

BSB01 Business Services Training Package

BSBATSIW515A

GOVERNANCE (INDIGENOUS ORGANISATIONS)

Secure funding

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Course Overview

BSB5090I DIPLOMA OF BUSINESS (GOVERNANCE)

This qualification meets the needs of Boards of Management of Indigenous Community Organisations.

Thirteen units are required for this qualification. There are eight core units and five elective units.

Core Units	Eight units must be achieved
BSBATSIC403A	Maintain and protect culture
BSBATSIL501A	Meet the roles and responsibilities of a Board member (2)
BSBATSIL502A	Work with the manager
BSBATSIL503A	Manage conflict
BSBATSIM504A	Develop and implement organisational policies
BSBATSIM505A	Control organisation finances
BSBATSIM506A	Develop employment policies
BSBATSIM507A	Establish and maintain a strategic planning cycle

Elective Units	Five elective units must be achieved
BSBATSIL508A	Be a community leader
BSBATSIL509A	Manage self as a Board Member
BSBATSIC510A	Conduct a community meeting
BSBATSIM511A	Develop enterprise opportunities
BSBATSIM512A	Manage Board competencies
BSBATSIM513A	Oversee recruitment and induction of staff
BSBATSIW514A	Represent your organisation
BSBATSIW515A	Secure funding

You are here



Learning Guide Information

Learning Outcomes

This learning guide is designed to assist in the successful completion of competency **BSBATSIW515A, Secure funding.**

There are four parts to this unit. At the end of this learning guide a student will have the knowledge and ability to:

1. Identify and contact funding bodies
2. Prepare a case for funding
3. Promote the case for funding
4. Appeal if necessary

How to use this Learning Guide

Your instructor will help you understand the information that is contained in this learning guide. It can be studied individually or in groups, at a place which best suits your study practices.

This guide assumes you are a Board Member, or a Member of an organisation, or have access to organisational materials. This organisation will be known as your “preferred organisation”.

Your instructor should be able to adapt your organisation’s particular conditions to this learning guide. This can be achieved by using separate organisational materials and examples which are relevant to you.

When there is a QUESTION, the answer will be written at the back of this guide. If you are given an ACTIVITY to complete, your answer will need to be discussed with your training mentor or instructor.

After you have read through the information in this learning guide you can then complete the tasks set for Assessment at the back of the learning guide (see Appendix 2).

Materials to complete the Assessment are supplied in Appendix 3.



Learning Guide Information

Prerequisites

Do I have to have any previous qualifications before starting this Unit?

There are no prerequisites for studying this competency.

Self-Assessment

Have I done it all before?

Our life experience means we may already have the skills and knowledge to complete this unit without having to do any more study.

If you think you already have the skills and knowledge covered in this learning guide, you can apply to be credited for having prior knowledge.

At the beginning of each section is a Self-Assessment checklist. This will assist in deciding whether you already have the skills of this Unit of Competency. If this is the case, talk about obtaining Recognition of Current Competency with your instructor.

Assessment

The Assessment for this Unit of Competency is in the back of this learning guide (Appendix 2)

Material Required

A dictionary

Documents from your preferred organisation:

- The Constitution
- A Strategic Plan
- A Business Plan

Learning Guide Information

Symbols

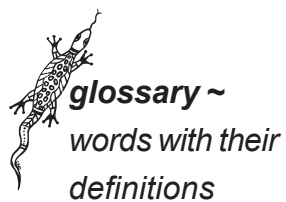
The following symbols are used to help guide you through the learning material and activities.



This means there is an activity to be carried out.



This means there is a question to be answered. The correct answer will be written in the back of this Learning Guide.



This is a glossary symbol. That means the word is explained in the margin on the left.



Notes



Section

1

1. Identify and contact funding bodies

- 1.1 Mainstream and Aboriginal and Torres Strait Islander sources of funding are investigated and listed
- 1.2 Information is gathered about the potential funding body's priorities, key areas, and expected outcomes
- 1.3 Funding requirements are clearly explained to potential funding sources

Self-Assessment

Do you think you already have the skills to:
Identify and contact funding bodies?

Read the questions below.
Place a tick in the box if you can answer YES.

Have you been involved in obtaining funds
for your organisation?

Can you explain what is meant by a funding
body's priorities, key areas and expected
outcomes?

Can you explain why it is important to find out
and understand funding body priorities, key
areas and expected outcomes?

If you answered YES to all of these then you may wish to consult
with your instructor regarding Recognition of Current
Competencies.

If you answered YES to only some, then study only those areas you
need assistance with.

If you didn't tick any of the boxes, then start at the beginning of this
section.

Identify and contact funding bodies

The **Board** of an organisation is responsible for the **governance** of the organisation.

The **Manager/CEO** of an organisation is responsible for **managing** or **administering** the organisation.

The practical, administrative side of identifying and obtaining funding for an organisation will always be handled by the **Manager/CEO**.

It is the **Manager/CEO** who will complete applications and submissions for funding.

However, **Board Members** still have an important part to play in identifying and obtaining funding.

Board Members need to be alert for opportunities for funding. They need to be able to identify opportunities and lobby funding bodies.

This unit of competency will help you, as a **Board Member**, understand your role in identifying and securing funding for your organisation.



Mainstream and Aboriginal and Torres Strait Islander sources of funding are investigated and listed

Funding for your organisation's operations can come from many sources. Board Members need to be proactive in identifying sources of funding and bringing them to the attention of the Manager/CEO and finance staff.

In order to identify suitable funding sources for your organisation you need to be aware of what your organisation needs funding for. You need to be familiar with your organisation's aims and goals. You can find this information out by checking the organisation's formal documentation.

You can check:

your organisation's Constitution
your organisation's Strategic Plan
your organisation's Business Plans

Constitution

The Constitution will set out the core purpose of the organisation. All of the organisation's operations should contribute towards this core purpose.



Find out, and write down, the purpose and functions of your preferred organisation. Write down its purpose and core functions under the headings below.

(Hint: The purpose or purposes of the organisation can be found in the Constitution, usually under Section 6 'Objects'.)

Purpose of Organisation

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.....

.....

Core Functions

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Strategic Plan

The Strategic Plan or organisational plan is the long-term plan for the organisation. It is the vision for the future – where the organisation is heading – with broad strategies on how to get there.

It usually covers the next 5 to 10 years or longer.



Obtain a copy of your organisation's Strategic Plan. Write down what the vision is for your organisation for the future.

.....
.....
.....

Write down three strategies which your organisation wants to use to attain its vision.

1
2
3
4



Business Plan

A Business Plan sets out specific details of the kind of operations the organisation is going to carry out for the next 3 to 5 years, who will be involved, what will be needed and how it is going to do it.

A Business Plan is written after the Strategic Plan and is written to specifically carry out the objectives of the Strategic Plan.



Obtain a copy of the Business Plan(s) from your preferred organisation. Write down a list of the businesses or operations that your organisation is involved in.

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Looking for Sources of Funding

Some of the places you may find out about sources of funding are:

personal contacts (networks)
government agencies
newspapers
journals
the internet (the world wide web)
funding directories

Your organisation may set up a file where information on funding opportunities can be kept and referred to when the organisation needs them.

Funding usually comes in two forms:

loans
grants

Loans

Loans are money an organisation borrows and which must be repaid in a set time period with interest.

An organisation will usually obtain a loan for business purposes.

Grants

Grants are money given to an organisation for a particular purpose. Grants do not have to be repaid but they do have conditions which are closely monitored by the funding body issuing the grant.

Sources of Funding

Sources of funding change all the time. New funding bodies are set up, old ones disappear and existing ones change their rules, regulations and conditions. The Board of Management of an Aboriginal or Torres Strait Islander organisation needs to be continually alert to these changes.

Here are some of the sources of funding which you can check. Remember, new sources of funding may have been set up since this guide was written.

Banks

Banks provide loans. There are many different types of banks in Australia and they provide many different types of loans.

Some banks specialise in small business loans, some in rural loans and some in high risk loans.

ATSIC

The Aboriginal and Torres Strait Islander Commission provides funding for:

‘The economic, social and cultural empowerment of Aboriginal and Torres Strait Islander peoples in order that they may freely exercise their rights equitably with other Australians’.

ATSIC provides both loans and grants. A large percentage of the funding to Aboriginal and Torres Strait Islander incorporated organisations comes directly or indirectly through ATSIC.

There are many different bodies supported by ATSIC who provide loans and grants for different types of operations.



Federal and State/Territory Governments

Government departments provide grants for many different activities.

Private Philanthropic Trusts

Private trusts are often set up by wealthy individuals and families to provide money for projects. These can often be worth looking at for small amounts for specific education or culture related projects.

Community Benefit Funds

Community Benefit Funds are created by governments from money taxed on certain activities such as gambling. The money is administered by a Board of Trustees for the government concerned.

Industry

As part of their corporate social responsibility, many large companies provide grant funds to community organisations.

**one**

Answer the question below.

Write down three formal documents that will help you identify what your organisation needs funding for.

- 1
- 2
- 3

**two**

Answer the question below.

Write down four places you might find out about sources of funding.

- 1
- 2
- 3
- 4



three

Fill in the missing words in these sentences from the list below.

grants, purpose, interest, monitored, repaid, borrows

Loans are money an organisation and which must be in a set time period with

..... are money given to an organisation for a particular and which are closely by the funding body.



1. Find out, and write down, the names of the funding bodies which your organisation has obtained funds from in the past financial year.

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2. Find out, and write down, the names of as many sources of funding that are available to your organisation as you can. (Hint: Ask other Board Members and the Manager/CEO for help.)

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Information is gathered about the potential funding body's priorities, key areas, and expected outcomes.

The Manager/CEO and Finance Staff of your organisation will prepare the organisation's applications and submissions for funding. To do this they will gather all the information that is available about the funding body's requirements for lending or granting money.

To be successful in gaining funding your organisation will have to match the project it wants to do with the funding body's priorities and expected outcomes. It is no good applying for a grant to run a sporting program for young people from a funding body whose objective is to build new houses.

Priorities

A funding body cannot fund every project which it is asked to fund. It must make choices. To do this fairly the funding body will establish its priorities for funding.

It will decide on its priorities by looking at its vision or mission statement and its core purpose.

Key Areas

Once the funding body has established its priorities it will decide on a number of key areas where it feels its funding can produce the best results.

Expected outcomes

To promote its priorities or its vision the funding body will develop a list of the outcomes it expects from projects that it funds. This allows organisations applying for funding to know exactly what their project must achieve if it obtains funding from that funding body.

ATSIC

ATSIC's overall priority is to support 'the economic, social and cultural empowerment of Aboriginal and Torres Strait Islander peoples in order that they may freely exercise their rights equitably with other Australians'.

ATSIC divides its grant funds up into various key areas depending on the outcomes they expect from the funds. These areas are:

Promotion of Cultural Authority which includes broadcasting services, preservation and promotion of Indigenous culture, preservation of Indigenous language and recordings, preservation and protection of Indigenous heritage and the environment, and access to effective family tracing and re-union services.

Advancement of Indigenous Rights and Equity which includes advancement of rights to land and sea, Indigenous rights, Aboriginal women and Torres Strait Islander women, public information, professional services to Native Title claimants, and welfare reform – community participation frameworks.

Improvement to Social and Physical Wellbeing which includes community housing and infrastructure, municipal services, sporting opportunities for Indigenous people, legal aid, law and justice advocacy, prevention, diversion and rehabilitation and family violence prevention.

Economic Development which includes CDEP, business development and assistance.

Quality Assurance and Capacity Building which includes planning and partnership development.

(This information is taken from the ATSIC Submission Kit for 2003/2004.

Examples can be found in Appendix 3.)



Let's look at one of these key areas and see what types of projects ATSIC expects to fund in that area.

Under *Promotion of Cultural Authority* ATSIC will grant funds for the Preservation and Promotion of Indigenous Culture. The types of projects it will fund in this area are:

Regional Art and Cultural Activities
Recognition and Protection of Indigenous Cultural and Intellectual property rights
Visual Art and Craft production
Promotion of Indigenous Culture
Art and Culture Development and Support

The outcomes that ATSIC is looking for under this key area are:

recognise, promote and protect the art and culture of Aboriginal and Torres Strait Islander Australians; and
advocate for better recognition and protection of collective rights in cultural and intellectual property and traditional knowledge of Aboriginal and Torres Strait Islander Australians.





Government Funding Program

Now let's look at a State government funding program and see what their priorities, key areas and expected outcomes are.

The Queensland State government through its Sport and Recreation funding program offers funding under an Indigenous Community Development Program.

