



ACT
Government

CYFSP System Support Services

Grant Guidelines

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1. Introduction

1.1. Acronyms

HCSD	Health and Community Services Directorate
CYFSP	The Child, Youth, and Family Services Program
NGO	Non-government organisation

1.2. Definitions

Term	Description
Aboriginal Community-Controlled Organisation (ACCO)	<p>The definition of an ACCO in the ACT relies on the National Agreement on Closing the Gap definition (Clause 44). Under this Agreement, an Aboriginal and/or Torres Strait Islander Community Controlled Organisation delivers services, including land and resource management that builds the strength and empowerment of Aboriginal and Torres Strait Islander communities and people and is:</p> <ul style="list-style-type: none"> • incorporated under relevant legislation and not-for-profit; • controlled and operated by Aboriginal and/or Torres Strait Islander people; • connected to the community, or communities, in which they deliver the services; • governed by a majority Aboriginal and/or Torres Strait Islander governing body.
Children (0-8)	Refers to individuals in the early stages of life, requiring care and support for their foundational development
Child, Youth and Family Services System	<p>For the purpose of this report this includes both statutory and non-statutory and Government and Non-Government services delivered in connection with:</p> <ul style="list-style-type: none"> • Raising the Minimum Age of Criminal Responsibility (MACR) • Child, Youth and Family Services Program (CYFSP); and • Child Safety, Out of Home Care and Support Services
Commissioning	Commissioning involves working collaboratively with sector partners, and people with lived experience, to plan, design, invest in and deliver the best health and community support services for Canberrans.
Commissioning engagement	Commissioning engagement occurred in the first three phases – Discover, Strategise and Design – of the commissioning cycle. It was a process undertaken by CSD from August 2022 to October 2023. It involved several engagement activities with people with lived experience, frontline workers, sector leaders, government representatives
Early Support	Early support refers to timely and proactive interventions designed to address the needs of children, young people, and families in the initial stages of challenges or concerns. The goal is to provide assistance and resources at the

	earliest signs of difficulty to promote positive outcomes.
Evidence-Based Model	<p>Evidence-based Models are initiatives that can demonstrate their effectiveness through research and proven methodologies. They draw on available research evidence, experimental evidence and contextual evidence across a broad range of relevant fields.</p> <p>To learn more about the role evidence plays in the social and human services space and how your organisation can use it to demonstrate your model you can visit here: The Evidence Project: A guide for child, youth & family services to access & use evidence - The Youth Coalition of the ACT</p>
Evidence-informed Model	<p>Evidence-informed models are initiatives that can demonstrate links between what is proposed in the model and examples of models that have demonstrated outcomes. While incorporating research and proven methodologies it also recognises the contextual factors including client circumstances and local circumstances.</p> <p>To learn more about the role evidence plays in the social and human services space and how your organisation can use it to demonstrate your model you can visit here: The Evidence Project: A guide for child, youth & family services to access & use evidence - The Youth Coalition of the ACT</p>
Families	Families are diverse social units that may include individuals connected by blood, marriage, adoption, or strong emotional bonds. This definition extends to various family structures, recognising that families can take different forms, including those led by parents, guardians, or carers. Families play a critical role in providing support, guidance, and a nurturing environment for each individual within the family unit.
Grant	A financial contribution provided by CSD to support specific projects, programs, or initiatives. Grants are awarded to eligible community organisations to implement activities that align with program outcomes. Recipients are required to meet predetermined objectives and reporting requirements to ensure accountability and the effective use of funds in achieving program outcomes for children, young people, and families.
Integrated Service System	An integrated service system involves the coordination and collaboration of various community providers and government to collectively provide holistic services that together support the full range of needs of children, young people, and families. The services working together may or may not be funded through the CYFSP.
Integrated Service Models	An integrated service model refers to a service delivering a range of specialised supports within a single service working together to provide holistic support for children, young people and families.
Investment	Investment is how the ACT Government allocates funding and resources to the sector and may involve a range of approaches including a mix of single select, select, or open grants/tenders. Assessment of the applications will determine which services best meet client needs and represent value for money to the Canberra community.

