

# SouthAustraliaWorks

linking people, skills and jobs

## KANGAROO ISLAND SOUTH AUSTRALIA WORKS NETWORK GUIDELINES

2011 - 12

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Kangaroo Island, Fleurieu and Kangaroo Island



**Government of South Australia**

Department of Further Education,  
Employment, Science and Technology

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## INTRODUCTION

The Kangaroo Island *South Australia Works* Network Guidelines 2011-12 are divided into three parts:

**Part A: Brief Background to *South Australia Works - Working Regions***

**Part B: Kangaroo Island *South Australia Works* Network – Terms of Reference**

**Part C: Regional Development Australia - AH, F & KI Employment & Training Project Management Framework**

Part C is provided to the Network to ensure that the Grantee/Sub-contractor (Regional Development Australia - AH, F & KI) has an adequate project management framework in place that will not compromise the implementation of Action Plans and to ensure that any variations therein have been effectively considered by the Executive Committee before providing recommendations to the Network.

## **PART A:**

### **BRIEF BACKGROUND ON *SOUTH AUSTRALIA WORKS WORKING REGIONS***

#### **INFORMATION COMMON TO ALL *SOUTH AUSTRALIA WORKS NETWORKS***

## 1.0 SOUTH AUSTRALIA WORKS WORKING REGIONS

### 1.1 OVERVIEW

*South Australia Works- Working Regions* program for the Kangaroo Island is managed by Regional Development Australia - Kangaroo Island, Fleurieu & Kangaroo Island.

The Kangaroo Island Region is inclusive of the Kangaroo Island Council local government areas.

The Department of Further Education, Employment, Science and Technology (DFEEST), through *Working Regions*, will partner with Networks, Grantees, employers and local organisations to deliver Career Development Services and Targeted Projects in response to local labour market needs. *Working Regions* will partner with Commonwealth, State and local programs to provide complementary or additional services and projects to strengthen labour market activities in regions.

*Working Regions* leads a state-wide effort to increase workforce participation that will underpin workforce development for the benefit of individuals, industry, regional communities and the economy. The priorities of *the Working Regions* programs and services are to:

- Increase workforce participation rates of those who are disadvantaged in the labour market;
- Increase foundation and occupational skills and qualifications; and
- Increase collaborative effort in addressing socioeconomic disadvantage

The program contributes to the state's economic development and social inclusion objectives by linking people with skills and jobs in innovative, creative and sustainable ways. The program responds to industry demand while maintaining its focus on those people who face barriers to participating effectively in the workforce.

Working with Commonwealth and State Government Agencies *South Australia Works* will

- use strengthened regional networks to:
  - design programs, projects and services to address local workforce needs and
  - develop appropriate state-wide responses to address issues causing long term labour market disadvantage.

*Working Regions* Strategic and Action Plans developed in each region will identify complementary and additional services and projects through two linked approaches – Career Development Services and Targeted Projects.

**Career Development Services** will primarily assist people with fewer barriers to employment through the provision of career guidance and planning, resume and job application assistance, provision of labour market information and Recognition of Prior Learning assistance / Skills Recognition.

**Targeted Projects** will primarily assist people who are most disadvantaged in the labour market and will have strong links to industry, employment opportunities and workforce participation pathways.

Targeted Projects will provide foundation skills to support entry into further training and employment; increase qualifications to address regional skills needs; or provide multiple activities and supports to assist people into the workforce. Activities may also include case management support services to assist participants to achieve the project's intended outcomes. Tailored case management assesses an individual's needs, develops clear goals, enables a coordinated response from mainstream and specialist services, and ensures that agencies are working together to meet the individual's needs.

Targeted Projects will be developed and funded in partnership with stakeholders and all projects will be complementary and additional to existing programs. Providers of Commonwealth Employment Services will be key partners in the delivery of Targeted Projects and will assist with resourcing projects.

Targeted Projects will use best-practice approaches to assist workforce participation pathways and projects will be designed using the Key Principles identified in "Modelling What Works Well in *South Australia Works Working Regions*" SACES November 2008.

## 1.2 COMPLEMENTARY AND ADDITIONAL SERVICES

Grantees and DFEEST staff will work with Commonwealth Government initiatives and other State Government Programs to implement the *Working Regions* Program. Partnerships will be developed with organisations to ensure activities funded through *Working Regions* are complementary or additional to existing programs. Developing complementary and additional services will enable Networks to target resources to assist more people, increase the level of assistance provided and to deliver initiatives more cost effectively.

An example of complementary and additional services could include establishing partnerships with Providers of Commonwealth Employment Services to jointly fund training programs or partnering with a Registered Training Organisation. Addition of Career Development Services, employability skills and linking to Productivity Places Program training are other possibilities. Cross-regional initiatives should also be considered where projects align.

*Working Regions* services and programs will also have the flexibility to be delivered in partnership with other regions and *South Australia Works* initiatives. Across regional and across *South Australia Works* program responses will strengthen pathways between all *South Australia Works* programs and allow regions to address similar labour market needs together.

To support the delivery of complementary and additional services South Australia Works Coordinators and Grantees will negotiate Reciprocal Employment Benefit Arrangements (REBAs) with local Providers of Commonwealth Employment Services and other service providers. REBAs

will facilitate information sharing when Commonwealth Employment Services clients participate in *Working Regions* services and programs and may include agreements for funding attached to a client's Employment Pathway Plan or mechanisms for achieving an agreed outcome.

### 1.3 FUNDING PARAMETERS

#### **What can be funded (examples):**

- Career Development Services
  - Individual career planning
  - Gathering evidence towards recognition of prior learning
  - Preparing resumes, applications, cover letters and interview skills
  - Assisting individuals to identify career pathways based on skills, values and interests
  - Researching industries and job opportunities for clients
- Targeted Projects (examples)
  - Accredited Training where other funding is not available, i.e. Other programs such as Productivity Places Program funding should be sought first
  - Non-accredited training
  - Case management
  - Mentoring
  - Foundation and Employability skills
  - Licenses that directly assist job seekers into work
  - Employment brokerage – providing links to employment opportunities
  - Employment and training related events and expos

#### **What can not be funded:**

- Capital Equipment
- School Students
- People that are employed, unless under-employed, at risk of retrenchment or a financial contribution is provided
- Wage subsidies
- Reports, feasibility Studies and Business Plans
- Services and assistance available through Providers of Commonwealth Employment Services unless a financial contribution is provided
- Grantee Professional Development or Project Management Fees

Further information on the *South Australia Works Working Regions* program can be found at [www.saworks.sa.gov.au](http://www.saworks.sa.gov.au) and at [www.rdahc.com.au](http://www.rdahc.com.au).

## 1.4 TARGET GROUPS

To achieve *South Australia Work's* aim of contributing to an increase in workforce participation the target group for *Working Regions* will be people facing barriers in the labour market. Workforce participation barriers can range from few to more complex and in general they can be identified as:

### Few Barriers

- People who are recently unemployed
- People not participating in the labour force with fewer needs
- People that are under-employed
- Stream 1 & 2 Job Services Australia Clients
- People at risk of retrenchment

### Complex Barriers

- Early school leavers (of any age) with low, basic or generic skills
- People not participating in the labour force with multiple complex barriers to employment
- People with low education attainment
- People with no post-school qualifications
- People with poor work history
- People with below minimum levels of literacy and numeracy
- New arrivals with non-English speaking background
- Stream 3 & 4 Job Services Australia Clients.

Career Development Services will primarily assist those people with fewer labour market barriers and Targeted Projects will primarily assist people with more complex barriers. This does not exclude either group from Career Development Services or Targeted Projects, as a range of responses may be required to achieve the desired outcome for an individual.

## 1.5 ELIGIBILITY

**Eligible *South Australia Works – Working Regions* Participants** - Resident of the Kangaroo Island Region (as per Kangaroo Island Council zone) job seekers with barriers to participating in the workforce.

In general, all job seekers are eligible for Career Development Services and Target Projects delivered through *Working Regions*. However, the level of *Working Regions* support participants receive will depend on their workforce participation barriers and accessibility to existing services. When recruiting *Working Regions* participants the following issues need to be considered for young people, Job Services Australia clients and existing workers:

- **Young People** – Increasing young people's workforce participation and qualifications to meet local labour needs will contribute to *Working Regions'* workforce participation objectives. However, it is important to recognise that young people under 17 years are required to be in compulsory school or education and young people between 17 and 24 years may have access to subsidised training. Therefore, when recruiting young people into *Working Regions* services and projects the following need to be considered:

- **Young people under 16 years of age** – Young people under the age of 16 are of Compulsory School Age and must be enrolled in a school. Young people under 16 can only participate on *Working Regions* activities if an authorised exemption from the participant's school is provided.

*Working Regions* will not fund the training/service and the student's school will need to purchase places on any programs. Furthermore, the activity must provide full-time accredited training delivered through an RTO and/or be an activity supporting students to achieve year 12 or equivalent.