(The following information is taken from 'Get Active Queensland: a funding guide for active organisations' published by the Queensland Government, Sport and Recreation, and is current in May 2003.)

The program's priority is to:

Provide financial assistance to Aboriginal and Torres Strait Islander community councils and organisations to support the development of sport and active recreation plans, events, education and training programs, and the employment of local recreation officers.

The key areas and expected outcomes are:

Planning – projects that focus on identifying sport and recreation needs, issues and gaps
People – the employment of Indigenous sport and recreation officers to develop sport and recreation opportunities for Indigenous communities
Participation – projects that focus on increasing and supporting ongoing participation in sport and active recreation in Indigenous communities
Education and training – projects that focus on enhancing the knowledge, skills and abilities of people in the applicant's organisation



Private Philanthropic Trusts

The Myer Foundation is an example of a private philanthropic trust. The Myer Foundation supports 'processes, events, and activities that resolve problems and address issues that make a positive measurable difference to society'. One of its areas of focus is social justice and under that area of focus it will support projects which:

Foster reconciliation with Aboriginal Australians in order to achieve a united Australia that respects their land, values their cultural heritage, and provides justice and equity for all.



four

Write down your answer below.



Why is it important to obtain information about a funding body's priorities, key areas and expected outcomes BEFORE applying for funding?

.....

.....

.....

.....

.....



five

Below are two lists.

In the left hand column are ATSIIC's key areas for funding for 2003/2004.

In the right hand column are five projects which need funding.

Match the project to the key area of funding by drawing a line between the two.

Promotion of Cultural Authority

A new business venture

Advancement of Indigenous Rights and Equity

A family history project

Improvement to Social and Physical Wellbeing

A partnership with local government

Economic Development

3 new houses for the community

Quality Assurance and Capacity Building

A new women's health clinic



Select three of the funding sources available to your organisation that you listed in Section 1.1 and find out their priorities, key areas for funding and their expected outcomes. **Write down the information in the table below.**

Funding body Priorities:
.....
.....

Key Areas:
.....
.....

Expected outcomes:
.....
.....

Funding body Priorities:
.....
.....

Key Areas:
.....
.....

Expected outcomes:
.....
.....

Funding body Priorities:
.....
.....

Key Areas:
.....
.....

Expected outcomes:
.....
.....

1.3

Funding requirements are clearly explained to potential funding sources

Before the organisation starts the search for funding, the Board of Management needs to be very clear about what they need funding for. They will have identified the projects that the organisation wants to develop according to the community's needs.

In accordance with your organisation's vision, aims and goals the organisation will have developed a Strategic Plan and Business Plans to accomplish these goals.

The Business Plan for the project you want to fund will set out:

what	the objectives, outcomes and details of the business activities are
why	the business activities are needed
how	the business activities fit in with the organisation's vision and goals, how the activities will meet the community's needs and how the activities will be carried out
who	will be responsible for particular tasks
when	tasks will be done by

When making enquiries about potential funding sources, the details from the Business Plan need to be carefully explained. This will help to identify the right funding source to apply to for the funding. It will save wasting time and effort putting together applications or submissions which don't fit with the objectives of the funding body.

The funding body needs to understand the organisation's requirements. It needs to be aware of the nature of the organisation and the conditions it operates under, including any legal constraints. For example, if your organisation has been incorporated to provide health services, it may not legally be able to be a partner in a tourism venture.

One way of making sure both the funding body and the organisation understand each other's requirements is to invite a representative of the funding body to address a Board meeting.

The representative can explain the funding body's priorities, key areas and expected outcomes. The Board can ask questions to see if their project fits in with the funding body's requirements.





Section 2

2. Prepare a case for funding

- 2.1 A team is formed to oversee the funding application
- 2.2 Staff are delegated tasks if appropriate
- 2.3 Consultant services are employed to provide technical assistance if necessary
- 2.4 A proposal is prepared that is related to the funding body's objectives, criteria and application requirements
- 2.5 All existing financial obligations with respect to the funding body are up to date

Self-Assessment

Do you think you already have the skills to:
Prepare a case for funding?

Read the questions below.
Place a tick in the box if you can answer YES.

Have you been involved in developing a funding proposal for your organisation?

Can you identify who should delegate tasks to staff with regard to funding applications?

Can you identify any financial obligations your organisation currently has to funding bodies?

If you answered YES to all of these then you may wish to consult with your instructor regarding Recognition of Current Competencies.

If you answered YES to only some, then study only those areas you need assistance with.

If you didn't tick any of the boxes, then start at the beginning of this section.



A team is formed to oversee the funding application

The Manager/CEO and their staff will handle the funding application process but the Board is responsible for overseeing the process.

The Board is legally responsible for the overall financial affairs of the organisation, not the staff. The Board must remain in control of the organisation's financial situation and be aware of all that is happening.

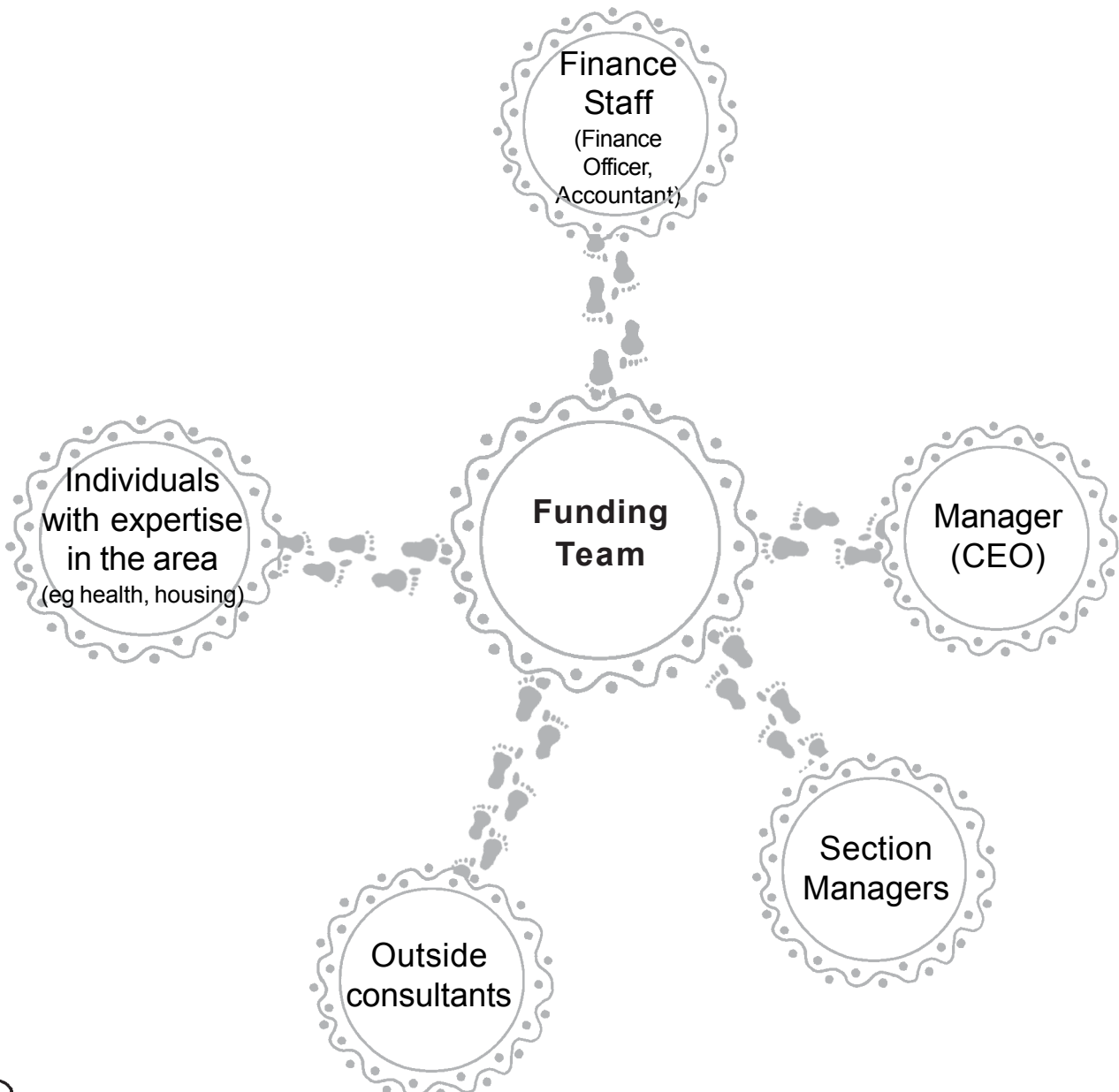
The process of securing funding for a project is usually very lengthy. Applications will have to be submitted by a given date. To make sure the organisation meets the submission deadline, the application process needs to be monitored.

Putting together the application or submission takes a lot of work and a long time. The first step is to get together a team to oversee the funding application. This team will be a sub-committee of the Board and will report to the Board on the progress of the funding application or submission.

The make-up of this funding application team will vary, depending on the project for which the organisation is seeking funding. The funding team needs to include people with expertise in the area of the project.

The funding team could include:

Members of the Board of Management – the Board may choose to delegate a particular Board Member to oversee a particular funding application
Manager/CEO
Finance staff (Finance Officer, Accountant)
Section Managers
Individuals with expertise in the area (eg health, housing)
Outside consultants



Timeframe

The first task for the funding team is to establish a timeframe for the funding application. They will establish when the application has to be submitted and work out when different stages of the application process have to be completed to meet that deadline.



six

Circle the correct answer.

Who is legally responsible for the organisation's financial affairs?

- a) The Board of Management
- b) The Manager/CEO
- c) The Finance Staff
- d) The Federal Government



seven

Write down your answer below.

Why is it important for the funding team to establish a timeframe for the funding application?

.....

.....

2.2

Staff are delegated tasks if appropriate

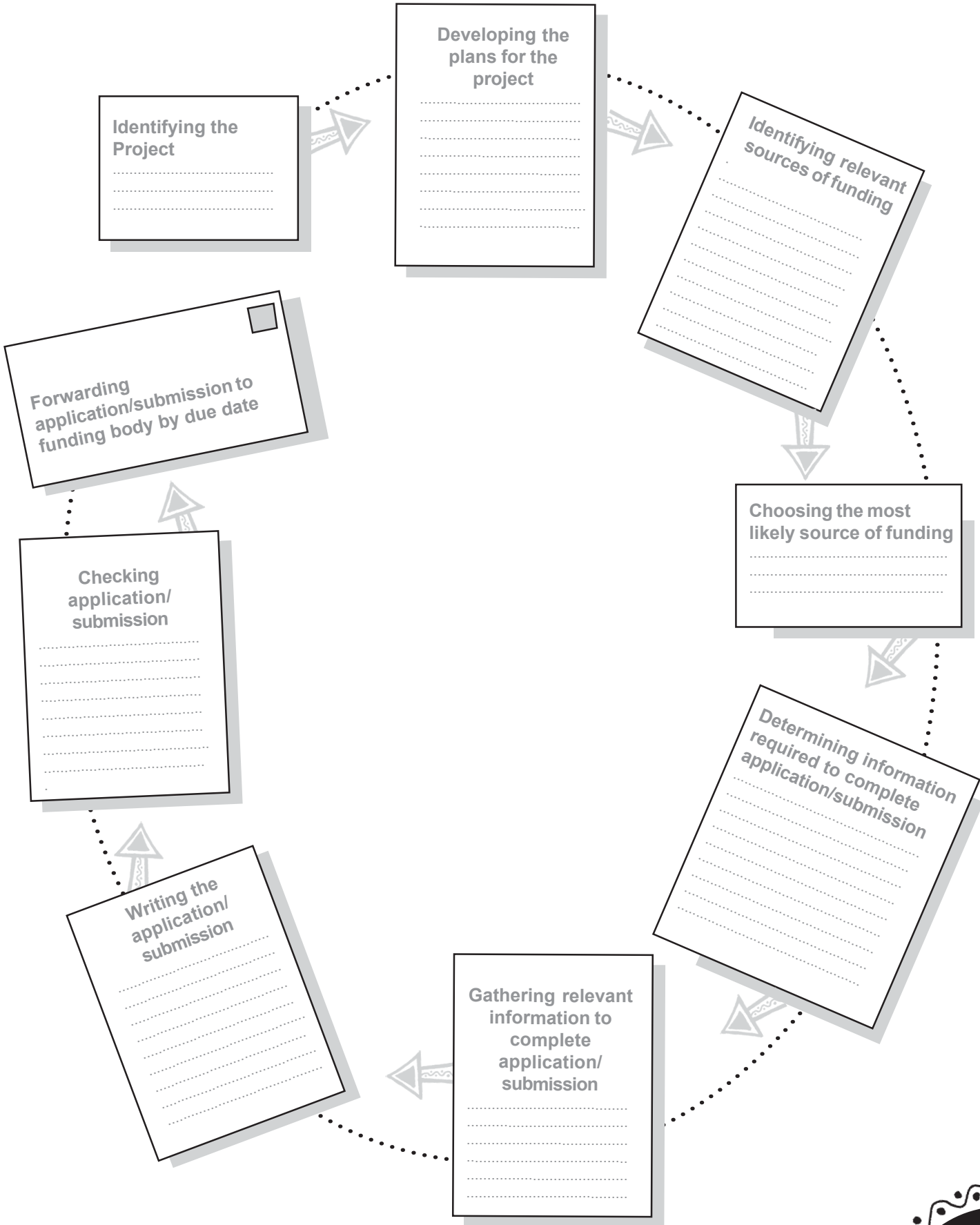
The Manager/CEO will delegate tasks to appropriate staff. This is **not** the job of the Board of Management or of any Board Member.