Implementation phase	The implementation phase involves using the commissioning engagement findings and insights to inform the process of ACT Government investment in services to meet need. This phase also includes implementation planning, investment processes including grant processes and procurement processes.
Middle Years (9-14)	Includes individuals in the transitional phase between childhood and adolescence spanning from 9 to 14. This period typically involves significant physical, cognitive, and social development.
Next Steps for Our Kids	Next Steps for our Kids 2022-2030: ACT Strategy to Strengthen Families and Keep Children and Young People Safe (Next Steps) is an ambitious plan to reform the ACT's child protection system. This strategy aims to strengthen families and improve the wellbeing of children and young people.
Open grant or open tender	Open grant or open tender means an open, publicly advertised opportunity through which any organisation can apply to deliver the specified services.
Panel	A panel arrangement used to procure services: https://www.procurement.act.gov.au/supplying-to-act-government/getting-ready-to-work-with-the-act-government/ways-to-supply
Program	A set of coordinated and interrelated activities and support services that aim to achieve specific outcomes and objectives, in the case of the Child, Youth and Family Services Program this is a range of services delivered by community organisations to achieve outcomes for children, young people and families whose needs are not being met through universal services.
Program Logic	<p>A program logic is a visual representation that outlines a program's structure, showing the connections between program activities, outputs, and outcomes. It serves as a roadmap for how a program is intended to achieve its goals. A program logic should include:</p> <ul style="list-style-type: none"> • The purpose and target group. • The problem or need being addressed. • Inputs required to deliver the program. • Program activities that will be carried out. • Outputs, which are the direct products of program activities. • Outcomes, which are the short, medium, and long-term changes expected because of the program. • Assumptions and principles underlying the program's strategy. • External factors that could influence the program's success <p>For more information on Program Logic's including examples, templates and links to guides and resources visit here: Program Logic examples and templates - The Youth Coalition of the ACT</p>
Review Point (Contract)	A contract review point is a stage in the contract lifecycle that is an opportunity for the parties involved to identify any issues, gaps, or changes that may affect the contract's objectives, scope, or terms.
Review Point (Program)	A program level review point is a point in the program lifecycle where the program's governance, benefits, and alignment with strategic objectives are assessed. Program review points enable the program to remain adaptive and relevant to the changing context and expectations of stakeholders, ensuring

	that the program's objectives remain aligned with community needs and that it is responsive to an evolving service system.
Sector	The ACT Child, Youth and Family Support Sector.
Select grant or tender	A process in which a selected group of providers is approached directly to participate in a competitive process. The selection is based on criteria and aims to ensure transparency, fair competition, and the selection of the most suitable provider for delivering the service model.
Service Model	A service model is a way of explaining: <ul style="list-style-type: none"> • Why a service exists and what it wants to achieve • Who the service is for and what they need • What the service does and how it does it • How the service measures its quality and performance • Where and how the service is delivered to the people who need it.
Single Select grant or tender	A process in which a specific service provider is selected without a competitive process. This approach is typically based on the provider's demonstrated expertise, past performance, or unique qualifications, ensuring a tailored and efficient solution to achieve the required outcomes for the intended service users.
Spectrum of Support	<p>The Spectrum of Support serves as a structured framework for understanding entry points and levels of intervention within the child, youth and family support landscape. It categorises support based on intensity. The spectrum of support illustrates the graduated nature of support services, offering an overview of the points at which individuals and families can access assistance and the varying intensities of support provided.</p> <p>The Support Spectrum is characterised by three sections – Preventative Support, Targeted Support and Diversionary Support – that can be further broken down across eight zones:</p> <ul style="list-style-type: none"> • Universal • Selective • Indicated • Specialist (Group) • Specialist (Case Management) • Targeted • Intensive • Statutory
Stakeholder	Stakeholders are individuals, groups, or organisations with a vested interest in the success and outcomes of the CYFSP, this includes government agencies, community organisations and children, young people, families and carers, including service users and people with lived and living experience.
Strategic Implementation Plan	The Strategic Implementation Plan (formally known as the Strategic Investment Plan) uses the findings and insights from the commissioning engagement process to set out how and where the ACT Government will

	invest in the future Child, Youth and Family Services Program
Statutory System	a legal framework that outlines the authority, responsibilities, and processes mandated by law to address and manage issues related to child protection and youth justice.
Theory of Change	<p>A theory of change is a comprehensive description that explains how and why the desired change is expected to happen within a specific context. It goes beyond the program logic by detailing the reasoning behind the program's strategy. A theory of change should include:</p> <ul style="list-style-type: none"> • Long-term goals that the program aims to achieve. • Preconditions or necessary conditions that must be in place for the goals to be achieved. • Interventions or activities that will lead to these preconditions. • Assumptions about how change will occur. • Indicators for measuring progress toward achieving the long-term goals. • A narrative that explains how and why the program is expected to work
Young People (10-24)	Includes individuals in their pre-adolescent and adolescent years, and into early adulthood.