- **Young people aged 16-17 years** – Young people between 16 and 17 years are of Compulsory Education Age and must be engaged in an Approved Learning Program. They can participate in *Working Regions* Services and projects if funded by the school and where:
  - An authorized exemption has been signed indicating the exemption is for the purpose of participating in a Working Regions project; or
  - The service or project is part of the student's Approved Personal Learning Plan
  - Training provided is accredited and delivered through an RTO and / or
  - The service or project is supporting the young person to achieve year 12 or equivalent
- **Young People aged 17-24 years** – Young people 17-24 years are able to participate in *Working Regions* services and projects, however those who have not attained Year 12 or equivalent or Certificate II (or higher) should be assisted to access their entitlement to a government-subsidised education or training place.

*Working Regions* will not fund accredited training that can be accessed through government-subsidised training places. Instead, *Working Regions* should be supporting young people by providing complementary services, such as case management, and / or assisting young people with accessing available training entitlements.

- **Job Services Australia Clients** – The Australian Government's Department of Education, Employment and Workplace Relations provides national employment services through Job Services Australia. Job Services Australia contracts organisations (Job Services Australia (JSA) Providers) to provide a range of employment services to job seekers.

JSA clients are classified between Stream 1 and Stream 4 and Appendix 1 – Definitions, provides more details on each classification. In summary Stream 1 and 2 clients are considered relatively low needs clients with limited employment barriers and Stream 3 and 4 clients are considered relatively more complex clients with high employment barriers.

All JSA clients have access to an Employment Pathways Fund, which is a flexible pool of funds to purchase a broad range of assistance to provide training and other support that leads to employment. The JSA client's stream classification determines the level of access to the Employment Pathway fund. For example, Stream 1 and 2 clients have limited access to funding while Stream 3 and 4 clients have a greater access to funding.

JSA providers are not required to financially contribute towards *Working Regions* services and projects for Stream 1 clients. However, local arrangements with JSA Providers for Stream 1 Clients should be negotiated to maximise assistance as discussed in **Complementary and Additional Services** above.

JSA's will need to provide a financial contribution to *Working Regions* services and projects for Stream 2, 3 and 4 clients. This contribution can be determined on a case by case basis and should be facilitated through the Reciprocal Employment Benefit Arrangements.

- **Existing Workers** – People who are employed can access *Working Regions* services and projects on a fee-for-service basis. However, people that are underemployed or have received a retrenchment notice, are eligible for services and project funded through *Working Regions*, which are complementary to Commonwealth and State Government initiatives.

## 1.6 WORKFORCE PARTICIPATIONS OUTCOMES

The objective of *Working Regions* is to respond to local workforce needs by targeting services and projects to assist those facing barriers in the labour market. To meet this objective services and projects will be designed and developed to provide a range of Workforce Participation Outcomes. For example, a project may focus on foundation skills to achieve further education outcomes, while other projects may focus on accredited training to achieve employment outcomes. The following are outcomes that Targeted Projects and Career Development Services should be achieving:

- **Employment Outcomes** – A participant undertakes paid work, may be with an employer or self-employed. Sustained employment outcomes are preferred.
- **Return to School** – A participant (16 – 19 years) returns to the school system
- **Referral to additional services**
- **Volunteering** – A participant volunteers with an organisation
- **Further Education & Training** – Following participation in the project, a participant enrolls into further training or education funded by other means
- **Attainment of Qualification** – Through participation in the project a participant gains a qualification, this may be accredited or non-accredited training.

More information about *South Australia Works* is available at <http://www.saworks.sa.gov.au/>.

## **PART B:**

# **Kangaroo Island Education, Employment and Training Network – Terms of Reference**

## **ROLES AND RESPONSIBILITIES OF THE NETWORK & NETWORK SUPPORT**

## 2.0 TERMS OF REFERENCE

### 2.1 PURPOSE

The *South Australia Works* Networks (formerly Employment and Skills Formation Networks) have been established to:

- Increase participation in the workforce for people who experience disadvantage in the labour market
- Increase skill levels that support higher productivity in each State Government Region
- Increase the effectiveness of programs and services that respond to the employment and training needs of individuals, industry and local employers and the local labour market
- Improve communication and collaboration between programs and services at the local level that support people facing disadvantage in the labour market
- Maximise the investment in regions through all levels of government and industry in programs and services for those facing barriers to employment.

### 2.2 STRATEGIC ROLE FOR *SOUTH AUSTRALIA WORKS* NETWORKS

The primary mechanisms that will be used to achieve the objectives are Strategic Plans for each State Government Region and Annual Action Plans for each *South Australia Works* program or service.

3 year Strategic Plans for each State Government Region will be developed that identify priorities that respond to regional labour force needs and state-wide and national policy objectives. The Strategic Plans will also be used to provide an evidence base for DFEEST to allocate resources through *South Australia Works* and to attract additional resources to support identified needs in regions.

Annual Action Plans will be developed by each *South Australia Works* program and service. These Action Plans will respond to priorities identified in the 3 year strategic plan.

### 2.3 FUNCTIONS

The functions of the Network are to:

**Support the development of *South Australia Works* Strategic Plans in State Government Regions by:**

- Providing local qualitative information which contributes to the development of comprehensive regional industry and labour market profiles
- Identifying systemic issues in regions that create barriers to workforce participation and provide advice on these systemic issues to the Cross Sectoral Response Group<sup>1</sup>

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<sup>1</sup> The DFEEST Cross Sectoral Response Group has been established to determine appropriate state-wide action to respond to systemic barriers to workforce participation.

- Mapping existing programs and services to ensure that *South Australia Works* programs and services are complementary to those provided by Commonwealth Government employment and training services.

**Use the *South Australia Works* Strategic Plans to support the development and implementation of *Working Regions* Action Plans by:**

- Identifying creative solutions for people facing barriers to participating in the labour market
- Developing location specific responses customised to the needs of individuals and employers and drawing on the knowledge of different skill requirements of their local and regional labour market
- Identifying sources of funding across all levels of Government and industry to support the delivery of initiatives in the region.

## 2.4 MEMBERSHIP

The *South Australia Works* Network membership will represent the issues and priorities identified in the Strategic Plan and consist of, but not be limited to:

- Regional Development Australia Boards or other local economic development bodies
- Commonwealth Government, including Centrelink, FaCHSIA, Department of Education, Employment and Workplace Relations and Job Services Australia providers
- State Government including agencies representing Education, Housing, Health, Families and Communities, Primary Industries, Corrections, Police, Tourism and Economic Development portfolios
- Local Government representation
- Local Aboriginal community representation
- Industry/business representation
- Community representation, including migrant groups and Adult Community Education providers
- Other Providers of employment services
- Registered Training Organisations

The current membership of the Network is contained in Appendix 2.

In addition to the Network Membership, a number of industries and community-related organisations are part of an Information & Minute Distribution List, to increase the knowledge of employment and skill formation issues in the Region.

## 2.5 ADMINISTRATION

The Network will meet a minimum of 4 times each year. If a member is unable to attend a meeting, a proxy may be nominated in their place. Others may be invited to join meetings when they have particular expertise or represent agencies or groups which represent local workforce participation priority issues. The Network will elect a Chairperson and DFEEST, through the Regional Development Authority, or local economic development agency, will provide the secretariat.

## 2.6 PRINCIPAL ACTIVITIES OF THE NETWORK

- **Communicate and consult** with the local community on learning, training and employment issues and solutions
- **Provide information that contributes to the development of comprehensive regional industry and labour market information**
- Map programs and services to ensure that *South Australia Works* programs and services are complementary to those provided by Commonwealth Government employment and training services
- **Identify systemic issues** in regions that create or maintain barriers to workforce participation and provide advice to Cross Sectoral Response Group
- **Develop partnerships** which ensure that all the expertise and resources available in the region are used to address learning, training and employment needs of people disadvantaged in the labour force and industry
- Use data and local knowledge to **identify labour market issues** and their impact on the learning, training and employment opportunities of local people
- Contribute to the development of 3-year *South Australia Works* Strategic Plans and *Working Regions* Annual Implementation Plans that address the local learning, training and employment needs of people and industry
- Maximise the investment in regions through all levels of government and industry in programs and services for people facing barriers to employment
- Inform and contribute to the evaluation of program responses that have been identified in the Annual Implementation Plan.
- Consider DFEEEST best practice models that enable the program to achieve objectives and meet identified targets and outcomes at a regional level, including specific target groups, i.e. Indigenous, Youth, Mature Aged, increases in workforce participation or educational attainment levels and identified pathways to employment.

Experience and good practice indicate that there should be regular review of the Network including composition, Chairperson and membership nominations, regularity of meetings and processes. This review will be conducted by the *South Australia Works* Regional Coordinator and the Executive Officer and should occur before the end of each financial year, at a minimum.