The Manager/CEO will always have in mind the time line for the funding application. The submission deadline will be their first priority.

There is a lot of work involved in preparing a funding application or submission. It will depend on the size of the organisation how the various tasks are delegated. In a small organisation the Manager/CEO may do all of the work themselves with some help from office staff. In a larger organisation the tasks may be divided up between a number of staff or departments.



The different stages of the application process are:





eight

Circle the correct answer.



Who is responsible for delegating tasks to staff in relation to a funding application?

- a) The Board of Management
- b) The Manager/CEO
- c) The Finance Staff
- d) The Federal Government




Consultant services are employed to provide technical assistance if necessary

The Manager/CEO will determine if the organisation does not have the expertise it needs to complete the funding application or submission. If it is decided to bring in outside help, the Board of Management will need to follow the guidelines for employing consultancy services.

Make sure the consultant has had experience in the area where the organisation needs help. Check with other organisations and get a consultant whose work is recommended.

To engage a consultancy service the organisation will need to draw up **terms of reference, advertise widely and select the contractor/consultant**. This takes time and forward planning.

If a consultancy service is going to be engaged, time will have to be allowed for this process in the timeframe for submission of the funding application.



For further help with contracts for contractors/consultants see the learning guide for BSBATSIW416A, Obtain and manage consultancy services.

2.4

A proposal is prepared that is related to the funding body's objectives, criteria and application requirements

In Section 1.2 we talked about the need to match your organisation's project to the funding body's priorities and expected outcomes.

This is essential if your organisation is going to be successful in receiving funding for its projects.

To help you work through and understand this section, there is a copy of the ATSIIC Submission for Grant Funding 2003-2004 in Appendix 3.

Objectives

A funding body's objectives set out its vision, aims or goals. These are the long-term results it wants to achieve by providing funding.

It is the funding body's objectives which will determine its priorities.

Remember we looked at ATSIIC's objective. It is to: Support the economic, social and cultural empowerment of Aboriginal and Torres Strait Islander peoples in order that they may freely exercise their rights equitably with other Australians.

The other example we looked at, Sport and Recreation Queensland, has the following objectives.

To encourage:

more participation in sport and recreation;
better skills in the sport and recreation industry; and
better places for Queenslanders to 'Get Active'.

Remember, if your organisation's submission is going to be successful, the project **must** further the objectives of the funding body.

Criteria

Your organisation must meet the funding body's criteria to be eligible to receive grants from that particular body. The criteria will set out the type of organisation or individual who can apply for funding from that body.

For example, ATSIC is allowed to make grants to the following types of organisations or individuals according to the *Aboriginal and Torres Strait Islander Commission Act 1989*:

a.	an individual
b.	a body corporate (other than a Regional Council or the Torres Strait Regional Authority)
c.	an unincorporated body
d.	a State/Territory Government
e.	an authority of a State or Territory (including a local government body)

Your organisation would need to fall into one of these categories to be eligible for funding from ATSIC.



Find out, and write down, which ATSIC category your organisation fits into.

.....

.....

.....



Sport and Recreation Queensland has a number of funding programs available and each program has different eligibility criteria. For example, the Major Facilities Program is open to:

‘Not-for-profit sport and recreation, community or Indigenous organisations, local governments, Aboriginal or Torres Strait Islander councils, or universities’.

Its Indigenous Community Development Program is open to:

‘Aboriginal and Torres Strait Islander community councils, organisations and clubs’.

Your organisation must meet these eligibility criteria if it is to be successful in receiving funding from the funding body.

Application requirements

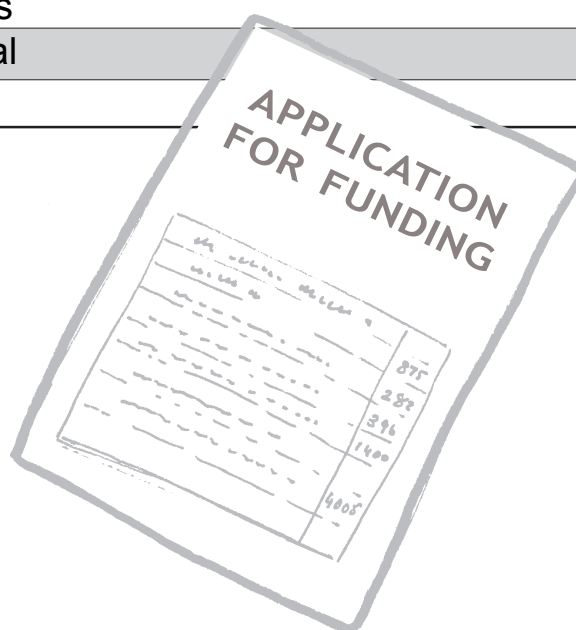
Funding applications and submissions take a lot of time and effort to prepare. To make sure your organisation has a good chance of getting funding the application or submission needs to be prepared **properly**. It will need to provide all the information the funding body requires and answer all the questions it asks.

If information is left out, the funding body may not consider your application. If they do consider it, it will take longer to process because they have to contact your organisation for the missing information.

The role of the funding team is to make sure that the application is completed properly and submitted on time.

Each application will be different but there are three general areas that will always be considered. They are:

applicant details
project proposal
outcomes





Applicant details

The funding body is going to want to know all about your organisation.

They will want to know the details of your organisation. This will include:

full name of the organisation
postal address
street address
office contact details (telephone number, email address, fax number)
what your organisation does
if your organisation is incorporated
what legislation it is incorporated under
your incorporation number
incorporation date
date of last Annual General Meeting
if your organisation has a Corporate (or Common) Seal
your organisation's Australian Business Number (ABN)
whether your organisation is registered for GST
your organisation's bank account details



The funding body will also want to know about your organisation's administration, including:

strategic or organisational plans
business plans
core services
financial management details
complaints management
the outcome of previous grant fund projects

The funding body will also want personal details of a contact person for the project.

Project proposal

The funding body will want to know as much as possible about the project your organisation is seeking funds for.

They will want to know:

how the project fits in with their objectives
a description of the project
a detailed budget or quotes
where the project will take place – an actual address
a timetable for the project
who will be involved, particularly if the project will target a certain group eg women, youth

Outcomes

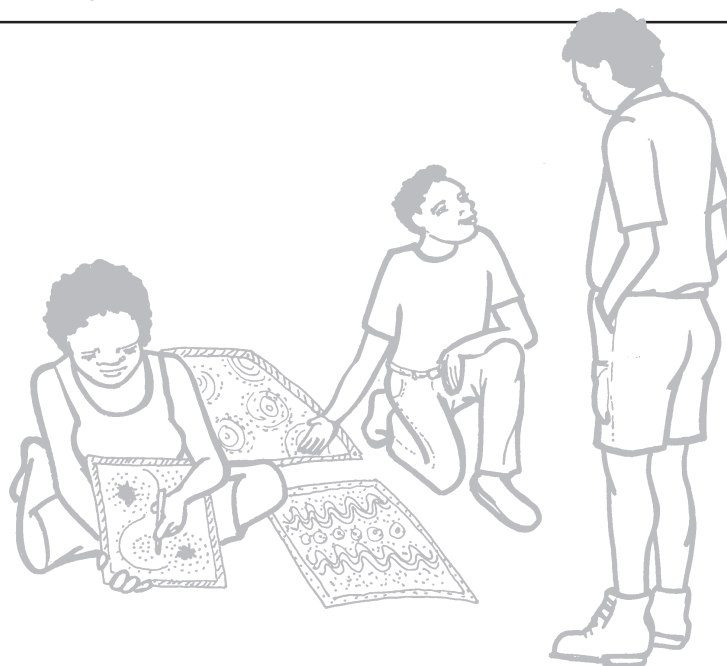
The funding body will want to know what results are to be expected from the project. These may be called demonstrable outcomes or performance criteria or performance measures.

Let's look at ATSIC's key area of *Promotion of Cultural Authority* again. One of the outputs or outcomes in that key area was Regional Art and Culture Activities. The performance measures listed under that output are:

total number of artists to directly benefit from the operational subsidy grant
number of cultural activities undertaken; and
activities undertaken with grant funds.

For Visual Art and Craft Production the performance measures are:

total number of artists and craft persons (male and female) from whom purchase of art and craft products were made during the year;
total of art centre sales from all sources;
percentage of total sales returned to producers





nine

Write down the three sections your organisation will have to complete on an application for funding.



1

2

3




2.5


All existing financial obligations with respect to the funding body are up to date

To remain eligible for funding from funding bodies your organisation must establish and maintain a good reputation. To do this it needs to keep up to date with the financial obligations that the various funding bodies it has received funds from, have imposed.

If your organisation falls behind with these obligations, funding bodies will see it as a 'high risk' client. Funding bodies will check to see how your organisation has performed in the past. Banks, in particular, will check your organisation's 'credit rating' and other funding bodies will also check your organisation's reputation.

When your organisation obtains funding from a funding body it will have to comply with the terms and conditions imposed by the funding body. These terms and conditions are a legal requirement and your organisation and its office bearers can be liable under the law for non-compliance.



If these obligations are not complied with your organisation will  jeopardise its chances of getting further funding.

Some of the areas your organisation will have to make sure they comply with are:

financial reporting
acquittance requirements

Financial reporting

All funding bodies require very strict financial reporting. This means your organisation needs to have a good system of financial management in place.

 **quarter** ~
every three
months,
usually in
March, June,
September
and
December

The funding body will require your organisation to lodge a financial report with them on a regular basis. This may be every quarter or every six months or every twelve months. As a Board, you need to be aware of when these reports are due and make sure they are processed on time.

These reports can take quite a long time to prepare, particularly if they have to be audited before they are sent away to the funding body.





Acquittance requirements

Acquittance means the discharge or finalisation of your organisation's debt.

Your organisation has to complete more paperwork and reports when the project that they received the funding for, is finished.

The acquittance requirements are set out in the Letter of Offer which your organisation receives when the funding body approves the grant.

When your organisation received the approval for its funding grant, the funding body set out milestones that had to be achieved within a set timeframe or by a set date. The funding body use these milestones to measure whether your organisation is achieving its goals with regard to the project.

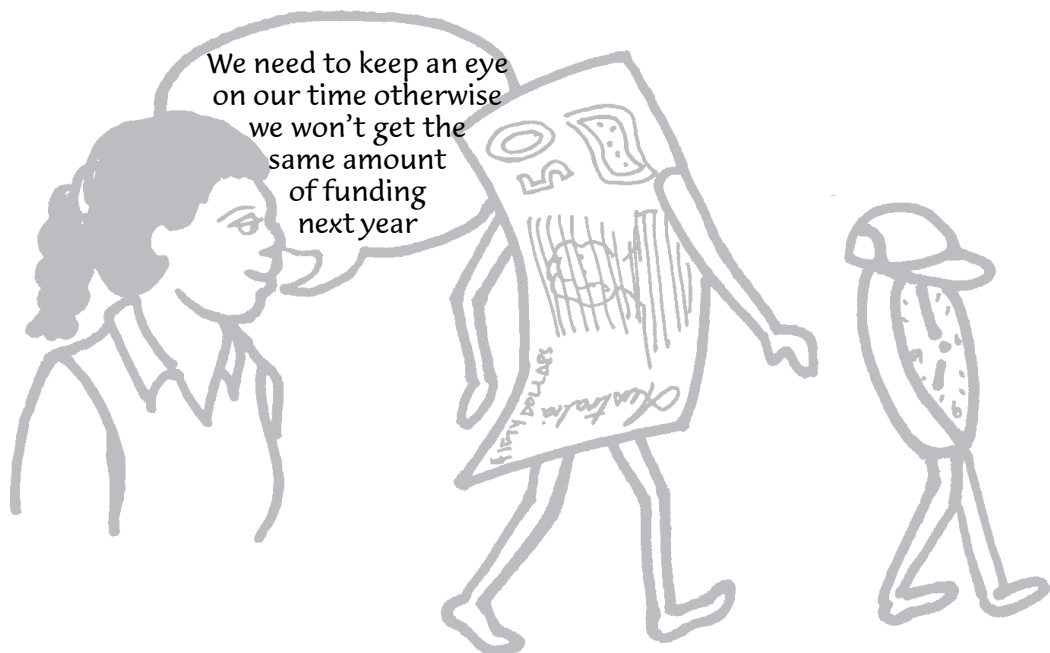
Some funding bodies, including ATSIC, may send out field officers to check on the progress of a project.