1.3. About the grant

The Territory is seeking responses from appropriately qualified and experienced organisations interested in delivering the CYFSP System Support Service which include three components:

- 1.3.1. Monitoring and Evaluation
- 1.3.2. Administration of the Sector Development Fund
- 1.3.3. Coordination and Connection

Funding

Total funding for this grant is up to \$701,062 annually (GST exclusive) over 10 years.

Out of \$701,062, \$240,909 is managed as the Fund to support the Sector Development and Training activities, and the remaining \$460,153 is to cover the expenses to deliver the System Support Service.

Noting the Territory will pay the Service Provider in respect of each financial year of the grant period, the funding amount is indexed in accordance with the indexation rate as notified from time to time by the Territory or by the Commonwealth of Australia. The Territory will notify the Service Provider in writing of the applicable indexation rate.

Timeframe

This grant is for a period of 4 years with 2 possible opportunities for extension, up to an additional 6 years.

1.4. Objectives

The System Support Service aims to strengthen the coordination, connection, and capacity of the Child, Youth and Family Support Program (CYFSP) by fostering a well-integrated, inclusive, and responsive service system that improves outcomes for children, young people, and families—particularly those with complex needs—through strategic collaboration, shared tools, and continuous improvement.

1.5. Applicant considerations

Future CYFSP

- (a) Applicants are strongly encouraged to consider the Support Spectrum, Target Group, The Significance of Evidence-Based Model, Integrated Service, and Funding Streams Sections of the Strategic Investment Plan in developing the proposal.

2. Eligibility Criteria

To be eligible the Applicant must:

- (a) Have an Australian Business Number (ABN) or Australian Company Number (ACN)
- (b) Have an account with an Australian financial institution and
- (c) Be one of the following entity types:
 - i. A company incorporated in Australia;
 - i. A company limited by guarantee;
 - ii. An incorporated trustee on behalf of a trust;
 - iii. An incorporated association;
 - iv. A partnership;
 - v. A joint (consortia) application with a lead organisation;
 - vi. A registered charity or not-for-profit organisation;
 - vii. A publicly funded research organisation.

Ineligible organisations and individuals

- (a) Commonwealth, state, territory or local government agency or body (including government business enterprises);
- (b) Individuals;
- (c) For profit entities including unincorporated associations; and
- (d) Overseas residents or organisations.

3. Scope

3.1. Eligible services, Service Components

Eligible services

The Territory is engaging a Community Organisation/s in the ACT to deliver system support services to support the connection and coordination of the CYFSP sector.

Service categories

Service Providers must adhere to all Performance Requirements unless an exemption is granted.

Service Components detail the Service Specifications required under this grant.

There are 3 service components:

- (a) Monitoring and Evaluation
- (b) Administration of the Sector Development Fund
- (c) Coordination and Connection

3.2. Eligible expenditure

Not all expenditure outlined in your application will be eligible for grant funding. The Territory makes the final decision on what is eligible expenditure under the grant. Eligible expenditure will be discussed further during contract negotiations with successful applicants.

For expenditure to be eligible, you must incur the expenditure on your grant activities between the start date and end or completion date for your grant activity.

3.3. What the grant funds cannot be used for

- Purchase of land
 - Purchase of vehicles
 - Major capital expenditure
 - Costs incurred in the preparation of a grant application or related documentation
 - The salaries or training and development of staff not involved in the delivery of grant funded activities
 - Activities for which you are already receiving government funding
 - Major construction/capital work;
 - Activities undertaken by or on behalf of political organisations
 - Activities which subsidise commercial activities
- (a) Overseas travel
 - Activities for which other commonwealth, state, territory or local government bodies have primary responsibility.

4. Grant Requirements

4.1. Performance Requirements

- 4.1.1. The Service Provider policies and practices must align with the broader Child, Youth, and Family services reform context including:
- (a) The Next Step Strategy and Action Plan
 - (b) Our Booris Our Way review and recommendations
 - (c) National Agreement on Closing the Gap
 - (d) Best Start for Canberra's Children: The First 1000 Days Strategy and Action Plan
 - (e) Implementation of the Minimum Age of Criminal Responsibility (MACR)
 - (f) The Children and Young People Act reforms
- 4.1.2. The Service Provider policies and practices must align with principles of evidence-informed, holistic, and person-centred support.
- 4.1.3. The Service Provider must have policies in place that detail how the organisation ensures cultural sensitivity, values diversity and promotes inclusion.