## 2.7 ROLES OF NETWORK MEMBERS

### 2.7.1 CHAIRPERSON

The Chairperson will be elected by the members of the Network. The Chairperson will:

- Ensure that the Network and its members act in accordance with the Terms of Reference and the Program's aim, objectives, rationale and principles
- Take responsibility for the ethical standard, effectiveness (for example adherence to the *South Australia Works* key program objectives), time management of Network meetings and the accurate recording of motions, recommendations and follow ups
- Act in good faith and with skill and care
- Contribute to the development of an issues based agenda for meetings of the Network
- Chair the meetings of the Network, encouraging participation, stimulating discussion and fostering inclusivity during Network meetings
- Manage any real or potential conflict of interest in an appropriate manner
- Establish working parties or sub-committees as appropriate
- Represent the Network at other meetings and functions

### 2.7.2 EXECUTIVE OFFICER

DFEEST provides a program support grant to Grantees, to provide **secretariat services** to the Network. The Executive Officer is appointed to:

- Contribute to the setting of the agenda (in consultation with the Chairperson and *South Australia Works* Regional Coordinator), and circulate the meeting agenda and correspondence in a timely manner
- Produce agendas which address progress against the Action Plan and help provide linkages back to planning
- Identify suitable locations and venues for meetings that facilitate attendance and participation
- Accurately record, prepare and distribute minutes and motions of Network meetings and recommendations and agreed actions for follow up
- Follow up actions identified in Network meetings
- Prepare and provide regular reports to the Network on progress in achieving the targets identified in the Action Plan
- Be the first point of contact for matters relating to the operations of the Network
- Provide advice to the Network on key areas of responsibility of the Grantee
- Contribute to and support the development of the Annual Implementation Plan, in conjunction with the *South Australia Works* Regional Coordinator and the Network using a consultative process
- Arrange for all members to receive appropriate training, including Cultural Awareness training.

### 2.7.3 DFEEST OFFICERS

DFEEST provides the regions with officers to assist with the implementation of the Annual Implementation Plan. DFEEST supports the Network through a Regional Team comprising:

- A *South Australia Works* Regional Coordinator and, in some regions, Aboriginal Employment Brokers
- Program staff from DFEEST Central Office.

### **South Australia Works Regional Coordinators**

DFEEST staff located in regions are the strategic and operational resource for the Network and will provide strong program links between the State Government and regions and local communities to support the achievement of the key objectives for *South Australia Works*. They will actively develop and maintain connections between regions and local communities on matters linked to learning, training and employment and how they link to *South Australia Works*.

*South Australia Works* Regional Coordinators will:

- Provide **strategic and operational leadership** to the *South Australia Works* Network for all *South Australia Works* activity, including the development of Strategic and Annual Implementation Plans
- **Set the agenda for Network meetings**, in consultation with the Chair and the Executive Officer
- Provide **information and advice** on policy drivers for State Government and strategic issues which impact on the Program's delivery
- Support the Network to effectively, efficiently and appropriately **deliver** *South Australia Works* programs and services in the region
- Lead the **evaluation** of *South Australia Works* activity Working Regions and provide advice to DFEEST on the effectiveness, efficiency and appropriateness of activity

- Identify models of **best practice** in the region (s) and share these with the Network and within and across the regions
- Provide **policy and program information** and advice on cross regional issues
- Provide information and advice on the development and implementation of employment and training initiatives, Departmental and State Government priorities and directions
- Provide information and advice on the development and implementation of employment and training priorities and directions from the Australian Government and their links to Departmental and State Government priorities and directions
- Support the region to maximise the opportunities to **attract additional and complimentary funding** from other sources, including the Australian Government
- Develop the Reciprocal Employment Broker Agreements (REBAs) with the Grantee
- **Publicise, promote and acknowledge** the *South Australia Works* program at the regional level
- Develop **partnerships** that foster positive relationships for the Workforce Participation Programs Directorate in the region and the Network.

### **DFEEST Senior Project Officers**

DFEEST Central Staff will be responsible for actively providing policy and program advice that supports the regions and the Networks to develop regionally tailored responses that meet the needs of the community. This includes:

- **analysing policy objectives** in order to provide advice on programs/projects that are effective in responding to the skill, training and employment needs of individual regions, industries, employers and/or target groups;
- **identifying the specific target groups** for *Working Regions* in each region, drawing on detailed regional profiles and input of Training and Skills Commission, Economic Development Board and Social Inclusion Unit and the qualitative information available from regions;
- **identifying skills priorities** at the state level from the Training and Skills Commission plan;
- **identifying DEEWR programs and funding streams** which can support regional projects;
- **supporting the establishment of a Memorandum of Understanding with DEEWR** for reciprocal benefit arrangements and the sharing of information and also to include cooperation on regional strategies to achieve agreed outcomes;
- **support the establishment of Reciprocal Employment Broker Agreements** that underpin and operationalise the Memorandum of Understanding with DEEWR at the regional level for reciprocal benefit arrangements, the sharing of information and cooperation on regional strategies to achieve agreed outcomes
- **facilitating the development of programs/projects that apply best practice principles** and the insight gained from effective initiatives delivered elsewhere;
- **identifying and forming agreements with relevant state government agency stakeholders**, e.g., DECS for the school to work transition and to identify "at risk" students; Families and Communities to identify persons with disabilities and from disadvantaged households (and, where relevant, linking with existing local agreements). Agreements with relevant government departments (DECS, Health, Families and Communities, Corrections) should also establish a framework whereby *Working Regions* and regional agency staff will work together to achieve agreed outcomes;
- ensuring that regions **link in with relevant ISB's** and contribute to relevant Industry Workforce Action Plans;
- **post program monitoring** to ensure that regions and Networks are achieving acceptable outcome rates, and providing services to the required target groups.

Together, this group (Executive Officer, *South Australia Works* Regional Coordinator and Programs staff) form the Regional *South Australia Works Working Regions* Executive committee that supports the Grantee in the effective delivery of the *South Australia Works Working Regions Program* at the local level.

## 2.8 NETWORK PROCESSES

### 2.8.1 MEETINGS OF THE NETWORK

The Network will meet a minimum of 4 times each year. Notification, along with distribution of meeting agenda and previous minutes, should be provided to all Network members by the Executive Officer in a timely manner to ensure maximum attendance at meetings and active and informed participation by all members.

### 2.8.2 ENGAGING NETWORK MEMBERS

Network members need to be meaningfully engaged in the activities of the Network. Above all, Network members need to feel that they are being listened to, that their contributions are valued and that their involvement is influencing the Networks operations and directions. The Network should operate inclusively in order to build ownership of Network activities by Network members. In addition, the following will assist in maintaining the interest and commitment of members:

- Actively engage Networks in decision making
- Provide regular reporting of progress against targets
- Provide guest speakers from other agencies or industries
- Develop sub groups of the Network to focus on particular issues or target groups
- Informal meeting structures i.e. breakfast meetings/evening functions
- Involve of Network members in project/assessments, if appropriate
- Invite project sub contractors and/or participants to discuss their experiences
- Provide project updates/ stories on achievements via E-bulletin/Newsletters.

### 2.8.3 GOVERNANCE - LEGAL OBLIGATIONS

Legal obligations will vary according to each Grantee's organisational structure and whether or not the Network is incorporated. Each Grantee should make Network Chairs and members aware of their legal responsibilities. At a minimum this may include the duty to act in good faith and with skill and care. All members of network will be required to undertake Cultural Competency training.

All networks will ensure that there is appropriate Indigenous representation on all Tender Assessment Panels or processes for funds through *South Australia Works*.

### 2.8.4 CODE OF CONDUCT

Members of the Network are expected to work within the following principles:

- Act with integrity and with accountability
- Seek and respect the views of others
- Abide by the terms of reference
- Seek to work for common agreement
- Share information and knowledge within the limits of confidentiality for the organisation (some matters may be commercial in confidence)

- Declare all interests that could result in conflict between personal (or organisation or group being represented) and Network priorities
- Abide by decisions of the Network
- Actively promote the Network and its activities in the region.

### 2.8.5 CONFLICT OF INTEREST POLICY

The following principles provide guidance for the Chair of the Network and the DFEEST *South Australia Works* Regional Coordinator when dealing with situations where a conflict of interest may arise:

- Any business or personal matter, which is, or could be, a conflict of interest involving the member and their role/relationship with an organisation must be declared
- Where a conflict of interest is identified the member shall not be involved in deciding the issue, through refraining from participation or being absent from the discussion
- The Chairperson and DFEEST *South Australia Works* Regional Coordinator must take steps to ensure a conflict of interest is managed in an appropriate manner when aware of a real or potential conflict of interest
- Individual members aware of a real or potential conflict of interest have a responsibility to bring this to the attention of the Network
- Where the Grantee is also a project sponsor the project must be approved by the full *South Australia Works* Network.

### 2.8.6 VARIATIONS TO STRATEGIC AND ANNUAL IMPLEMENTATION PLANS

Annual Implementation Plans are jointly endorsed by the Network and the Grantee and agreed to by the Minister or the Minister's Delegate. Where a variation to the Plan occurs, the *South Australia Works Working Regions* team brings these changes to the Network's and Grantees' attention. Any minor amendments endorsed by the Network must be noted in the Network minutes and these minutes forwarded to DFEEST for noting and information.