Acquittance requirements will include a final performance information report and financial reports and statements.

Meeting Deadlines

Remember, it is the Board who is responsible, by law, for making sure that your organisation is complying with the funding requirements, not the staff of the organisation.

Financial reporting processes need to be in place so that the Board is kept up to date with the progress of the organisation's financial obligations to funding bodies.



Be aware of the deadlines for all of the grants your organisation has and make sure those deadlines are met.



1. Find out, and write down, the obligations your organisation currently has to funding bodies. Fill in the table below with the information.

Funding body	Financial reporting requirement:
.....
.....

Date Due:

Acquittance requirements:

.....

.....

Date Due:

Funding body	Financial reporting requirement:
.....
.....

Date Due:

Acquittance requirements:

.....

.....

Date Due:

Funding body	Financial reporting requirement:
.....
.....

Date Due:

Acquittance requirements:

.....

.....

Date Due:

2. If you can obtain the information without compromising confidentiality, find out if these obligations are up to date.



Section 3

3. Promote the case for funding

- 3.1 The network is used to lobby the funding body
- 3.2 Key people are advised of progress and the outcome of the application

Self-Assessment

Do you think you already have the skills to:
Promote the case for funding?

Read the questions below.
Place a tick in the box if you can answer YES.

Have you been involved in lobbying funding bodies
on behalf of your organisation?

Can you identify who would receive notification from
a funding body of the outcome of an application for
funding from your organisation?

If you answered YES to all of these then you may wish to consult
with your instructor regarding Recognition of Current
Competencies.

If you answered YES to only some, then study only those areas you
need assistance with.

If you didn't tick any of the boxes, then start at the beginning of this
section.

3.1

The network is used to lobby the funding body

Members of Boards of Management set up networks of people who can help them get things done. These networks are formed over time and will include many different people and organisations. It is essential for Board Members to have face-to-face contact with influential people who can assist the organisation.

This is what a network might look like.





Board Members are often very busy people. They may be on several different Boards and committees as well as having other personal and professional commitments. Their valuable time is limited and they need to find ways of saving time. A lot of time is taken up talking to people, either in meetings or on an individual basis. Getting things done often means talking to the right people. This is where a network comes in handy. Setting up and maintaining a relevant network saves time and money.

Networks can be put to good use in a variety of ways, for example:

Good communication usually results in organisations helping each other out.
Better ways can be found when organising your business.
Policies can be based on what has worked for someone else.
Information sharing can lead to cost savings.
Miscommunication and arguments can be avoided.
Greater funding can be secured.



Can you think of any other advantages of networking?
Write any of these below:

.....

.....

.....

.....

Sometimes we set up efficient networking systems without even realising it.

case study

Kev is a member of the Housing Association. He needs to take the Association's motor vehicle to Mike, the mechanic at the community's service station, because it's making that darn clunk, clunk noise again. It seems to be getting louder so Kev books it in to get looked at.

Mike, the mechanic, tells Kev that he is too busy to look at the car and is not sure when he will be able to get to it. Mike then hands Kev his business card and asks him to give him a call in the afternoon.

Kev grabs Mike's card and slides it into his wallet with the cards he got from the windscreen fella last week and the tyre shop where they always look after him.

So right there in Kev's hand is a network that he utilises to keep the Association's vehicle on the road.

Kev has been told that the car is going to need the exhaust pipe replaced soon. So, thinking that he may as well get it all done at the same time he asks Mike who would be the best exhaust fella in town. Mike tells him to go to Eric's exhaust centre around the corner and to tell him, "Mike sent you". So Kev writes Eric's Exhaust Centre details down on a piece of paper and adds that to his growing car maintenance network.

As the never ending list of repairs needed for the Housing Association's motor vehicle grows, so does the network that Kev will use to keep it going.



ten

Answer the questions below.

a) What is the purpose of Kev's network?

.....
.....

b) What are the main advantages of Kev having this network?

.....
.....
.....
.....

Kev's Car Network can be drawn like this.





Draw a simple flow chart that shows how you network with people around you. Answer the question below, and fill in the circles.

Names of 3 people I contact if something breaks down

Names of 3 people in my preferred organisation

Names of 3 family members I talk to regularly

My name



Organisation to Organisation Networking

Boards of different community organisations should also meet regularly.

For example, if there is a health organisation and a housing co-operative providing services to the same community, it would be advantageous to have open channels of communication between the committees and staff so that each organisation knows what service the other provides.



*scant ~
not much of*

This will enable the sometimes *scant* resources and services of organisations to be most effectively utilised and delivered. It also reduces the problem of duplicating services.



The Boards of organisations could meet for information and planning sessions or workshops to discuss resources, services, funding and delivery issues.

Likewise, Boards could approach mainstream organisations for a similar purpose. This could include service providers or local government departments. Mainstream organisations often receive funding and information that could assist in providing services to the local community. It is therefore vital to include them in the network.

It would be advantageous to have a network of contacts that operate at regional, state and national levels. Some areas use Regional Manager forums as a way of networking. This brings together government and community services at a decision-making level to raise, debate and address issues.



The advantages of establishing and keeping channels of communication open are:

- More effective planning** in both short and long term activities.
- Increased funding base** by being informed and aware of relevant projects, programs, government monies and trusts which can be tapped into.
- Increased benefits and resources** which can be effectively channelled towards community activities.



a) Name two organisations or government departments in the wider community that your community organisation networks with.

.....

.....

b) How does the Board of your organisation network with other organisations?

.....

.....

c) What benefits does your organisation receive from its networking?

.....

.....

.....



Keep your network up to date

To get the full benefit from a network you have to actively participate in the network. This means adding to the network and staying in contact with the people and organisations in your network.

You may need to attend other group's meetings and stay up to date with their activities by reading their newsletters or journals. If you have access to email you may establish regular email contact with people in other organisation or they may send out regular email newsletters.

When you are operating in your capacity as a Board Member or representative of your organisation you should keep a record of the contacts that you make with organisations and people with whom you communicate.

There are several ways to do this. It may be as simple as writing down a phone number in your diary or collecting a business card.

Your next strategy should be to maintain this network. This means keeping telephone numbers and addresses up to date. If someone you consider important has moved on, it is worth tracking down their current telephone number.

Don't forget that if you are the one moving on, give your latest details to everyone on your network.

The Board Member will stay in contact with individuals in their network on a regular basis. They will talk to them about the organisation and its projects.



Funding Bodies

It is very important for Board Members to include contacts with funding bodies in their networks. They need to build up personal relationships with individuals in these funding bodies.

Ensure money is allocated in the organisational plan for trips to meet with important funding bodies. There is nothing better than a face-to-face meeting to secure funding. Back in the community, maintain the external network by phone calls or email. It is sometimes very easy for those in charge of funding to forget that anything exists outside the city in which they live. A visit or phone call can work wonders.

Lobbying

This network will help Board Members to **lobby** the funding body on behalf of their organisation's funding application. Lobbying means trying to influence people to support your organisation's application. It involves putting pressure on a funding body to grant your organisation's request for funding.

A delegated Member of the Board will ring the funding body and check on the application's progress. If the application has been held up for any reason, the Board Member can find out straight away what the problem is. They can offer explanations or make sure extra information is supplied to the funding body, if it is needed.



eleven

Write down three ways a Board Member can stay in contact with people in their network.

- 1
- 2
- 3



Discuss with your trainer some of the ways you could go about lobbying a funding body on behalf of your organisation. Write down some of the suggestions you come up with here.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....




Key people are advised of progress and the outcome of the application

The delegated Board Member who is following up the progress of the funding application with the funding body, will report back to the Board at Board meetings and let the Board know how the application is progressing.

The formal Letter of Offer (or rejection) will usually be addressed to the Chairperson of the Board of Management of the organisation. The Chairperson needs to make sure they collect and open their mail on a regular basis so that they know the outcome of the application as soon as possible.

The Chairperson needs to inform the Manager/CEO so that they can arrange the necessary paperwork to accept the funding. If the application has not been successful the Manager will need to arrange to appeal the decision, if necessary.

The Board needs to be informed about the outcome of the application as soon as possible.

Key people in the community with a particular interest in the project may also need to be informed before the information becomes public. If Elders or a committee of community members have had input into developing the project idea, they may need to be informed out of courtesy.

Sometimes funding applications will take time to complete. Make sure all key stakeholders are kept informed of progress so they do not feel they are forgotten.



Notes



Section 4

4. Appeal if necessary

- 4.1 Relevant appeal authorities and procedures for funding bodies are identified and documented
- 4.2 The appeal system is used if there is a case

Self-Assessment

Do you think you already have the skills to:
Appeal if necessary?

Read the questions below.
Place a tick in the box if you can answer YES.

Can you identify who would put together a case to appeal a decision on a funding application?

Can you identify who would make the decision to appeal?

If you answered YES to all of these then you may wish to consult with your instructor regarding Recognition of Current Competencies.

If you answered YES to only some, then study only those areas you need assistance with.

If you didn't tick any of the boxes, then start at the beginning of this section.



Relevant appeal authorities and procedures for funding bodies are identified and documented

If your organisation is not successful in its application for funding it may choose to appeal the decision.

This means asking that your funding application be reconsidered.

The letter that your organisation receives rejecting their application should set out the appeals procedure. This will vary with each funding body.

The appeals process may be handled for the funding body by a special committee or an outside agency. This ensures that the original decision makers are not involved and the appeal will get a fair hearing and not be prejudiced by previous decisions.

The process will usually require that the appeal is submitted in writing and within a set time frame.



Find out if your organisation has ever appealed a funding decision. Find out the process they had to go through and write a brief summary of that process.

.....

.....

.....

.....

4.2

The appeal system is used if there is a case

If the Manager/CEO establishes that the organisation has a case for appeal they will handle the appeals process and keep the Board informed of the progress of the appeal.

The Manager/CEO will be able to advise the Board whether the organisation has grounds for appeal. The Manager/CEO may seek professional advice, or legal advice, before making their recommendations to the Board.

X

The Board will consider the information supplied by the Manager and make a decision as to whether the organisation will appeal the decision.

The discussion and any decision will be recorded in the minutes of the meeting.



**twelve**

Circle the correct answer.

C |

Who would put together a case to appeal a funding decision?

- a) The Board of Management
- b) The Manager/CEO
- c) The Finance Staff

**thirteen**

Circle the correct answer.

C |

Who would make the decision whether or not the organisation should lodge an appeal?

- a) The Board of Management
- b) The Manager/CEO
- c) The Finance Staff



If you think you are now ready to carry out the assessment tasks, turn to Appendix 2.

Your instructor will assist you in understanding what is required for you to achieve competency in this unit.



Appendix

1

Answers for Secure Funding

Question 1

1. The Constitution
2. Strategic Plan
3. Business Plan(s)

Question 2

Any four of the following:

Personal contacts

Government agencies

Newspapers

Journals

The internet (the world wide web)

Funding directories

Question 3

Loans are money an organisation borrows and which must be repaid in a set time period with interest.

Grants are money given to an organisation for a particular purpose and which are closely monitored by the funding body.

Question 4

Your organisation must match its project to the priorities, key areas and expected outcomes of the funding body it is going to be successful in obtaining funding.

Question 5

Promotion of Cultural Authority

Advancement of Indigenous Rights and Equity

Improvement to Social and Physical Wellbeing

Economic Development

Quality Assurance and Capacity Building

A new business venture

A family history project

A partnership with local government

3 new houses for the community

A new women's health clinic

Question 6

a) The Board of Management

Question 7

A timeframe is important because funding applications will have to be submitted by a due date and a lot of work has to be done to get them completed by the due date.

Question 8

b) The Manager/CEO

Question 9

1. Applicant details
2. Project proposal
3. Outcomes

Question 10

a) The purpose of Kev's network is to keep his motor vehicle on the road.

b) The main advantages are that it saves him time and money. He knows he will get a good job done as well.