5. Service Components

5.1. Monitoring and Evaluation (M&E)

- 5.1.1. Support the embedding of the M&E Framework in program implementation. Implementation may include:
- (a) designing mechanism and tools for collective evidence across the sector
 - (b) designing and implementing data enhancement initiatives to strengthen collective evidence
 - (c) supporting organisations to develop program logics that align to the M&E
 - (d) supporting organisations with their data collection practices to report against the M&E
- 5.1.2. Build capability for M&E activities for the sector. Implementation may include:
- (a) identifying M&E training needs in consultation with the sector
 - (b) designing and delivering M&E training and other M&E learning opportunities tailored to sector needs
 - (c) facilitating access to expertise and resources to support M&E skill development
 - (d) supporting continuous improvement and knowledge sharing about M&E across the sector, including promoting best practice approaches and innovation

- 5.1.3. Collaboratively develop, implement and maintain an Evaluation Schedule and Monitoring Plan to be delivered throughout the contract term, ensuring continuous collection, management, analysis, and synthesis of data to reach evaluative conclusions. This includes:
- (a) Working with HCSD and the CYFSP Director's Group to develop an Evaluation Schedule that supports the use of embedded contract and program review points throughout the 10 year contract cycle for the CYFSP, to ensure the CYFSP's objectives remain aligned with community needs and that services can adapt to evolving circumstances.
 - (b) Conducting periodic evaluations (formative and summative) as set out in the Evaluation Schedule.
 - (c) Evaluations must use a combination of monitoring and evaluation data to assess results against agreed criteria, producing in-depth analysis and findings.
 - (d) The production of timely Monitoring Reports and comprehensive Evaluation Reports. Reports must present evaluative conclusions, identifying transferable lessons and recommendations for program improvement and program continuation decisions.

5.2. Sector Development and Training

- 5.2.1. Lead and co-chair the Practice Leadership Group in accordance with the group's Terms of Reference of the Practice Leadership Group. The Terms of Reference will be co-designed with the CYFSP stakeholders.
- 5.2.2. Provide administrative support to the operation of the Sector Development and Training Fund in partnership with HCSD and the Sector Development and Training Group in accordance with the group's Terms of Reference of the Sector Development and Training Group. The Terms of Reference will be co-designed with the CYFSP stakeholders. Key administrative responsibilities include:
- (a) Managing the Sector Development and Training Fund, including holding, allocating, and administering funds in line with decisions made by the Sector Development and Training Group
 - (b) Entering agreements with training providers and other parties engaged to deliver projects approved by the Sector Development and Training Group.
 - (c) Coordinating, advertising and promoting events, training sessions, forums and activities approved by the Sector Development and Training Group.
- 5.2.3. Implement, coordinate, and organise capability building and training activities for the sector in line with the CYFSP Workforce and Capacity Development Framework to be developed and finalised in 2026-27.
- 5.2.4. Collaboratively work with the CYFSP Directors, HCSD and other stakeholders to implement and progress improvements to the Sector Development and Training Fund Program in line with agreed recommendations of the WDT Evaluation undertaken in 2025.

5.3. Coordination and Connection

- 5.3.1. Support communication and collaboration across sector and with other key stakeholders. Implementation may include:

- (a) Establish feedback loops with funding bodies, providers, and service users to inform continuous improvement and system responsiveness
- (b) Support transition and onboarding of new providers
- (c) Facilitate cross-sector collaboration and structure reforms including identifying and exploring opportunities to address systemic issues that hinder service connection and coordination
- (d) Support CYFSP services to strengthen collaboration and connection by enhancing cultural capability and ensuring services are inclusive and accessible for all. This may include promoting:
 - i. Trauma-informed care and inclusive practice across the service system with a focus on how collaborative, best-practice approaches can enhance service responsiveness and outcomes
 - ii. Using shared language to ensure consistency and understanding across services
 - iii. Reducing the need for clients to tell their stories, minimising re-traumatisation
 - iv. Increased choice and control for children, young people, and families in how they engage with services.