DFEEST must be notified in writing of any significant changes to the Plan and agree to such changes before they are implemented.

### 2.8.7 SAWORKS NETWORKS EXECUTIVE GROUPS – “EXECUTIVE COMMITTEE”

The Networks will nominate an Executive Committee to the Network. The Kangaroo Island Education, Employment and Training Network's Executive Committee is called the “Executive committee”. Membership of this committee includes:

- RDA Kangaroo Island Executive Officer(s) to the Network
- RDA Director of Projects
- *South Australia Works Working Regions* Regional Coordinator
- Network Chairperson
- Senior Project Officer, Regional Initiatives, DFEEST
- Community Representative (elected annually by the Executive, following a call for nominations from the full network at the first meeting of the year or at the discretion of the Executive where the Community Representative is unable to fulfil the role for any reason)

The Executive Committee is responsible for progressing the aims of the Network between meetings.

The Executive committee was formed in early 2009 to provide an avenue for discussion of research, assessment of EOI's, RFP's and tenders and assisting with the update of procedures to ensure best practice. With representation from the RDA - AH, F & KI Board, DFEEST and the KI Education, Employment and Training Network, the Executive committee also provides a bridge between RDA Board Members, DFEEST and Network opinions.

The Executive committee makes recommendations to the Network where it is related to overall Program delivery. The Executive committee meets at the discretion of the Employment Training Manager (generally every two months) and meetings require a quorum of 4 persons.

RDA - AH, F & KI's Project Officer provides administrative support for the Executive committee.

### **2.8.8 SUB CONTRACTORS**

Sub contractors are individuals, businesses, private and government organisations which the Grantee engages to conduct a range of employment and training programs on its behalf.

The Grantee can also act as a sub contractor. \*Refer 3.2.2

### **2.8.9 NETWORK CONSULTATION & COMMUNICATION**

The Kangaroo Island Education, Employment and Training Network will ensure that consultation and communication processes are broad and inclusive. Generally consultation between the Executive Officer or Project Officer and the Network will occur via email.

Apart from the functions that Officers contribute to the project consultation process, which are articulated in the following sub-sections, RDA - AH, F & KI's Employment and Training Managers will continue to undertake the following activities:

1. Raise the profile of *South Australia Works Working Regions* within the Kangaroo Island community such as:
  - a. Contribute articles to relevant e-bulletins and the media;
  - b. Representation at RDA - AH, F & KI's relevant programs, forums and networks;
2. Develop and promote best practice including providing opportunities for professional development;
3. Ensure that the KIEET Network is inclusive and informative through such processes as:
  - a. maintaining links with the Kangaroo Island Youth Partnership and Kangaroo Island Community Forum and any other community/stakeholder groups;
  - b. being aware of information/projects from other regions;
  - c. acting upon requests to circulate information amongst the Network;
  - d. regular reporting on the progress on *South Australia Works* in the Kangaroo Island Region projects;
  - e. identifying opportunities to increase Network membership and mechanisms to improve industry links;
  - g. the placement of relevant public information on the internet to enable readily available access;
  - h. presentations to Networks and a focus on generating round table discussion; and
  - i. collaborate with, and lend support to, agencies that increase access to career information, employment, public transport and/or accommodation for the disadvantaged in the Region.

### **2.8.10 PROGRAM EVALUATION**

Within a continuous improvement framework, evaluation is a tool that enables us to critically reflect on the delivery of the program and to contribute to policy improvement.

Accordingly, the Network will play a major role as part of its strategic and Action planning processes in:

1. Considering how the Action Plans are contributing to the achievement of the over-arching 3-year Strategic Plan, in particular the progress made on strategy implementation and whether the objectives are being realised.
2. Assessing whether projects from preceding Implementation/Action Plans should be incorporated into future Action Plans, based on continuing need, outcomes achieved and response to the Strategic Plan.

Consideration may also need to be given to reviewing nominal participant numbers, outcomes and funding allocations.

3. Contributing knowledge that may provide a more effective response to the Strategic Plan.

## **PART C:**

### **REGIONAL DEVELOPMENT AUSTRALIA – AH, F & KI EMPLOYMENT AND TRAINING PROJECT MANAGEMENT FRAMEWORK**

**CONTAINS INFORMATION PERTINENT TO REGIONAL DEVELOPMENT AUSTRALIA - AH, F & KI STAFF AND  
THE KANGAROO ISLAND EXECUTIVE COMMITTEE**

This information is provided to the Network to ensure that it is comfortable with the efforts undertaken by staff to ensure that projects are reviewed and Grantees/Sub-contractors chosen in a fair manner.

## 3.0 PROJECT MANAGEMENT

The Kangaroo Island Executive committee meets in a documented meeting framework and provides an opportunity for debate on project issues and potential solutions to enable informed recommendations to be put before the Network. It is a communication channel to the Network rather than outside agencies.

The Project Management framework is articulated to the Network to provide assurances that satisfactory processes are in place to ensure that the delivery of the Implementation Plans/Program is not compromised.

### 3.1 KANGAROO ISLAND EXECUTIVE COMMITTEE

The Executive committee was formed in early 2009 to provide an avenue for discussion of research, assessment of EOI's, RFP's and tenders and assisting with the update of procedures to ensure best practice. With representation from the RDA - AH, F & KI Board, DFEEST and the KI Education, Employment and Training Network, the Executive committee also provides a bridge between RDA Board Members, DFEEST and Network opinions.

The Executive committee makes recommendations to the Network where it is related to overall Program delivery. The Executive committee meets at the discretion of the Employment and Training Manager (generally every two months) and meetings require a quorum of 4 persons.

The Executive committee comprises:

- RDA Kangaroo Island Executive Officer(s) to the Network
- RDA Director of Projects
- *South Australia Works Working Regions* Regional Coordinator
- Network Chairperson
- Senior Project Officer, Regional Initiatives, DFEEST
- Community Representative (elected annually by the Executive, following a call for nominations from the full network at the first meeting of the year or at the discretion of the Executive where the Community Representative is unable to fulfil the role for any reason)

RDA - AH, F & KI's Project Officer provides administrative support for the Executive committee.

#### Executive committee Reporting

The agenda must be accompanied by reports vetted by either the Employment and Training Manager or DFEEST's *South Australia Works* Regional Coordinator in instances where a project requires a recommendation to be offered to a forthcoming Network meeting.

The Executive committee is also the EOITender/RFP Assessment Panel. When the Team meets as the Assessment Panel, the process devised for proposal/tender assessment is followed with no recommendations made to the Network. The Network is informed of any decisions made by the Assessment Panel by the Executive committee summary report tabled at the next AH *South Australia Works* Network meeting.

## 3.2 GRANTEE/SUB-CONTRACTOR SELECTION PROCESSES

### 3.2.1 STEP 1: INITIATIVE / PROJECT IDENTIFIED

The Action Plan for the Kangaroo Island region identifies the range of initiatives to be delivered and funded under the *South Australia Works Working Regions* program.

### 3.2.2. STEP 2: GRANTEE SPONSORED VS. COMPETITIVE TENDER

As part of the project approval process it will need to be determining what projects should be put out to competitive tender and which ones are to be a Grantee sponsored activity.

**Grantee Sponsored Projects** - Where a project is to be a Grantee sponsored project it will need to be evidenced with a written statement providing a rationale. This written statement will need to provide reasons why it is appropriate for the grantee to run the project.

The following are examples of where the Grantee may choose to undertake a Grantee Sponsored Project:

- o the significant strategic connections and collaborations involved; and/or
- o the need to limit bias and/or minimize competitive advantage amongst sub-contractors.

This rationale / recommendation will then need to be approved by the Executive committee including *South Australia Works* Regional Coordinator, DFEST Senior Project Officer, Network Chair or equivalent independent person who is not a staff member of the Grantee (remove persons who have a conflict of interest in the decision).

Once independent approval has been granted that the project can be a Grantee sponsored project, application will need to be submitted and approved by the Executive committee again removing any persons who carry a conflict of interest in the project. The below process should be followed from Step 4.

**Projects for competitive tender** – Projects that have been identified for competitive tender follow the procedure from Step 3 below.

### 3.2.3 STEP 3: REQUESTS/CALLS PROCESS

The following tender/RFP and EOI processes should be upheld to ensure a fair and transparent process:

#### For projects of upto \$2000

- One verbal request and verbal reply from a supplier is sufficient unless the following applies.
- If the procurement relates to a consultancy service then a written request for a quotation must be sent to the supplier and a written response must be received by staff.

#### For projects valued at more than \$2000 and upto \$10,000

- Seek at least 1 written quote from a supplier. A request for a quote can be by phone, email, fax or post
- A written quote can be in the form of an email from the supplier, price list from a catalogue or an hourly rate.