Question 11

1. by meeting face-to-face
2. by telephone
3. email

Question 12

b) The Manager/CEO

Question 13

a) The Board of Management





Appendix

2

Assessment

The Assessment Process

A number of parties need to contribute to the assessment process to make it work. These include the Training Assessor, the candidate, members of the Board of Management, workplace staff and other Registered Training Organisation staff.

This Assessment is **NOT** to be completed by the candidate in isolation.

There may be times when observation of the candidate is required. Within remote communities where workplace evidence is required over a long period of time, a third party will need to collect evidence for the assessor.

The third party called a '**Coordinating Assessor**' can observe the candidate in the workplace and provide evidence in regards to the candidate's ability to carry out their role in an effective and culturally appropriate manner.

It is important to remember that the final assessment decision is made by the Training Assessor, not the third party observer.

The candidate is allowed access at all times to their learning guides or other appropriate material when carrying out the assessment tasks.

Assessor Qualifications

Training Assessors must be current in the following units from the Certificate IV in Assessment and Workplace Training:

BSZ401A Plan Assessment
BSZ402A Conduct Assessment
BSZ403A Review Assessment

Or equivalent

Coordinating Assessor Qualifications

The Coordinating Assessor's role is to observe the candidate in the workplace. They are not required to hold any formal qualifications. However it is expected that the Coordinating Assessor will be a respected member of the community who upholds traditional and cultural values. They should have at least 2 years experience as a Board Member.

The Coordinating Assessor should be chosen by the appropriate Board of Management in conjunction with the Registered Training Organisation.

Involving the Candidate

The key features of the assessment should be explained to the candidate before beginning any assessment. The Training Assessor should interview the candidate to develop an assessment plan.

The direct involvement of candidates at an early stage will enable them to:

- Identify what evidence is required.
- Decide what evidence is readily available.
- Assemble a portfolio of evidence that is directly linked to their past, current and future work experience and skill development.
- Determine when they are ready for assessment.

Reasonable Adjustment - language, literacy and numeracy

Candidates' special needs will be accommodated where practicable.

Members of Boards of Management are required to have effective communication skills to interact with one another, Management and the community. Candidates should be able to demonstrate an ability to listen to others and accurately interpret what is being said. Oral questioning during assessment should allow candidates the opportunity to demonstrate their verbal communication ability.

A minimum level of literacy and numeracy is required for assessment. Where candidates are asked to write information they may choose to have another person record it for them. Candidates may ask for clarification of written material.



Recognition of current Competence (previously RPL)

A candidate may already have either experience or previous training in the area of Governance. This experience and training can be recognised by a Registered Training Organisation. Recognition of Current Competence is the process of acknowledging that the candidate already possesses some of the competencies required for the qualification. It may allow training to be completed earlier.

Who can be Assessed

This assessment guide is designed for students who are either Board members, members of an organisation or have access to an organisation for research purposes.

Candidates are advised that they can answer the questions in this guide by using their preferred organisation as an example.

Responsibilities of the Registered Training Organisation

If the candidate does not have access to an organisation, the candidate's Registered Training Organisation must provide appropriate example materials to assess the candidate. If a candidate has no experience in developing appropriate committee resources, e.g. position descriptions, policies, etc., the Registered Training Organisation must negotiate with the candidate so they can provide similar evidence that will satisfy auditing requirements.

In many instances there are activities that require evidence and workplace observation. The Registered Training Organisation must be responsible for creating an accurate simulation of Board duties in order to assess the student. This will occur particularly when candidates are not already members of a Board of Management.

Registered Training Organisations may adapt these Assessment tasks to meet the needs of the candidate, although they must ensure it still satisfies assessment auditing requirements.



Candidate's Details

Candidate's Name:

Workplace Address:

.....

Contact Number:

Training Assessor's Details

Training Assessor's Name:

Qualification:

Workplace Address:

.....

Contact Number:

Coordinating Assessor's Details

Coordinating Assessor's Name:

Organisation:

Position:

Years experience:

Contact Number:



Assessment Tasks for:

BSBATSIW515A Secure Funding

1. Identify and contact funding bodies
2. Prepare a case for funding
3. Promote the case for funding
4. Appeal if necessary



Secure Funding

Training Assessor/Candidate

Have the assessment tasks been explained sufficiently to the candidate?

Yes No

Have the results and evidence for this competency been discussed and agreed to by the candidate?

Yes No

Candidate's signature:.....

Assessor's signature:

Date:

Candidate

The suggested evidence I have to collect for **Secure funding** is listed below.

Element 3

Up to date evidence of individuals, groups and organisations you network with on a regular basis, eg an address book or diary.

Element**1****Identify and contact funding body
and****2****Prepare a case for funding****These elements can be assessed****Either by****Option A) Observation of the candidate over
a period of time****Or****Option B) Completing the Simulation Exercise****Option A) Observation**

Observation of a candidate's behaviour is required by a Coordinating Assessor over a period of time while they are engaged in preparing a submission for funding for their organisation.

Coordinating Assessor

As part of the assessment for the element of competency listed above, we are seeking evidence to support a judgement about the candidate's competence. As part of the process of gathering evidence of competence, we are seeking reports from the supervisor and other people who work closely with the candidate. We would like you to complete this report. We value your contribution and ask that you answer the questions honestly, then sign and date the report.



Assessor	Yes	No
Was the candidate actively involved in obtaining information regarding sources of funding?	<input type="checkbox"/>	<input type="checkbox"/>
Did the candidate ensure the project was in line with the objectives, criteria and application requirements of the funding body?	<input type="checkbox"/>	<input type="checkbox"/>
Did the candidate check that the organisation's existing financial obligations with respect to funding bodies was up to date?	<input type="checkbox"/>	<input type="checkbox"/>

Coordinating Assessor's signature: Date:

Please provide some comments to support your Yes No responses:

.....

.....



Option B.

Simulation Task

Where it is not possible to complete a real-life funding application, the following simulation task may be undertaken. Ensure the completed funding application is passed on to your Training Assessor for assessment.

Instructions

You have been appointed to the sub-committee to oversee a funding application for your organisation. A funding submission and details of the funding body's objectives, criteria and requirements are supplied in Appendix 3*.

(*Please note: this example can be changed to suit the individual organisation and candidate if an alternative funding submission kit and background information is available.)



Appendix 3 contains:
a copy of the ATSI Submission for Grant Funding 2003-2004
a list of the ATSI Output Groups
guidelines for four of the key areas
Policy framework for Regional Art and Culture Support (RACS)

Task

1. Choose **one** of the following funding guidelines and develop a project which would fulfil the objectives, criteria and requirements of that funding guideline.

The four funding guidelines are:

From *Promotion of Cultural Authority* – Regional Art and Culture Activities and Environment Development and Advocacy

From *Advancement of Indigenous rights and Equity* – Aboriginal and Torres Strait Islander Women

From *Improvements to Social & Physical Wellbeing* – Prevention, Diversion and Rehabilitation

2. Complete a funding submission for your proposed project by filling in the following sections of the ATSI Submission for Grant Funding 2003-2004 in Appendix 3.

Only fill in these areas, do not worry about filling in any other areas on the Submission form:

- Applicant details – pp. 102 - 103
- Activities – pp. 109 - 112
- Activities – pp. 116 - 118

3. Give the completed application form to your Training Assessor for appraisal.

Training Assessor to tick

Date: Initials:

Has the candidate provided the following documented evidence:
a completed funding submission?

Yes

No



Secure Funding

Elements 1 & 2

Training Assessor to tick

Date: Initials:

Did the candidate satisfactorily complete the assessment tasks provided in this learning guide for Elements 1 & 2?

Yes

No

Feedback to candidate:

.....

.....

.....

.....

Element**3****Promote the case for funding
and****4****Record decisions**

Provide your Training Assessor with up to date evidence of individuals, groups and organisations you network with on a regular basis, e.g. an address book or diary.

Training Assessor to tick

Date: Initials:

Has the candidate provided the following documented evidence:
address book, diary or other evidence of networking?

Yes No



Verbally answer the following questions to your Training Assessor.

a) Explain how you would lobby a funding body on behalf of your organisation. Give examples if possible.

Satisfactory Response YES NO

b) Explain who needs to be kept informed of the progress of a funding application.

Satisfactory Response YES NO

c) If your organisation decides to appeal a funding decision, explain the Board's role in the appeal process.

Satisfactory Response YES NO



Secure Funding

Elements 3 & 4

Training Assessor to tick

Date: Initials:

Did the candidate satisfactorily complete the assessment tasks provided in this learning guide for Elements 3 & 4?

Yes

No

Feedback to candidate:

.....

.....

.....

.....



Assessment Summary

Secure Funding

Training Assessor to fill out.

Has the candidate provided all necessary evidence of competency for the elements in this unit of competency, including:

- assessment tasks in this learning guide, **and/or**
- appropriate modifications of these, **and/or**
- appropriate alternative assessment tasks, **and**
- any requirements for evidence of consistent competency over time?

	Yes	No
Element 1		
Identify and contact funding bodies	<input type="checkbox"/>	<input type="checkbox"/>
Element 2		
Prepare a case for funding	<input type="checkbox"/>	<input type="checkbox"/>
Element 3		
Promote the case for funding	<input type="checkbox"/>	<input type="checkbox"/>
Element 4		
Appeal if necessary	<input type="checkbox"/>	<input type="checkbox"/>

If all necessary evidence has not yet been gathered, state below what the candidate needs to do to provide it.

.....

.....

Training Assessor's signature

Date



Appendix

3

**Supplementary material for
Assessment**



ATSIC

SUBMISSION

FOR GRANT FUNDING

2003-2004

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Grant Submission Information

This information kit has been created to assist applicants, both individuals and organisations, in applying for grant funding from the Aboriginal and Torres Strait Islander Commission.

Preparation of a Submission

Intending applicants are encouraged to thoroughly and carefully read the contents of this kit which will provide essential background information enabling an applicant to provide a completed detailed submission that ATSIC can appraise.

Providing Insufficient Information in Submission

Applicants are advised that where they do not provide sufficient information in their submission as per the attached Check List ATSIC may not be able to effectively appraise the submission. Delays will occur in appraising the submission while ATSIC attempts to seek further information from the applicant. Where the required information is not provided within a specified timeframe, ATSIC will appraise the submission based on the information at hand which will reduce the chances of a delegate making an informed decision.

Output Funding Statements

Applicants are advised that, at the discretion of the local ATSIC office, this kit may be accompanied by extracts from these documents relating to programs from which the applicant is currently receiving funding. If the applicant requires copies of the Output Funding Statements they should make a request to their nearest ATSIC office.

Multi Year Funding

As this is the last year of ATSIC's triennium, funding is limited to the financial year 2003/04.

Business Development Funds

Applicants seeking funding for enterprise development through either the Business Funding Scheme or the Indigenous Business Incentive Program should request a copy of the Business Development Information Kit from their nearest ATSIC office as the submission process is different.

REMEMBER, if you have any problems or require further information do not hesitate to contact your nearest ATSIC Office for guidance.

Who May Apply

The *Aboriginal and Torres Strait Islander Commission Act 1989*, as amended, allows the Commission to make grants for the purpose of furthering the social, economic or cultural development of Aboriginal persons or Torres Strait Islanders, to:

- a. an individual; or
- b. a body corporate, (other than a Regional Council or the TSRA); or
- c. an unincorporated body; or
- d. a State/Territory Government; or
- e. an authority of a State or Territory (including a local government body).

Need for an Australian Business Number (ABN)

ATSIC will not make a grant of money under the ATSIC Act to:

- A body corporate
- An unincorporated body
- An individual who is eligible to be registered for an Australian Business Number (ABN) under A New Tax System (Australian Business Number) Act 1999

unless the body corporate, the unincorporated body or the individual has been registered for an Australian Business Number under A New Tax System (Australian Business Number) Act 1999. ATSIC may fund an organisation that is not registered for GST as long as they are registered for an ABN. However, an applicant who registers for GST may have an advantage over an unregistered applicant when considering value for money

When to Apply

Each year ATSIC invites written submissions for grant funding. The process involved is subject to decisions by ATSIC as to:

- **When** applicants are to lodge their submissions;
- **What** date submissions close;
- **What** funds are available; and
- **What** programs are available.

Potential applicants are advised of this information, by either:

- A letter inviting them to lodge a submission; and/or
- Notices placed in newspapers.

Please note that although the submissions are generally requested in November/December the process to a decision is quite lengthy and will not be indicated to the applicant until around June/July.

