

Therefore, the amount requested should be **exclusive** of GST.

2. The Department has determined to include GST as part of the grant where:
 - an incorporated recipient or other not-for-profit legal entity is **NOT** registered for GST; or,

- an unincorporated applicant is sponsored by an incorporated body or other not-for-profit legal entity NOT registered for GST.

Therefore, the amount requested should be **inclusive** of GST.

If you require further help about GST, please contact the Australian Tax Office on 13 28 66 or www.ato.gov.au. The ATO requires all non-profit organisations with a turnover of \$150,000 or more to register for GST. Non-profit organisations with a lower turnover may choose whether to register.

Workforce planning and workforce development

The Workforce Development Program recognises workforce planning and development as a process of:

1. *Workforce planning*, by identifying:
 - current workforce capability and capacity; and
 - forecast workforce capability and capacity to meet future needs.
2. *Workforce development planning*, which draws on the outcome of workforce planning to determine what activities are needed to improve workforce capability and address any capacity gaps.
3. *Workforce development implementation*, which includes capacity development in workplaces, and other initiatives that help:
 - increase attraction and retention of skilled labour;
 - increase the participation of local people in the labour market; and
 - increase the qualifications and skills utilisation of existing local workers.

Arrangements for Successful Applicants

Grant Deeds

All successful applicants will enter into a Grant Deed with the Department of State Growth, on behalf of the Crown in Right of Tasmania. The Deed sets out the obligations of parties, and it is important to ensure that the recipient fully understand these obligations before signing. In particular, the deed binds the recipient to:

- use the grant for the purpose in which it was provided, and for the specific items listed in the deed
- meet any specified conditions required by the Department of State Growth
- seek written permission from the Department of State Growth prior to any changes to the project, budget or timeframes
- meet the reporting obligations
- return any unexpended funds and,
- acknowledge the Department of State Growth as a source of funding for the project.

Approval of a grant does not commit the Department of State Growth to any future financial assistance to the project or organisation.

Evidence of appropriate public liability (\$20,000,000) and, if applicable, professional indemnity (\$5,000,000) insurance covering the scope and term of the project will be required prior to execution of the deed.

Payments

Grant payments are made via electronic funds transfer to the account nominated by the proponent upon receipt of identified milestone requirements and a correctly rendered tax invoice. The timing and structure of these payments is determined by the final amount, nature of project activities, and level of risk involved.

Information on Funded Projects

The Grant Deed – which serves as a funding agreement – will set out the Terms and Conditions of the grant funding and all successful proponents should read the Deed carefully prior to execution of the agreement to understand their obligations, rights and responsibilities under the Deed.

The details of all successful applicants, including the funding amount received, will be publically available on the Skills Tasmania website.

The funded projects will be subject to monitoring and review in line with the requirements of the Treasurer's Instruction No. 709 – Grant Management Framework.

Reporting Obligations

Applicants are required to identify specific outputs and target outcomes that align to the Program Objectives (see 6.2.). These will inform the schedule of activity and provide the basis for part of reporting requirements.

Although individual projects may vary, the broad reporting structure incorporates:

- Progress Reporting. For larger projects, or those with distinct project stages or longer delivery periods, some projects will be required to deliver progress reports.
- A final Project Closure Report, on a template provided by the Department. This Report will see project owners report against their original target outcomes and outputs. All successful applicants will be required to complete a Project Closure Report as a condition of funding.
- A financial statement acquitting actual costs against the original budget template. For projects funded for more than \$50,000 an independent financial audit will be required.
- Where appropriate, the Department strongly encourages project owners to prepare a project report suitable for public release. This report should capture key activities, outcomes, learnings, recommendations and actions arising from the project and help sustain the program's objectives.

Grant recipients are encouraged to include in reports any additional information that builds understanding of activities, such as photographs, newsletters, newspaper clippings, participant stories, etc. Where an organisation has outstanding reporting obligations, it may not be considered for future funding until these obligations have been met. Information on organisations that submit late, incomplete or inaccurate reports will be kept, and will be used to determine any risks associated with future applications.

Financial Reporting and Audit Requirements

Successful applicants should have procedures in place to show that expenditure has been in accordance with the Deed. While not all grants will be audited, if organisations are unable to demonstrate that the grant has been spent appropriately, or on the items funded, the Grant (or part of the Grant) will need to be returned.

A financial statement acquitting actual costs against the original budget will be required. For projects funded for more than \$50,000 an independent financial audit will be required.

The Deed of Grant does require recipients to – if the Department see fit – allow the Auditor-General of Tasmania (or his or her nominee) to audit, inspect, and to take copies of, the Recipient's accounts, records and financial statements relating to the receipt, use and expenditure of the Grant. This clause survives the termination of this Deed.

Acknowledging the Department of State Growth

The Recipient must include in any correspondence, promotional material, public (including media) announcement, advertising material, or other publication concerning the project, an acknowledgement that the Approved Purpose is assisted by a grant from the Department of State Growth.

Withdrawal of Grant

Skills Tasmania has a responsibility to ensure the management of funds is in the best interests of the Tasmanian community. As such, grant recipients must ensure public funds are properly expended.

Once awarded, the Department may withdraw the grant at any time before or after issuing if obligations have not been met. These include:

- That assessment was based on misleading or incorrect material information provided in the application.
- There are material changes – within or beyond the applicant’s control – that would significantly alter assessment.
- The Department is unable to gain appropriate information to progress the Grant Deed or any other aspect of project management.
- The recipient is unable to demonstrate to the Department’s satisfaction that the grant has been used for its intended purpose and on the approved items.
- The recipient has not received prior written approval from the Fund for any significant changes to the project, budget or timetable.
- It becomes apparent that the project had commenced or been completed prior to the project being approved.
- The recipient fails to submit a report by the scheduled due date. Or,
- The project has not commenced within 12 months of notification of the awarding of the grant.

If payments have been made, the Department has the option of seeking the return of the funds. If the grant has not yet been paid, the grant may be cancelled. An organisation’s record in meeting its obligations will be considered when assessing any future grant applications.



Where do I go for help?

Questions in relation to the program, guidelines or potential projects should be directed to the Contact Officer:

Michael McGee

Phone: (03) 6477 7388

Email: Michael.Mcgee@skills.tas.gov.au