#### For projects of value over \$10,000

One of the following three processes should be used:

- Advertise for Expressions of Interest (EOI) followed by Request for Proposal (RFP)
- Advertise for Request for Proposals (RFP)
- Advertise for Tender

The aforementioned processes are *guidelines* and the Executive committee may be required on an infrequent basis to consider an exception to the guidelines and endorse RDA - AH, F & KI to directly engage a grantee/sub-contractor to deliver a project. Such exceptional circumstances are likely to include:

- Where it is widely acknowledged that there is only one or a very select few suitable candidates that can deliver the project in the Region.
- An opportunity has been realized to partner on a similar project proposal with another Board or agency undertaking a *South Australia Works* in the Region project and that agency/board has already progressed to the stage of selecting a grantee/sub-contractor. Officers must make reasonable enquiries to ensure that the other agency has selected a sub-contractor/grantee in a fair and transparent manner.

The media outlets used for advertising are to include, at a minimum, the Regional Development Australia - AH, F & KI web-site and the Islander newspaper. Before any documentation is released to the media, the authorisation of the RDA - AH, F & KI CEO must be gained. The RDA - AH, F & KI Employment and Training Staff or DFEEST's *South Australia Works* Regional Coordinator will also forward the EOI, RFP or Tender and the project brief/outline to the broader Kangaroo Island *Education, Employment and Training* Network on the same day information is released to the media. The Project Brief/Outline together with the Application Schedules shall be forwarded to each enquiring organisation.

#### Expressions of Interest

Calls for Expressions of Interest (EOI), is a request for any parties to indicate their interest in providing the service as stated in the project brief. An EOI application requires only a minimal amount of detail. EOIs will usually be followed up by a RFP or request for tender to successful EOI applicants. **There is an EOI advert template, an Application Schedules template and a Budget template.**

#### Request for Proposal

RFPs may be used when a broad project outline or brief exists and interested parties are sought to provide a service or project. More project detail is required to be submitted than that for an EOI (discussed below). The application schedules must contain a reasonable account of how the project is to be managed by the respondent, project objectives and outcomes, services provided, target group, detailed Implementation plan and timeframe and a detailed budget. **There is an RFP advert template, an Application Schedules template and a Budget template.**

#### Tender

Tender requests have a specific project brief and structure as to how the project is to be managed, with the respondent applying to manage the project. The application schedules must contain a detailed account of how the project is to be managed by the respondent, project objectives and outcomes, services provided, target group, detailed Implementation plan and timeframe and a detailed budget. **There is a Tender advert template and an Application Schedules template and a Budget template.**

#### Project Brief

It is important that the Project Brief clearly articulates the project objective(s) so there is no mistake of what service(s) or activity(s) are to be delivered. This is an important part of the process, as without an understanding of what is to be delivered, the Applicant cannot meet the project outcomes. As a minimum the Project Brief should include:

- a project objective
- what services are expected (project outputs) including Project Implementation plan template
- target group(s)
- anticipated participant numbers, employment outcomes and number of accredited and non- accredited training hours to be delivered
- timeframe for project delivery
- performance indicators
- budget
- risk management aspects

- evaluation processes
- closing date for applications

There is a Project Brief Template.

### 3.2.4 STEP 4: INFORMATION SUBMITTED

In order to receive funding under *South Australia Works Working Regions*, organisations are required to complete where relevant the following documents:

- Application Schedules including an Action Plan – These schedules cover necessary information that will assist the Kangaroo Island Executive committee to assess the competency of the applicant and the quality of the application and their response to the project outline or brief. The Implementation Plan requires the applicant to outline their tasks, responsibilities, timelines against the anticipated client base, job placement, promotion & marketing, research and training.
- Project Budget. [There is a Budget template.](#)
- Reciprocal Employment Benefit Arrangement (REBA)- Negotiated arrangements between South Australia Works and local JSA of federally funded RTO (E.g. Access program) to share information and commit funds where JSA clients participate in South Australia Works projects to evidence partnerships have been established in developing a project proposal. [There is a REBA template](#)

### 3.2.5 STEP 5: APPLICATIONS ASSESSED BY KANGAROO ISLAND EXECUTIVE COMMITTEE

The KI Executive committee is also the Assessment Panel. EOIs, RFPs and Tenders are to be decided in formal framework. The Panel will decide:

- EOIs that are to be negotiated to proceed to a select Request for Proposal.
- RFP and Tender applications that are successful using the RFP/Tender Assessment template.

Decisions can occur at the meeting or deferred to electronic email, where at least four persons (including at least one DFEEST representative) from the Team must participate in the process.

Where proposals, expressions of interest and tender documentation is determined as less than satisfactory, but the concept is considered sound, the Executive committee can elect a representative(s) to conduct a meeting with the agency(s) responsible to improve the submission and then refer back to the Team for approval.

Once referees have been checked and insurance levels are shown to be appropriate by the RDA - AH, F & KI Employment and Training Manager or DFEEST's *South Australia Works* Regional Coordinator, and for projects that will involve persons (participants) under the age of 18 years checks on appropriate police clearance and mandated notification certificates, the successful contractor can be confirmed and advised accordingly.

Where referee and insurance checks are not satisfactory or negotiations break down, the next best applicant shall be explored following the above procedure provided that the original application has been assessed as eligible.

Where there are no acceptable responses to an open EOI, RFP or Tender call or negotiations break down, and where time and work commitments allow, RDA - AH, F & KI Employment and Training staff may undertake the project or seek to directly engage a suitable sub-contractor. If projects cannot be undertaken, a recommendation will need to be put, via the Kangaroo Island Executive committee, to the Network for the cancellation of the project along with a report on the potential for re-direction of funds to either an existing project(s) or new project concept.

What Should the Executive committee consider?

*Risk Management*

First and foremost the Executive committee should consider risk management. Projects should only be contemplated with applicants that:

- Are reputable, appropriately qualified and have the infrastructure to undertake the contacted duties. If the Executive committee has limited information about the Grantee/Sub-contractor, it is recommended that the Grantee/Sub-contractor provide a company profile and two referees to attest to the Grantee/Sub-contractor's ability to perform the tasks outlined in the proposal.
- Are incorporated bodies, registered businesses or local government authorities. Where there is doubt, request to sight the Certificate of Incorporation, Business Name registration, etc.
- Have adequate public liability insurance and adequate professional indemnity insurance, where appropriate. Documented evidence must be received if there is doubt over whether an organisation is appropriately insured.

#### *Project Objective*

The Applicant should have put into words their understanding of the project.

#### *Project Outputs*

The Project Outputs are the services or activities that will be provided by the applicant. The applicant should provide detailed descriptions.

For example, the anticipated delivery of training should include responses to the following questions:

- Is the training relevant?
- How many hours of accredited and non-accredited training?
- If it is accredited what national module(s) is it from and what certification will be provided to the participant (will it provide any articulation in to other qualifications)?
- Who will deliver the training - is it being outsourced or provided in-house?
- What training records are going to be kept?
- Can the training be provided through other avenues?

For example, the anticipated delivery of case management/mentoring should include responses to the following questions:

- Can the case management / mentoring be provided through another source?
- How many hours will be provided?
- Will post employment support be provided?
- Has the time line allowed for Police Checks on potential mentors (this process can take up to 3 months)

#### *Project Outcomes*

The Project Group should assess whether the applicant has provided sufficient evidence to:

- Support the outcomes expected for the project.
- Substantiate that the services being provided, timeline and budget are realistic.

In addition to job outcomes there are a range of other outcomes for participants that should be considered, including:

- Further study
- Return to school
- Vocational training
- Increased job readiness
- Participation in further labour market programs
- A combination of employment and any of the above

Effort should be made when developing a project to include elements that will provide participants with employment opportunities.

In addition to participant outcomes other project outcomes could include:-

- Achievement of 'structural' milestones
- Strengthening local networks
- Increase community capacity
- Reports detailing any research conducted

#### *Performance Indicators*

- Are indicators appropriate?
- Are there enough indicators? (i.e. is there more than just employment outcomes)
- Are there enough mechanisms proposed to measure the outcomes?

Note: Keep in mind that performance indicators should be able to be measured. Therefore in those circumstances where you need to measure an increase in something you must know what the current status is to be able to compare it with the final results.

#### *Target Groups*

Check that there is an agreed understanding of who the target / client group is and how many participants they can involve with the amount of money budgeted.

#### *Timelines*

- Has enough time been factored in for recruitment of staff? Keep in mind that a recruitment process can take up to 8 weeks or more, especially if they are advertising and a group of people are short listing and interviewing as it may be hard to schedule convenient times.
- Where training is involved, has time been allowed to recruit participants and deliver the number of training sessions anticipated within the timeline?
- Does the timeline suit other funding sources' timelines?

#### *Detailed Budget*

A detailed budget on the standard budget template provided must accompany the application to determine value for money and eligibility of proposed funded activities. All project expenses and GST need to be included in the budget, as final expenditure of the project will be matched with the budgeted amounts in the final audit of project funds.

The budget should also include all other sources of funding (in-kind and financial) and letters of support confirming funding. For information in relation to auditing the budget, refer to 'Project Completion'.