How to Apply

Applicants must lodge a submission providing the information requested in the:

Applicant Profile	information about the individual or organisation requesting grant funding.
Submission Format	information about each activity the applicant is requesting funding for.
Applicant Certification	stating that information contained in the submission is correct;
Submission Check List	to ensure completeness of submission;
Output Funding Statements	additional information where required such as CDEP forms and CHIP business plans.

Other Information to Note When Completing Submissions

Where the applicant's submission is to contain an activity for housing or infrastructure they should read the CHIP Policy Guidelines 2002-2005, and in relation to CDEP activities, the CDEP Program Handbook. If you do not already have a copy of these documents please contact your nearest ATSIC office.

Applicants should note that in line with the Commission's priorities ATSIC should not be the first point of funding where the service could be provided by other agencies.

Lodgement

The submission can be lodged either by:

1. Completing an electronic submission using 'eSub'; or
2. as a paper document.

For those applicants who wish to lodge a submission electronically, you will need to:

- provide an appropriately signed Applicant Certificate on paper;
- a floppy disk containing the completed submission; and
- any other specific requirements such as CDEP Workplans if applying for CDEP funds.

Please contact your nearest ATSIC office if you require more information.

Applicants who are encountering difficulties completing a submission may request guidance by contacting their nearest ATSIC office.

Acknowledgment of Receipt of Submission

ATSIC will send a letter to the applicant acknowledging receipt of their submission. If the submission is received after the closing date the acknowledgment letter will include a request for reasons why the submission should be considered.

ATSIC will determine which office will administer the submission. If that office is different to the office where the submission was received the applicant will be advised in writing of the transfer.

How ATSIC Appraises Submissions

To ensure fairness and equity is applied to all applicants ATSIC is required to appraise each submission received in accordance with government best practices.

ATSIC uses the following processes in appraising a submission:

- checks that the applicant is eligible to receive funding in accordance with the ATSIC Act;
- checks that the submission is complete in accordance with the Check List;
- checks that the submission meets the Commission's priorities;
- checks that the submission meets the Regional Council priorities;
- checks that activities contained in the submission can be funded from ATSIC programs and that any additional information or eligibility criteria has been met in line with the Output Funding Statements;
- a risk appraisal team determines the level of risk and suggested monitoring requirements to manage that risk if funding is provided to that applicant;
- recommendations are made to the delegate whether the activities should be funded and whether the budget is suitable;
- all recommendations are required to be endorsed by either the Deputy Regional Manager or Regional Manager where the Regional Council is the delegate; or Regional Council where it is an ATSIC delegate making the decision;



- the delegate makes a decision to approve or decline funding;
- applicants are advised of the decision by a Letter of Offer or Letter of Decline.

Understanding Risk and How Risk is Assigned

Risk is an 'exposure to the chance of injury or loss; a hazard or dangerous chance ie: to run risks'. One of the outcomes of the ongoing Australian Public Service reforms now requires government agencies to run their business managing the risks associated with it. Learning how to manage risk effectively enables managers to achieve the best outcomes for their businesses. It does this by:

- providing a systematic way to make decisions rationally; and
- allowing a broader analysis of functions that opens up wider issues.

When ATSIC considers a submission for funding they must also consider the risks associated with funding that applicant and how that risk can be managed.

Risk is based on the consequence of what might happen verses the likelihood of it actually happening.

For example: the impact on a community if the applicant failed to deliver a service such as rubbish collection could result in a serious health problem for the community, therefore the consequence could be seen as **High**.

The likelihood of this happening however needs to be determined. This is achieved through information that the applicant has supplied and perhaps previous knowledge of the applicants history. Where an applicant has demonstrated a good history in performance, operational and financial management the likelihood of the service failing could be seen as **Low**.

In weighing up the consequences of the rubbish service not being provided against the likelihood of that actually happening an overall risk value of **Moderate** could be assigned.

Once the risk has been determined it is then necessary to decide how to effectively manage the risk. A combination of things can be used: limiting the length of funding, setting budget guidelines, specifying various types and frequency of monitoring such as field visits and reviews. Organisations who have a good management history can be rewarded with less prescriptive monitoring and reporting requirements.

High risk does not necessarily mean that an applicant will not be funded, it may only mean that a higher degree of monitoring to manage that risk is applied. High risk may be associated with a change in management structure or a new and difficult service that the applicant has not provided before. In these circumstances the monitoring will be set to manage the risk accordingly.

ATSIC decision makers are required to consider the risk and how that risk will be managed. In addition, the monitoring regimes better enable ATSIC to assist applicants who receive funding to achieve their objectives.

Applicants will be advised of the risk assigned to their submission and the justification for the risk once a decision has been made on their submission.

Commission Priorities

In accordance with ATSIC's Corporate Plan the Commission will direct priorities towards those activities which:

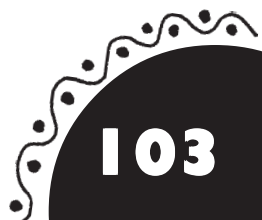
- Allows Aboriginal and Torres Strait Islander people to freely exercise their Legal, Economic, Social, Cultural and Political Rights; and
- are not provided by other agencies.

The ATSIC Output Funding Statements clarify the aims, objectives and program performance indicators for the Commission's priorities. These are available from your nearest ATSIC office.



Regional Council Priorities

The Regional Council priorities are contained in the attached loose leaf sheet. If your Kit does not contain this information please contact your nearest ATSIC office.





Applicant details

What is the name of your organisation?

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If an individual, what is your name?	Title:	First Name:	Surname:

Your Postal Address Details:

Street number and name or Post Office box			
Town			
State			
Postcode			

Street Address:

Street number and name			
Town			
State			
Postcode			

What classification best describes the main function of your organisation?

--

Please provide office contact details

	E-mail:		
	Telephone:		
	Facsimile:		
	Mobile:		

Is your organisation an incorporated body?	
--	--



What legislation is your organisation incorporated under?	
What is your incorporation number?	
Incorporation date:	
Date of last AGM:	
Does your organisation have a Common Seal?	

What is your Australian Business Number (ABN)?	
ABN Branch Number (if applicable):	
Are you registered for the GST?	
Effective Date	
Do you have Concessionary Tax status?	
Effective date:	

Please nominate the bank or other financial institution account/s you wish to use for the management of the activities in this submission.			
Financial Institution/Bank Accounts			
BSB		Account Number	
Account Name			



Personnel profile

Who can ATSIC contact in relation to this activity? Please provide contact details.

Title	First Name:	Surname:

Role	
Telephone	
Facsimile	
Mobile	
E-mail	

Duties:	
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**Qualifications:**

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Title	First Name:	Surname:

Role	
Telephone	
Facsimile	
Mobile	
E-mail	

Duties:	
----------------	--



Qualifications:	

Organisation Administration

Please provide details of any strategic, operational or business plans developed by the organisation or any links to plans of other groups or organisations.

Please provide a description of the core services funding is being applied for; and detail how it is proposed the services will be managed.

Please provide details of how the financial affairs of the applicant will be managed.



Please provide details of how the applicant manages, or will manage, complaints received from the recipients of the services provided.

Please provide comments of what has been achieved with previous or current grant funding.



Activities

Activity Name:

What are the specific needs of the target group and how will the activity address these needs?

Please describe the activity and the objectives it is expected to achieve.

Please refer to the ATSIIC Output Funding Statements. ATSIIC funding is available for specific Outputs combined into Output Funding Groups. You should refer to the Output Funding Statements to determine the Output Funding Group most relevant to your proposed activity.

Please advise which of those outputs are relevant to your proposal.



Which output group does the objectives of the activity fall under?

Blank area for response to the question: Which output group does the objectives of the activity fall under?

Which outputs will be addressed?

Blank area for response to the question: Which outputs will be addressed?

Please provide a description of the role of the applicant in performing the activity.

Blank area for response to the question: Please provide a description of the role of the applicant in performing the activity.



Please identify the location(s) where the activity is to take place.

Blank space for identifying the location(s) where the activity is to take place.

Please provide a timetable, broken into stages, for the implementation and completion of the activity.

Blank space for providing a timetable, broken into stages, for the implementation and completion of the activity.

How does the activity meet the priorities of ATSIC, the Regional Council Plan and those in your Organisation's plan (if available)?

Blank space for explaining how the activity meets the priorities of ATSIC, the Regional Council Plan and those in your Organisation's plan (if available).



Please state the performance measures that will be used to monitor whether or not this activity is meeting its objectives.

A large, empty rectangular box with a thin black border, intended for the user to write performance measures.



Activities

Activity Name:

The Budget section is to enable you to provide a detailed budget for each activity. The amounts entered should be the nett amounts exclusive of GST (if you are registered for GST).

If your application is successful, ATSIC will gross up the grant to include GST where applicable.

Activity Generated Income - Provide details of any income that may be generated by the organisation carrying out this activity. Eg an activity may be able to sell services or products. Where the costs of providing a service or product are met from the funding provided, the income obtained from the sales should be included as activity generated income.

Capital – Provide details of capital items. When adding a capital item, please include a short description of the capital item (eg, 3 Houses or tractor or computer, etc) in the relevant year column.

Operational Salaries - To add a salary line, enter a short description of the position eg, Work Manager, Mechanic, etc, then enter the funding requested in the relevant year column. The amount should be the total cost of the position, including workers compensation, leave fares, superannuation, etc.

CDEP Wages - Only CDEP Wages may be entered in CDEP Wages activities. They are limited to one year of funding.

Budget Details	2003/04			Total
Activity Generated Income				
Capital				
Land				
Property				
Other Capital				
Total Capital				
Operational Salaries				





Total Operational Salaries				
Operational Other				
Motor Vehicles				
Fuel&Oil				
Registration				
Repair&Maintenance				
Other Motor Vehicle				
Other Motor Vehicle				
Other Motor Vehicle				
Repair & Maintenance				
Airstrips				
Buildings				
Furniture/Office equip				
Plant&Equipment				
Roads				
Other Repairs/Maintenance				
Other Repairs/Maintenance				
Other Repairs/Maintenance				
Services				
Accounting Fees				
Audit Fees				
Bank Charges				
Cleaning				
Consultants				
Equipment Hire				
Insurance				
Meeting/Seminars				
Postage				
Rates				
Recruitment				
Rent				
Telephone/Fax				
Other Services				
Other Services				
Other Services				



Supplies				
Energy(elec/gas)				
Fuel(powerhouse)				
Office Supplies				
Other Supplies				
Other Supplies				
Other Supplies				
Travel				
Travel Allowances				
Fares				
Other Travel				
Other Travel				
Other Travel				
CDEP Wages				
Total CDEP Wages				
Total for this activity (ex GST and Activity Generated Income)				



Activities

Activity Name:	
-----------------------	--

Other Funding Details:

Please provide details of any other funding that your organisation has applied for or may be receiving for this activity.

Agency name	
Agency Contact	
Phone	
Current status of the application? <i>Pending, Approved, Declined, Unknown.</i>	
Date of Last confirmation.	
Purpose of this funding.	

	2003/04			Total
Funded amounts				

Will there be any potential impact on a Native Title claim as a result of the activity?



Does the proposed activity entail purchase of land, buildings, houses or other assets?

Blank space for response to the question above.

Please nominate a bank or other financial institution account for this activity.

Blank space for response to the question above.

Who can ATSIC contact to discuss this activity?

Blank space for response to the question above.





If there is an accountant for this activity, please provide the person's name.

Blank space for providing the accountant's name.

APPLICANT'S CERTIFICATION

Certification must be completed and attached to your submission *or any variation to your submission* for ATSIIC grant funds.

The applicant certifies that the information in this submission is, to the best of his/her/its knowledge, true and correct.

The applicant understands that any omission or false statement made in the submission may result in ATSIIC withdrawing the funding for any grant to the applicant.

The applicant acknowledges that it is an offence under the Commonwealth Criminal Code for a person to give information to a Commonwealth entity, knowing that the information is either false or misleading or omits any matter or thing without which the information is misleading.

The applicant agrees that ATSIIC may check any information in, or relevant to, the submission for the purposes of appraising the submission.

The applicant understands that the submission may be approved in part or not at all.

The applicant hereby authorises ATSIIC, for the purposes of the *ATSIIC Act*, to discuss the submission with the Regional Council and to provide to the Regional Council any document or information relevant to the submission including the funding history of the applicant.

The applicant acknowledges that ATSIIC has the right to request additional information from the applicant or from regulatory bodies for the purposes of appraising the submission.

SUBMISSION CHECKLIST

To assist you in making sure that your submission is complete—have you done the following???

This information is the minimum required for ATSIC to consider your submission as being complete.