The list below provides details of examples that cannot be funded by *South Australia Works- Working Regions* Program funds:

- Capital items for the project e.g. office equipment, computers, furniture, mobile phones, vehicles (Exemption: Entrepreneurship / Self Employment projects)
- Salaries for existing employees
- Legal costs resulting from disputes, arbitration, establishing company structures / partnerships, etc
- Schools or students enrolled in secondary education or other full-time formal education
- Activities that have already commenced or have been completed (Exemption: extension of successful projects or join with other stakeholders)
- Activities of Job Network Providers (Exemption: Assistance to clients whom no other source of funds is available)

Note: This list is a guide only and it is by no means a definitive list.

#### *Value for Money*

The project should be value for money in terms of overall cost, services provided and per participant. A project may yield a low cost per participant however if the service delivered is limited, the project may not represent value for money. It is important to have a general idea of the cost to deliver activities in the region.

#### *Sources of Funding*

It is acceptable for other sources of funds to be utilised in conjunction with *South Australia Works- Working Regions* funding. It is important however, that you are aware of other sources of funding available through the Australian Government and other State Government agencies to avoid duplication and to maximize *South Australia Works- Working Regions* program funding.

#### *Evaluation*

- Is there an evaluation component built into the project?
- Has it been budgeted for?

There is an application assessment template.

### 3.2.6 STEP 6: FUNDING AGREEMENTS & PROJECT COMMENCEMENT DOCUMENTATION

The successful applicant must complete and sign the following documentation before the project commences operation:

- Standard Funding Agreement
- Sub-contractor Information Form
- Reciprocal Employment Benefit Arrangements (REBAs) – optional for non-JSA proponents
- Project Commencement Form (summarises project outcomes, participant numbers; timeframes)

At no later than this time, a dedicated file for the project shall be created with the necessary recording templates and file documentation templates contained therein.

#### Standard Funding Agreement

The DFEEST Funding Deed requires Grantees to execute a contract with subcontractors, requiring subcontractors to comply with the obligations of the Grantee pursuant to the Funding Deed (SAWorks in the Region Funding Deed 2011-14 clause 4.16 & 4.17). The following items have been identified by DFEEST to be passed onto subcontractors and therefore included in their contracts and will be audited by DFEEST.

- Funding amount committed to the project
- Project outcomes anticipated (participant numbers, employment outcomes and if applicable, accredited training and non accredited training hours)
- Reporting requirements (SAWorks in the Region Funding Deed 2011-14 clause 4.10.2)
- Media releases and promotional material (SAWorks in the Region Funding Deed 2011-14 clause 5.7)
- Compliance with provisions of any relevant statutes, regulations, by-laws and requirements of any Commonwealth, State or Local Government authority (SAWorks in the Region Funding Deed 2011-14 clause 4.10.13)  
This includes but is not exclusive to:
  - Child Protection Act (1993) (includes Mandatory Notification and Police Certificate)
  - The Education (Compulsory Education Age) Amendment Act (2007)
- RPL requirements (*South Australia Works -Working Regions* Funding Deed 2011-14 clause 4.14)
- Prescribed Materials (*South Australia Works –Working Regions* Funding Deed 2011-14 clause 5)
  - Logos/identifying symbols (as advised by the Minister) must be included in all medial releases and promotional materials associated with the Program.
  - All information of commercial value and all rights in relation to Intellectual Property which arise directly or indirectly out of the Prescribed Materials, or any part of them, will be the absolute property of the Minister.
- Intellectual property rights (*South AustraliaWorks -Working Regions* Funding Deed 2011-14 clause 10)
  - Intellectual property
  - Background IP
- Indemnity and Insurance (*South Australia Works-Working Regions* Funding Deed 2011-14 clause 11)
- Protection of Personal Information (*South Australia Works-Working Regions* Funding Deed 2011-14 clause 25)
  - Compliance with the Privacy Act (1988)
- AVETMISS (*South AustraliaWorks-Working Regions* Funding Deed 2011-14 Schedule 1 – Item 2)
  - AVETMISS code
  - AVETMISS report must be provided to the Minister for all accredited training hours delivered.

#### Standard Funding Agreement

There is a Standard Funding Agreement template.

There are standard Reporting templates (including research report production) and a standard case study template.

### 3.2.7 STEP 7: ORGANISATIONS ADVISED

A formal letter detailing the next steps in the process and any other relevant information shall be sent to the successful applicant along with two copies of the Standard Funding Agreement.

All other documentation (i.e. all DFEEST forms, template for Audited Financial statement and Case Study template) shall be sent via electronic mail. It is advisable to put the project code on all documentation prior to sending to the Grantee/Sub-contractor for ease of identification when forms are returned.

Once the successful applicant has signed the Standard Funding Agreement, then the un-successful applicants shall be advised. As a matter of courtesy the Network shall be informed of successful Grantees/Sub-contractors for projects.

#### Successful Letter

There is a Successful Letter template.

#### Unsuccessful Letter

There is an Unsuccessful letter template.

## 3.3 ONGOING PROJECT-RELATED DOCUMENTATION

### 3.3.1 SUB-CONTRACTOR'S RESPONSIBILITIES

The sub-contractor is responsible for submitting to RDA - AH, F & KI and the *South Australia Works* Regional Coordinator (where he/she is the Project Manager):

- A tax Invoice in accordance with the payment breakdowns in the Standard Funding Agreement;
- Project Commencement form and Sub-contractor Information form prior to commencement of the project;
- Participant forms, both commencement and exit forms are completed by participants and forwarded to the RDA - AH, F & KI Employment and Training staff on a regular basis;
- Project Progress Report(s) on a basis of not less than every three months unless the project is effectively monitored and reported through a designated Steering Committee or Task Force. The submission dates for project reporting shall be included in the Funding Agreement.
- Project Completion Reports on completion of the project and an audited financial statement or statement of expenditure for projects \$10,000 or less.

It is also the responsibility of the RDA - AH, F & KI Employment and Training Staff and DFEEST's *South Australia Works* Regional Coordinator to ensure all documentation is forthcoming.

Should a project progress meeting or report indicate that the project scope, objectives, funding, outcomes etc need to be amended then all variations shall be assessed by the Executive committee only after the sub-contractor has outlined the rationale in writing. The Executive committee will need to formally approve these changes (bearing in mind that the scope of the Project should not be allowed to vary substantially from the original project brief or outline)

and keep copies of any alterations in the project files. An amended Commencement Form detailing the changes will also need to be submitted.

#### Hints for Successful Project Management

##### *File Management*

All project files should include a project checklist that needs to be kept up to date to enable you to have a quick reference as to what status the project is at in relation to payments, reporting, timelines etc.

##### *Monitoring Process*

On the proposed commencement date of the project, the Grantee/Sub-contractor should always be contacted to find out if the project has commenced and to see if there are any issues that need to be addressed.

To assist with monitoring processes, key evaluation and reporting dates shall be placed in the Funding Agreement and followed up.

##### *Records of Communications*

Throughout the project all communication between the Grantee/Sub-contractor and other relevant stakeholders needs to be documented and filed in the project file in chronological order. This includes e-mails, faxes, letters, meeting notes/ minutes. A communications log should be kept of all phone calls and meetings in regard to the project. All discussions should be documented in the communications log detailing what was discussed and the result of those discussions.

### ***3.3.2 REQUESTS FOR PROJECT EXTENSIONS AND OPPORTUNITIES FOR 'ROLLING OVER' PROJECTS***

#### *Project Extension with a Request for Additional Funding by Sub-contractor*

The Executive committee can recommend to the Network that the duration of a project be extended with a further funding allocation based on the following criteria:

- There is adequate funding available;
- Meets the requirements/framework of *South Australia Works- Working Regions*;
- Is servicing a current need and demand; and
- Is meeting and/or exceeding performance targets/outcomes.

#### *Project Extension with No Request for Additional Funding by Sub-contractor*

Minor extensions of time to project timelines, requested by sub-contractors, can be authorised by the RDA - AH, F & KI Employment and Training Manager if there are reasonable extenuating circumstances submitted to RDA - AH, F & KI in writing. DFEEST should also be made aware of the change in altered timelines via an amendment to the Project Commencement documentation or via the next available Project Progress Report. Consideration may also need to be given to amending the timelines and reporting dates contained in the Funding Agreement. If the Funding Agreement schedules are altered, the changes shall be initialled by the CEO and a copy sent to the sub-contractor.

#### *Rolling Projects Over to the Next Funding Year*

'Rolling over' a project from one financial year to the next financial year, i.e. turning an 08/09 project into an 09/10 project, cannot occur unless in accordance with section 3.5 of this document.

### ***3.3.3 CASE STUDY***

To get effective participation and recognition for what projects are achieving, the communication and promotion of projects needs to play a fundamental role in project management processes. Each project that involves participants must prepare a case study that is submitted with final project completion documentation. This Case Study is to be used for press releases and RDA - AH, F & KI website content. No digital images of participants shall be used in media communications without the written permission provided by the relevant participants. For participants under the age of 18 years, the permission of parents/guardians shall also be provided.

Case Study

There is a Case Study template.

### 3.4 SOUTH AUSTRALIA WORKS -WORKING REGIONS BADGING

The RDA - AH, F & KI Employment and Training Staff must ensure that all appropriate recognition processes are in place to acknowledge State Government Program funding. All publicity and printed material must acknowledge the State Government as a source of funding.

Any printed material i.e. brochures, documents, banners, flyers, etc. developed in relation to any SAWorks funded activity must also carry this acknowledgement which should include the statement:-

***“South Australia Works- Working Regions is an initiative of the Government of South Australia and is delivered in partnership with the Regional Development Australia - AH, F & KI Board and (Grantee/Sub-contractor).”***

Evaluation processes for ‘rolling over’ projects should include a review of the sub-contractor’s use of SAW badging on publicity materials.

### 3.5 PROJECT EVALUATION

Quantitative data gathered from *South Australia Works Working Regions* projects will be used to evaluate the success of individual projects. The Kangaroo Island Executive committee will also take a critical but objective perspective in the review of projects. The aim of this process is to gather sound qualitative information about a range of project elements not necessarily covered by quantitative data collection mechanisms.

Project evaluation processes are also an important opportunity to document the approach to solving issues and supporting projects and their target groups - responses also form part of good practice and the learning’s can inform broader understanding of employment-related issues.

The KI Executive committee has translated its project evaluation processes into a formal project performance review procedure, which also falls in line with the new 3-year cycle of funding from DFEEST. This process allows successful projects, which incur substantive staffing resources, reasonable levels of collaborations and ongoing demand by participants for services, to continue for greater than one year and in turn minimises loss of knowledge and reduces the disruption to participants. Rolling over projects into the next funding year will accord with the following cycle<sup>2</sup>:

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<sup>2</sup> Where a sub-contractor/grantee has not been engaged by RDA - AH, F & KI in the delivery of a project in the last five years, the Executive committee or RDA - AH, F & KI CEO may choose to call for tenders/EOIs/RFP’s after the completion of the first cycle rather than rolling the project over for a further two years in order to mitigate risk. The Executive committee may also decide to ‘rollover’ a project to the same sub-contractor/grantee, regardless of the strategic planning cycle, in order to be consistent with the practices of another agency on a cross-regional project.

- 1<sup>st</sup> year of plan will act as an establishment year for the project followed by an evaluation at the end of the year;
- The 2<sup>nd</sup> year, only after successful evaluation from the 1<sup>st</sup> year would have the option of extending the project without the need to go to tender/RFP; and
- The 3<sup>rd</sup> year there is also the option to continue the program after 2<sup>nd</sup> year evaluation. At completion of 3<sup>rd</sup> year a whole program review is undertaken.
- Funding will still operate on a yearly basis.

The 'rollover' of existing projects is entirely at the discretion of the Executive committee.

A project that is approved for "roll over" still requires yearly project completion and project commencement documentation to be completed, budgets, case studies, funding agreements etc.

#### Project Performance Review

There is a [Project Evaluation template](#).

### 3.6 CONTINUAL IMPROVEMENT

The following process designed to foster continual improvement of projects, programs and initiatives shall be implemented by Officers:

#### *Project of less than 9 months*

Conduct at least one Project Progress Review Meeting halfway through the life of the project associated with the submission of a Project Progress Report. The specific date of the meetings shall be incorporated into the Funding Agreement between RDA - AH, F & KI and the Grantee/Sub-contractor. The meeting shall occur with the Employment and Training Manager and may also include the *South Australia Works* Regional Coordinator and/or other RDA representative.

#### *Projects of greater than 9 months*

Conduct at least two Project Progress Review Meetings associated with the submission of Project Progress Reports. The specific date of the meetings shall be incorporated into the Funding Agreement between RDA - AH, F & KI and the Grantee/Sub-contractor. The meeting shall occur with the Employment and Training Manager and may also include the *South Australia Works* Regional Coordinator and/or RDA - AH, F & KI CEO.

### 3.7 PROJECT COMPLETION

Where there is no regular contact with a project sub-contractor and there are questions regarding the overall management or outcomes of a project, a Project Evaluation Review Meeting shall occur with the Grantee/Sub-contractor of a project within a fortnight of the submission of the required Project Completion Report. The meeting shall occur with the Employment and Training Manager and may also include the *South Australia Works* Regional Coordinator and/or other RDA representative.

The Kangaroo Island Executive committee must ensure that the Grantee/Sub-contractor has completed the project in accordance with the requirements in the Standard Funding Agreement. Any change from the original proposal is a breach of the Standard Funding Agreement unless approval was sort in writing and has been approved by the Executive committee followed by appropriate documentation amendments.

Any proposed project change that is substantial and is likely to impact upon overall program delivery should be discussed by the Kangaroo Island Executive committee and then subject to Network endorsement procedures.

A project is considered completed when the Grantee/Sub-contractor has fulfilled the requirements of the Standard Funding Agreement and the project Implementation Plan. The Grantee/Sub-contractor is also required to:-

- Provide a final report/Project Completion form on all employment and non-employment outcomes within one month of completion of the project.
- Provide an externally audited financial statement of project income and expenditure with the following exemptions:
  - In the case of TAFESA as the 'Grantee/Sub-contractor' an exemption has been granted for an external audit – a statement of income and expenditure done by someone other than the TAFE person responsible for the project is acceptable.
  - For projects \$10,000 or under then only a Statement of Income and Expenditure is required to be produced.
- Final payment of any outstanding project funds will not be forwarded to the Grantee/Sub-contractor until an Audited Financial Statement / Statement of Income and Expenditure, Project Completion report and a Tax Invoice has been received. The cost of the audit can be budgeted into the project.

An independent Registered Company Auditor (i.e. a qualified Company Auditor who is licensed by the Australian Securities and Investments Commission to carry out audits under the Corporations Law) who is not an employee or associate of the Grantee/Sub-contractor, its directors or the Board will be required to audit the project acquittal statement.

Project funds not expended need to be returned to the Regional Development Australia - AH, F & KI Board. Re-allocation of returned monies to another project will need to be considered by the Executive committee and endorsed by the Network. Monies must be re-allocated prior to the end of the financial year.

It should also be noted that Grantee/Sub-contractors also need to provide Accredited and Non-accredited training hours as per the AVETMISS reporting system to the Policy and Evaluation Directorate of DFEEST by the 30<sup>th</sup> January each year for the previous calendar years training.

### 3.8 GRANTEE/SUB-CONTRACTOR NOT MEETING THE STANDARD FUNDING AGREEMENT

On occasions where the Grantee/Sub-contractor cannot fulfil the requirements of the Standard Funding Agreement, and this may be through not completing the project as per the Standard Funding Agreement project plan or not providing relevant reports, it is recommended that all requests for overdue information are done in writing and include:-

- The information required and when it is required.
- The section(s) of the Standard Funding Agreement that are being breached.
- The consequence(s) if the project is not finalised e.g. funds will need to be returned, funds may not be provided in the future etc.

This formal request should also be followed up with a phone call or meeting to ensure the letter has been received and the Grantee/Sub-contractor is aware of their obligations.

If there are genuine reasons for delays in completing a project, the Executive committee may give extensions to the project's completion date. The KI Employment and Training Manager can authorize minor extensions.

If every effort has been made to finalise a project and the Kangaroo Island Executive committee believes that a project cannot be finalised, it will need to be determined whether the project should go to a debt collector for the recovery of funds or be written off. Any Implementation taken against a Grantee/Sub-contractor requires the approval of the Regional Development Australia - AH, F & KI Board, Executive committee and the Employment Programs Directorate.

### 3.9 ADDITIONAL INFORMATION

#### 3.9.1 COMMONWEALTH GOVERNMENT

The RDA - AH, F & KI Executive committee must ensure that the Grantee/Sub-contractor understands the reporting requirements for participants receiving assistance from a Job Services Australia (JSA) Provider. The Participant Commencement Form includes a declaration of the participant's status in respect to registration with Centrelink and a JSA Provider.

#### 3.9.2 FINANCIAL MANAGEMENT

The Funding Deed between RDA - AH, F & KI and the Minister outlines appropriate / relevant accounting, records and management requirements. A Review of the Standard Funding Agreement should be undertaken on a yearly basis, and when requested by DFEEST, to ensure that all Ministerial conditions and requirements that are required to be passed onto Grantees/Sub-contractors are attended to.