1. An Applicant Profile has been completed.
2. For each service to be provided the submission has:
 - description;
 - objective;
 - budget;
 - performance indicators; and
 - any requirements contained in the Output Funding Statements.(eg CDEP Workplans)
3. Details of land tenure
4. Details of native title implications
5. Applicant Certification has been completed and appropriately signed
6. Incorporation Documents (if not already provided)
7. Evidence of ABN Registration (if not already provided)

ATSIC SERVICE CHARTER

OUR VISION

"Our vision is of Aboriginal and Torres Strait Islander peoples and communities freely exercising their legal, economic, social, cultural and political rights".

Effective from 1 July 1998

This Service Charter is for all Aboriginal and Torres Strait Islander people and all those who deal directly and indirectly with ATSIC. This Service Charter sets out the standard of service that you as an Indigenous person or client can expect to receive when dealing with ATSIC or its Service Providers. The Charter also outlines what steps you can take if you are not satisfied with the services being provided.

ATSIC

The Aboriginal and Torres Strait Islander Commission is a Commonwealth statutory authority established under the Aboriginal and Torres Strait Islander Commission Act 1989 (the Act). ATSIC's task is to help strengthen the economic, social, cultural and heritage development of Aboriginal and Torres Strait Islander people. To comply with the Act, ATSIC must:

- Formulate and implement programs.
- Monitor the effectiveness of other Commonwealth and State programs for Aboriginal and Torres Strait Islander people.
- Develop policy proposals.
- Advise the Minister for Aboriginal and Torres Strait Islander Affairs.
- Do all other things necessary to perform the functions as written in the Act.

In carrying out the above tasks we will consult and negotiate with Aboriginal and Torres Strait Islander people, communities and organisations.

COMMITMENT

We are committed to:

- Pursuing our vision and ensuring our people have the same rights as other Australian citizens.
- Ensuring our people have access to the means to control and influence policy decisions at local, national and international level.
- Ensuring our people have the same level of services that are provided to all Australian citizens.
- Ensuring our unique cultural heritage is preserved and maintained.
- Supporting the Elected Representatives to perform their representative and advocacy roles.
- Supporting the participation of Aboriginal and Torres Strait Islander people in all our funded services.
- Supporting the Indigenous organisations (service providers and others) to deliver effective and efficient services to meet the needs of our people.
- Representing the Aboriginal and Torres Strait Islander interests at local, national, and international level.
- Liaising with other Commonwealth and State service providers to ensure the services to our people are appropriate and relevant to meet their needs.
- Promoting self-determination and empowerment of our people.

INFORMATION

Information on all our services, programs, and activities will be made available through a variety of means including publications, audio/video tapes, and electronic media. These may include:

- Annual reports
- The Corporate Plan
- Regional plans
- Policy, procedures and guidelines

Where English is not the first language, we will endeavour to provide information in Indigenous languages.

We will make available information on national and international Indigenous issues to our people and to the wider Australian community.

SERVICES AND SERVICE STANDARDS

ATSIC provides a number of programs and support services directly and indirectly to benefit Aboriginal and Torres Strait Islander people. The majority of services are provided by ATSIC funded organisations while several services such as housing and business loans are provided directly by ATSIC.

The standards listed in this Service Charter are applicable to all ATSIC services delivered directly or indirectly.

Service Standards

- Courtesy and respect between staff, elected arm and clients will be observed at all times.
- Cultural diversity and traditions will be respected and observed.
- Privacy and confidentiality will be observed in all dealings and maintained, subject to legal obligations.
- Aboriginal and Torres Strait Islander people, organisations and other agencies, who are in receipt of ATSIC funding, are responsible for their actions and outcomes (accountability).
- ATSIC Staff, Regional Councillors, Commissioners, and service providers will be honest and open in all forms of communication, and will use appropriate language, tone, and politeness.
- ATSIC will advise its clients of their appeal rights against our decisions and the review processes.
- ATSIC will advise Indigenous people of their rights to make a complaint.
- ATSIC will act professionally in its conduct and comply with all legal obligations.
- ATSIC will be accessible during normal business hours.
- All requests (written or verbal) will be responded to in a timely manner.

RIGHTS AND RESPONSIBILITIES

ATSIC (Administrative arm, Regional Councils and ATSIC Board)	Organisations (Service Providers)	Aboriginal and Torres Strait Islander people
To adhere to the principles of natural justice.	To comply with the conditions of grant and to provide quality services as agreed with ATSIC.	To provide service providers and/or ATSIC with accurate information and documents, if applicable, within the specified time.
To inform you of our decision-making process and your rights of appeal.	To provide accurate and appropriate information to Aboriginal and Torres Strait Islander people and to ATSIC.	To seek clarification of information provided by the service provider or ATSIC.
To respond to your inquiries and questions in an orderly and timely manner.	To identify the needs of Aboriginal and Torres Strait Islander people and ensure delivery of agreed services are performed in an efficient and effective manner.	If you are not comfortable in dealing with a particular ATSIC Office, Officer or service provider, you can ask to talk to someone else with whom you are comfortable.



To allocate resources to where it is most needed.	To be accountable for their actions and resulting outcomes.	To seek reasons and/or an explanation if you are not happy with a decision or a response.
To comply with your request or advise why we cannot, and suggest alternatives for your consideration.	To deal with inquiries, complaints and requests in a timely manner.	To make a complaint to the service provider or ATSIC if you are not satisfied with the explanation or response.
To comply with all legal obligations, including the development, maintenance, and update of Regional Plans.	To comply with all legal obligations.	To seek timely advice and assistance from ATSIC.
	To seek timely advice and assistance from ATSIC.	To seek clarification or explanation of your legal obligations if you are not sure of them.

FEEDBACK

We welcome your comments, suggestions, and/or complaints on services provided by service providers or ATSIC.

If the Service Provider or ATSIC fails to meet the standards set out in this Charter, or if you have any other concerns in regard to the delivery of services, you may take the following steps:

1. In relation to:
 - Service Providers, contact the Service Provider first.
 - ATSIC, contact your nearest relevant ATSIC Office first.
2. If you do not wish to use step 1 first, or you are still not satisfied after step 1, you can contact the ATSIC Regional Manager.
3. If you do not wish to use the above steps, or you are still not satisfied, you can contact the ATSIC Complaints Management Unit on our freecall number 1800 180 170.

MONITORING & REVIEW

ATSIC will monitor performance of all practices against the standards set out in this Charter. Monitoring will include the level and number of complaints and other feedback from Aboriginal and Torres Strait Islander people to improve service delivery. The Board of Commissioners will be informed of performance issues.

ATSIC will review the Service Charter twelve months after implementation and annually thereafter taking into account client comments and surveys. Additionally, the review will consider comments from staff and service providers on their experience in implementing standards set out in this Service Charter.

ATSIC will commission an independent audit of compliance with the Service Charter within the first three years of implementation and the findings will be published in our annual report. The findings will also be addressed by ATSIC for remedial actions or improvements.

Your Comments

If you wish to know more about the Service Charter, please contact the nearest ATSIC Office or the Service Charter unit on our toll free number 1800 150 552 and/or forward your comments or suggestions to:

ATSIC
Service Charter Unit
P O Box 17
Woden ACT 2606

ATSIC COMPLAINTS MANAGEMENT

The Complaints Management Process

ATSIC's Complaints

Management process ensures that problems you have with ATSIC service, and decisions ATSIC makes, are taken seriously and dealt with promptly. We will treat your concerns as our priority, keep you informed and work with you towards a satisfactory resolution. Concerns you have can help us improve our processes. All States have Complaints Management Units to help you.

What can you contact us about?

- **Decisions of ATSIC**—the processes Regional Councils use to make decisions, and decisions made by the ATSIC administration.
- **The service provided by ATSIC**—complaints regarding the service provided to you by ATSIC, an organisation receiving funds from ATSIC or Regional Councils. • If we cannot help, we will advise you where to direct your concerns about the service provided by other agencies or Aboriginal and Torres Strait Islander community organisations.

What is the best way to voice your concern?

Telephone the Complaints Management Unit on the freecall number. You can also write or fax details or see us in person.

What information do we need?

- your name, address and phone number
- the details of your concern
- details of any attempts you have already made to resolve the matter

What should you do first?

If you feel comfortable, approach the relevant organisation or Regional Office with your concern. If you are not comfortable with this approach call the Complaints Management Unit on 1800 180 170. Your concerns will be kept confidential and will only be available to those responsible for investigating your concern.

What happens when you contact the Complaints Management Unit?

Step 1

We will:

- discuss your concern with you;
- advise you of the process that will be taken to resolve your concern;
- register your call; and
- send out a letter of acknowledgment

You will be kept informed of progress and contacted to clarify any issues. A written response will be provided to you within 10 working days. If the issue is complex we may need to extend that time.

Step 2

If your concern has not been resolved after 10 working days, the issue will be referred to a Review Committee. If further information is required you will be contacted. You will have a response within a further 15 working days.

Step 3

An unresolved concern may be referred to a National Complaints Management Unit in Canberra.

Complaints Management Units Telephone 1800 180 170

If you want to write or fax:

New South Wales

Sydney

Level 20, 60 Margaret Street
GPO Box 4193
Sydney NSW 2001
Facsimile **02 9252 0374**

Wagga Wagga

Level 1, 2 O'Reilly Street
PO Box 144
Wagga Wagga NSW 2650
Facsimile **02 6921 6878**

Victoria

Melbourne

Level 26, Casselden Place
2 Lonsdale Street
Melbourne VIC 3000
Facsimile **03 9285 7219**

Tasmania

Hobart

Level 5, 25 Argyle Street
GPO Box 8A
Hobart TAS 7001
Facsimile **03 6211 3903**

Queensland

Brisbane

Level 12, 144 Edward Street
GPO Box 2472
Brisbane QLD 4001
Facsimile **07 5598 6397**

South Australia

Port Augusta

38-40 Stirling Road
PO Box 2214
Port Augusta SA 5700
Facsimile **08 8641 0684**

Western Australia

Perth

170 Wellington Street
East Perth WA 6004
Facsimile **08 9221 2845**

Broome

1 Short Street
PO Box 613
Broome WA 6725
Facsimile **08 9193 5958**

Northern Territory

Darwin

13 Scaturchio Street
PO Box 41221
Casuarina NT 0811
Facsimile **08 8944 5599**

Alice Springs

Commonwealth Building Hartley Street
PO Box 2255
Alice Springs NT 0871
Facsimile **08 8952 1937**

2003-04

The economic, social and cultural empowerment of Aboriginal and Torres Strait Islander peoples in order that they may freely exercise their rights equitably with other Australians.

OUTPUT GROUPS

Promotion of Cultural Authority	Advancement of Indigenous Rights and Equity	Improvement to Social & Physical Wellbeing	Economic Development	Quality Assurance and Capacity Building
Broadcasting Services	Advancement of Rights to Land and Sea	Community Housing and Infrastructure	CDEP	Planning and Partnership Development
Preservation and Promotion of Indigenous Culture	Indigenous Rights	Municipal Services	Business Development & Assistance	
Preservation of Indigenous Language and Recordings	Aboriginal Women & Torres Strait Islander Women	Sporting Opportunities for Indigenous People		
Preservation and Protection of Indigenous Heritage and the Environment	Public Information	Legal Aid		
Access to Effective Family Tracing and Re-union Services	Professional Services to Native Title Claimants	Law and Justice Advocacy		
	Welfare Reform - Community Participation Frameworks	Prevention, Diversion and Rehabilitation		
		Family Violence Prevention		

Regional Art and Culture Activities

Purpose of Funding

ATSIC provides funding under this output to preserve, develop and promote Indigenous arts and cultures.

Funding Guidelines

Activities under this output is provided by the Regional Council allocation and therefore must comply with the Regional Art and Culture Support (RACS) Policy Framework and must be services designed to preserve and promote Indigenous Art and Culture, such as:

- ceremonial and other cultural practices;
- community awareness and revival programs;
- cultural centres;
- art and craft activities; and
- cultural expression, activities and festivals, dance performances.

Performance Measures

ATSIC will measure performance under this output group by the:

- total number of artists to directly benefit from the operational subsidy grant;
- number of cultural activities undertaken; and
- activities undertaken with grant funds.

Environment Development and Advocacy

Purpose of Funding

To enable Aboriginal and Torres Strait Islanders to take part in the exchange of information at all levels, including the spread of advice and expertise between communities, governments and other relevant parties.

For Aboriginal and Torres Strait Islander peoples to participate equitably in, and contribute to, the development and implementation of environment policies at all levels of government, including the provision of advice to Governments on matters particularly affecting Aboriginal and Torres Strait Islander peoples.