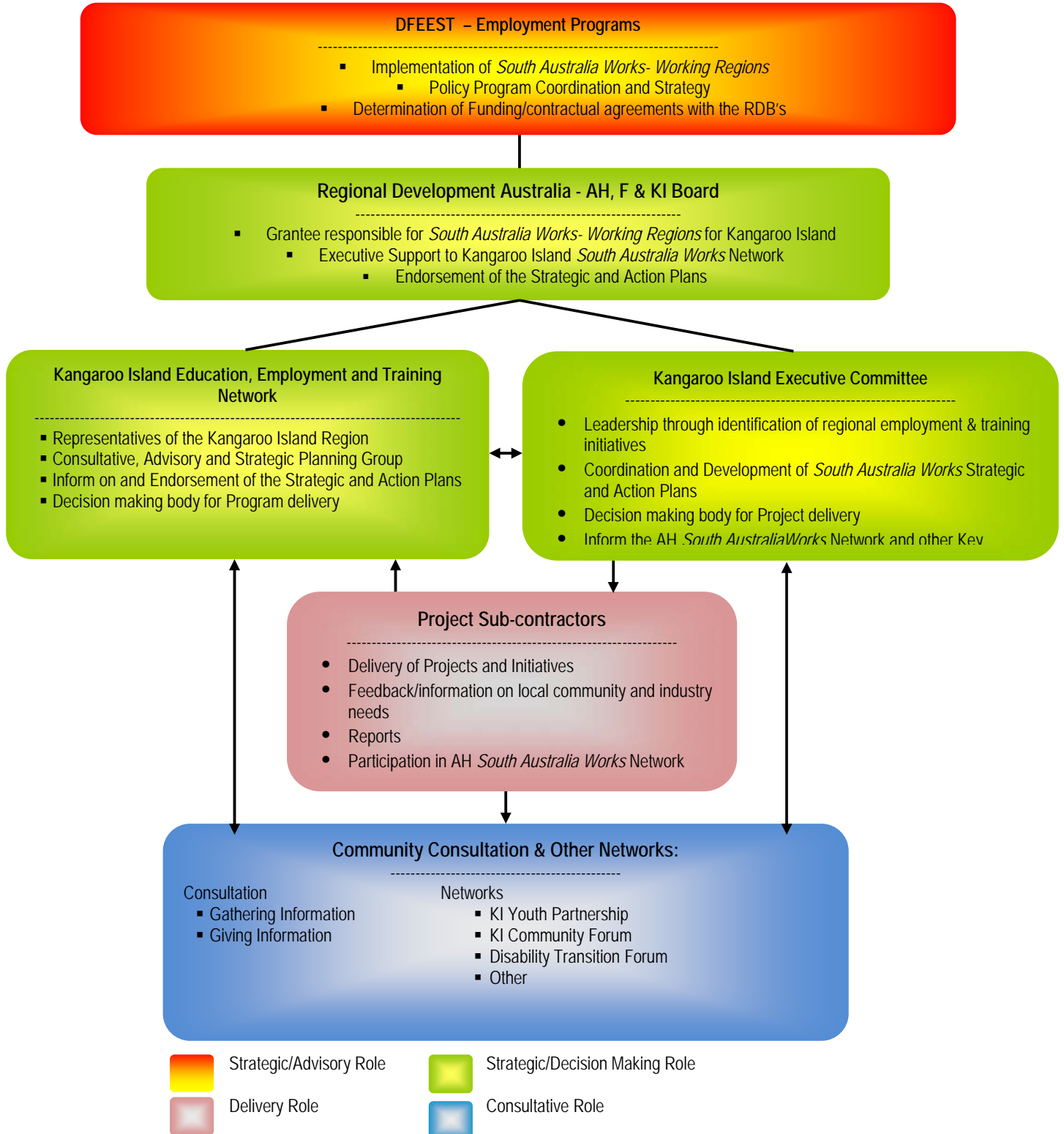
#### 3.9.3 RECORDS AND MANAGEMENT SYSTEMS

Recording systems must be maintained in such a format as to facilitate speedy and accurate retrieval of information when requested. This recording should involve the storage of data in both electronic and hard copy format where appropriate.

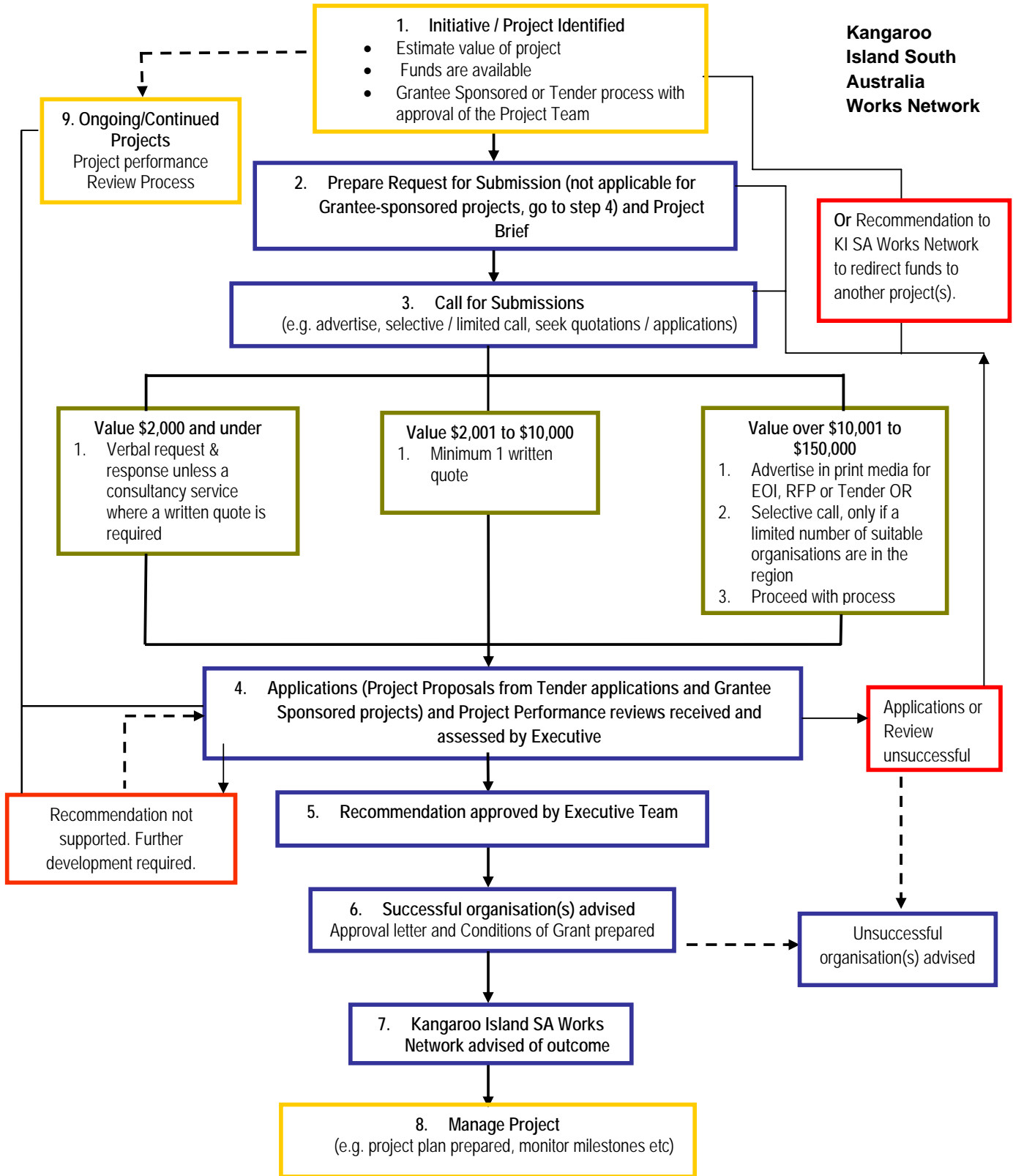
In line with the South Australia Auditor General's requirements all project files must be kept in secure cabinets to ensure the integrity and confidentiality of records.

Storage of original *South Australia Works – Working Regions* documents is for 7 years, 99 years for original documents relating to indigenous persons. Regions are encouraged to send original project/financial records to DFEEST and to follow their own internal process for Records Management and storage for copies and duplicates.

## APPENDIX 1 – KANGAROO ISLAND SOUTH AUSTRALIA WORKS PROGRAM STRUCTURE



## APPENDIX 3 - PROJECT APPROVAL / MANAGEMENT PROCESS



## APPENDIX 3 – KANGAROO ISLAND *EDUCATION, EMPLOYMENT AND TRAINING* NETWORK MEMBERSHIP

As at January 2011

Adelaide Hospitality & Tourism School	Finding Workable Solutions
Agriculture KI	Flinders Uni SA
Australian Apprenticeships Centre - Mission Australia	FWS Employment Services
BJ Network Consulting	Kangaroo Island Rural Counselling Service
Centre for Regional Engagement	Kangaroo Island Council
Centrelink	Kangaroo Island Health Service
Community Partnerships @ Work Inc	Life Without Barriers
Department of Education & Childrens Services (DECS)	PEER
Kangaroo Island Community Education	Statewide Group Training
DECS - Southern Sea & Vines District	TAFE SA Regional
DECS - Target Works	Tourism Kangaroo Island
DECS - ICAN	Trade Schools for the Future
Department of Environment & Natural Resources (DENR)	Workskil Inc
Department of Further Education	Sgt Garry Elliott
Employment Science & Training (DFEEST)	Bev Maxwell
Disability SA	Christine Johnson
DOMÉ	Fleur Peters
Employment Options	Heather Schultze
	Stuart Sandilands
	Valda Pain