Funding Guidelines

ATSIC funding under this output is to enable services such as:

- support for organisations to represent Indigenous interests;
- preparatory research and costs associated with Aboriginal and Torres Strait Islander peoples' attendance at seminars/ workshops on environment issues and the preparation of environmental management plans.
- provide support for Aboriginal and Torres Strait Islander communities to protect their ancestral land and sea, and associated resources, as well as protect indigenous common law and statutory rights and interests and intellectual property associated with the use and management of their environment.

What can't ATSIC fund?

Due to limited funds available, funds should not be used for the following activities:

- large-scale management works for activities such as soil conservation, rehabilitation of native vegetation or sand dune stabilisation – costs incurred from these activities should be met by other Commonwealth, State or Territory government agencies, in particular the Natural Heritage Trust; and
- environmental surveys and site clearance work to gain approval for development proposals which may affect indigenous interests in land and the environment. Developers themselves are responsible for covering the costs of undertaking environmental impact surveys for site clearances, organising meetings with custodians and handling related matters.

Performance Measures

ATSIC will measure performance of each project by:

- the number of Indigenous people participating in heritage and environment forums,



seminars or workshops;

- the number of heritage and environment forums, seminars or workshops organised or attended;
- the types of forums, seminars or workshops organised or attended.

Other relevant measures may be negotiated for each project.

Aboriginal and Torres Strait Islander Women

Purpose of funding

ATSIC seeks to recognise, develop and promote Aboriginal women's and Torres Strait Islander women's perspectives in all policy and program development within ATSIC and other relevant forums.

To help reach this goal, ATSIC policy requires all Regional Council annual reports to include a report on the participation and benefits received by Aboriginal women and Torres Strait Islander women in the region.

Funding guidelines

While there is no national funding held for this output, Regional Councils may allocate funding from their discretionary budget allocations for the following purposes:

- **Providing information to Aboriginal Women and Torres Strait Islander Women** about Indigenous policies, programs and services.
- **Strengthening Women's Support Networks** by enabling Aboriginal women and Torres Strait women to participate in training programs, local, regional and national forums.
- **Supporting Aboriginal Women and Torres Strait Islander Women's Activities** such as women's research projects, surveys and participation in activities which examine and advise on the impact of policy and service provision on Aboriginal women and Torres Strait Islander women.

Performance Measures

ATSIC will measure performance in these areas by the:

- number of participants;
- number of events/ activities/ forums;
- number of documents/ publications; and
- ability of the events/ activities/ forums/ documents/ publications to empower and/ or inform Aboriginal Women and/ or Torres Strait Islander Women.

Prevention, Diversion & Rehabilitation

Outputs

- Night Patrols
- Youth Initiatives
- Prisoner Support and Rehabilitation Services

Purpose of Funding

ATSIC funds this output group to reduce Aboriginal and Torres Strait Islander peoples' adverse contact with the justice system and to promote early resolution of legal and related problems.

ATSIC recognises that its funding can only contribute to alleviating socio-economic inequities, which are the underlying cause of Indigenous people's comparatively higher rates of contact with the justice system

To be eligible for consideration under this output, initiatives must have a primary aim of reducing Indigenous people's adverse contact with the justice system.

Funding Guidelines

State and Territory agencies have the prime responsibility for prevention, diversion and rehabilitation services. ATSIC funding for this area is therefore limited, and should be regarded as supplementary rather than primary. ATSIC encourages applicants to request funding from other agencies in the first instance.

Night Patrols

Purpose of Funding

ATSIC funds community initiated and controlled Night Patrols to assist people at risk, including intoxicated people, juveniles, victims of violence and the homeless, and to reduce indigenous people's adverse contact with the criminal justice system.

Night Patrols that attract ATSIC funding are expected to establish protocols with local police and other agencies outlining the respective roles and responsibilities of the Patrol, the Police and other agencies. These parties should discuss and agree on powers, duties, cooperation arrangements and standards of service.

Performance Measures

ATSIC will measure performance of funded Night Patrols by the:

- number of persons assisted;
- number of nights when patrols are conducted;
- ways in which patrols have reduced the rate at which Aboriginal and Torres Strait Islander people have adverse contact with the justice systems;
- ways the patrols have promoted early resolution of legal and related problems;
- description of target communities/groups for services (ie location and demographics) and core services provided to them;
- description of Night Patrol protocols established with local police department and other key agencies; and
- total cost of the service.

Other relevant measures may be negotiated for each project.

Youth Initiatives

Purpose of Funding

ATSIC funds youth initiatives to prevent and divert young people from adverse contact with the juvenile justice and criminal justice systems.

Performance Measures

ATSIC will measure performance of initiatives funded under this output by the:

- number of children/juveniles assisted;
- ways the initiative contributed to reducing the rate at which Aboriginal and Torres Strait Islander children/juveniles have adverse contact with the justice systems
- ways the initiative has promoted early resolution of legal and related problems;
- description of target communities/groups for services (ie location and demographics) and core services provided to them;
- description of protocols established with the local police department and other key agencies such as courts; and
- total cost of the initiative.

Other relevant measures may be negotiated for each project.

Prisoner Support and Rehabilitation Services

Funding Guidelines

Under the Prisoner Support and Rehabilitation Services output, ATSIC can fund prisoner support schemes including:

- visitor schemes;
- counselling services;
- cultural programs;
- return home schemes; and
- cultural training of corrections officers.

ATSIC can also fund rehabilitation services including:

- return home schemes;
- counselling and referral services; and
- employment, training and vocational assistance.

Performance Measures

ATSIC will measure the performance of services funded under this output by the:

- number of persons assisted;
- ways the services have reduced the rate at which Aboriginal and Torres Strait Islander children/juveniles have adverse contact with the justice systems;
- ways the service promoted early resolution of legal and related problems;
- description of target communities/groups for services (ie location and demographics) and core services provided to them;
- description of protocols established with the local police and other key agencies; and
- total cost of the service.

Other relevant measures may be negotiated for each project.



ABORIGINAL AND TORRES STRAIT ISLANDER COMMISSION

POLICY FRAMEWORK

FOR

**REGIONAL ART AND CULTURE
SUPPORT (RACS)**

October 2002

REGIONAL ART AND CULTURE SUPPORT (RACS)

The purpose of Regional Art and Culture Support (RACS) is to secure the empowerment of Aboriginal and Torres Strait Islander peoples through the preservation, development and promotion of their arts and cultures within their communities, and through the fostering of general awareness of Aboriginal and Torres Strait Islander cultural heritage as a vital element in the national fabric of Australian culture.

Funding under the Regional Art and Culture (RACS) Policy Framework is considered from ATSIC Regional Council allocations.

Eligible Projects

This category focuses on support for cultural activities, including ceremonial and other traditional practices, fostering of cultural awareness and participation in cultural activities, support for centres or organisations seeking to maintain and foster awareness and pride in Indigenous culture within the community and/or promote awareness in the broader community.

RACS funding may be provide for:

- Contributions to organisations toward the cost of projects designed to foster awareness of Indigenous cultural and participation by the community in cultural activities;
- Contributions towards capital funding for the establishment of Cultural Centres/Museums that provide for a social and cultural focus for the community and which are open to inspection and or participation of the public at large;
- Assistance towards recurrent funding for the continuing operation of Cultural Centres/ Museums;
- Contributions towards capital and recurrent funding for Organisations which have as their main activity, the production of an Aboriginal or Torres Strait Islander artistic or culturally related product on the commercial market, for example, dance performances, music production, printing literature, theatre productions, etc., including the one-off purchase of tools and artistic materials including organisations eligible for assistance from NACISS;
- Development of effective business management plans;
- Presentation to the general public of displays of Aboriginal and Torres Strait Islander Arts and Culture in activities such as cultural festivals, ceremonial activities, dance performances, theatre and literary displays;

Weighting should be given to projects that have developed plans for co-location with other community based organisation or activity (e.g. art and craft centre, language centre, performing arts, Cultural centre/keeping place, museum, Broadcasting for Remote Aboriginal Communities Scheme (BRACS), theatre, school, gallery, retail outlet, etc).

2.5 Ineligible Items

As a general rule, ATSIC does not fund major performing arts or literature production organisations. These are the province of the Australia Council. While Regional Councils may choose to support local small scale Dance/Theatre companies and Literature producers, they should be charging, where possible, a market figure for their performance or services/products. To the extent that they have the potential for viability as an enterprise, they should be seeking funding consideration under the ATSIC Business Development Program.

The following items will not be funded under RACS:

- Projects/activities which are eligible for and more appropriate for funding under another ATSIC output or by another Federal, State or Local Government organisation/agency. (This does not apply if funding is sought as a joint funded project with another funding agency.
- Cultural Centres/Museums which are not generally open to public visits, participation or inspection. (May be eligible for funding under the ATSIC Preservation and Protection of Indigenous Heritage and the Environment Output).
- Travel and costs associated with research and study projects by individual arts practitioners.
- Training costs which would usually be funded by the Department of Education, Science and Training (DEST) or State or Territory training agencies.
- Musical instruments for permanent personal issue to individuals.
- Lunches, meals and entertainment costs.
- Motor Vehicles other than those necessary for the successful operation of a project;
- Projects or activities which do not have as their prime focus the maintenance, or development, or promotion to the public, of Aboriginal and Torres Strait Islander arts and culture.

FUNDING GUIDELINES

This output has the objective of maintenance and preservation of Aboriginal and Torres Strait Islander peoples' culture for social and cultural reasons. Aboriginal and Torres Strait Islander art and culture may also be promoted so that it can be enjoyed by all Australians and visitors to Australia alike as a vital element in the national fabric of Australian culture. All proposed projects should therefore be examined in terms of their potential contribution to these overriding outcomes.

Regional Councils will be constrained by the limited funds available when considering priorities for funding of new projects which may have implications for continuing funding in future years.

It is the intent over the next three years to ensure that projects supported under this output:

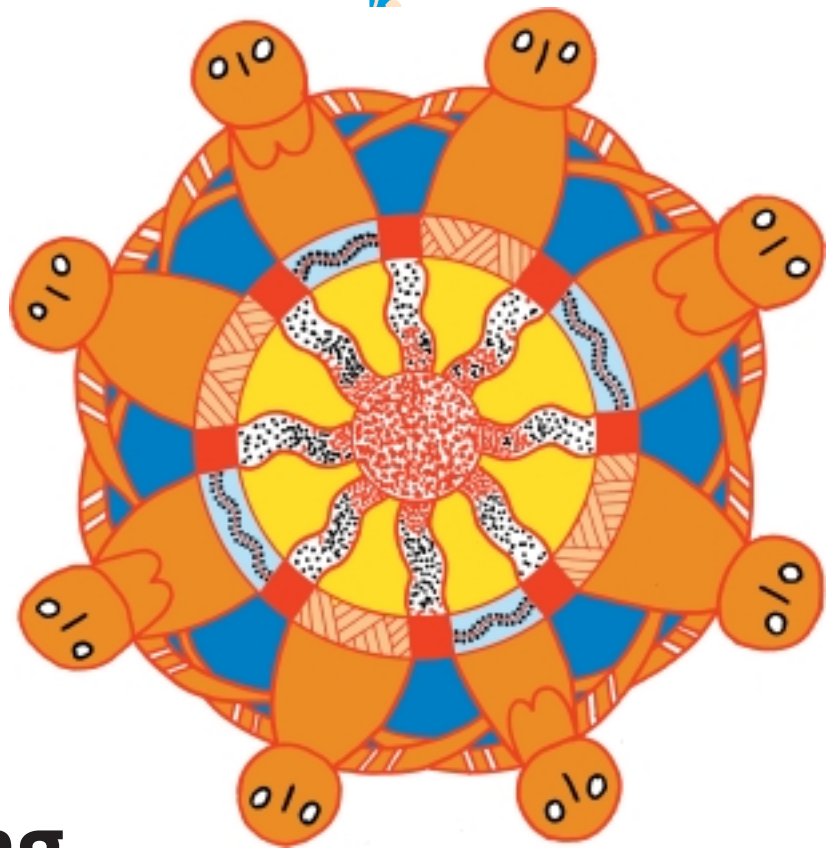
- Comply with the specific parameters of the output,

- Confirm that other sources have been canvassed and that the potential for alternative funding has been exhausted,
- Ensure that for projects with a commercial element revenue is raised for all services or product provided up to a level acceptable to the market and viability of the organisation, and
- Strategic and Business Management Plans are completed for all projects with a commercial element.

Diploma of Business (Governance)
BSB50901

Secure Funding

BSBATSIW515A



**Learning
Guide**

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