5.3.2. Strategic Advice and Service System

- (a) Undertake and update CYFSP service mapping
- (b) Undertake research, analysis of relevant data, information, and collective evidence from the sector to:
 - i. Identify barriers to service access, especially for CYFSP priority cohorts as set out in the [CYFSP commissioning website](#)
 - ii. Provide insights into and strategic advice on service provision, trends, gaps, and systemic barriers.
- (c) Facilitate Chair arrangements and secretariate of Director's Group
- (d) Provide information and reporting to HCSD and the Child and Family Reform Ministerial Advisory Council.

6. Other Service Requirements

6.1. Risk Management and Business Continuity

The Service Provider is required to ensure they have appropriate business continuity plan documents to ensure the continuity of service in the event of natural disasters, power outages, medical emergencies/pandemics, or other significant events that would otherwise impact the delivery of regular services.

7. Transition Process Requirements

Transitions signal a shift to a new operating environment and are a key component of any human service system grant program. Through this grant opportunity provider/s will transition into the service system through a new grant arrangement, whilst other providers may be required to transition out of service delivery following an unsuccessful application. Service Providers may also be required to transition into a new operating environment to meet the Grant Requirements.

7.1. Transition-in

During a Transition-In Period, the Territory's responsibilities will include:

- (a) Providing a point of contact at the HCSD to engage with Grant Recipient; and
- (b) Managing the overall transition from any current arrangements to new arrangements.

During a Transition-In Period the Grant Recipients responsibilities will include:

- (c) Making every reasonable effort to ensure uninterrupted provision of the service as much as possible;
- (d) Providing support as required during the transition and implementation to allow problem determination and resolution;
- (e) Meeting as required with the Territory's Relationship Manger and other stakeholders as required;
- (f) Cooperating with the Territory and Outgoing Service Provider to do all things as may be reasonably necessary to ensure an orderly transition of services; and
- (g) Complying with all reasonable directions from the Territory.

8. How to apply

Applicants can submit their applications online via the [SmartyGrants Platform](https://dhcs.smartygrants.com.au/CYFSPSSS) - <https://dhcs.smartygrants.com.au/CYFSPSSS>.

Applicants will need to be familiar with the [CYFSP Strategic Investment Plan](#) in order to develop a strong application.

8.1. Joint (consortia) applications

Some organisations may want to partner with other organisations to deliver on the *System Support Services grant* activity.

In these circumstances, you must appoint a 'lead organisation'. Only the lead organisation may submit the application form and enter into an agreement with the Territory.

The application must identify all other members of the proposed consortium and include a letter of support from each of the partners. Each letter of support should include:

- Details of the partner organisation including name, history, how they work, areas of services etc.
- An overview of how the partner organisation will work with the lead organisation and any other partner organisations in the consortium/group to successfully complete the grant activity;

- How governance and administrative requirements (such as strategic decision making, risk identification/mitigation, financial management and reporting) will be facilitated between entities involved in the consortium/group
- An outline of the relevant experience and/or expertise the partner organisation will bring to the consortium/group
- The roles/responsibilities of the partner organisation and the resources they will contribute (if any)
- Details of a nominated management level contact officer.

You must have a formal arrangement in place with all parties prior to execution of the agreement. A copy of this formal arrangement must be provided to the HCSD if requested, prior to the execution of the agreement. Consortium partner organisations may also need to provide key documentation such as evidence of insurance and accreditation when requested by the Territory.

Only the lead organisation will enter into an agreement with HCSD.

8.2. Timeframe

You must submit a grant application between the published opening and closing dates. We will not accept late applications, unless it is the direct result of mishandling by HCSD.

If you are successful, HCSD expects that you will be able to commence your grant activity in July 2026.

Activity	Expected timeframe
Grant round opens for applications	3 pm midday 11 November 2025
Sector briefing	Week of 17 November 2025
Grant round closes	3pm 15 December 2025
Assessment of applications	January 2026
Delegate approval of outcomes of selection process	February 2026
Notification of outcome of applications to all applicants	February 2026
Negotiate the funding instrument with successful grantees	March 2026
Transition-out period	April to June 2026
Earliest start date of grant activity	1 July 2026

8.3. Grant briefing session

A subsector briefing is scheduled shortly after the opening of the grant opportunity. During the subsector briefing, HCSD will provide the opportunity to further clarify the grant requirements and submission process and answer questions from any prospective grant applicants. This session will be recorded and uploaded to the website so that other applicants can access the information.

8.4. Questions during the application process

If during the application period, you require clarification of grant information or if you experience technical or process difficulties, please contact the CSD Grants team via email to HCSDGrants@act.gov.au.

Due to probity constraints, HCSD is required to make grant-related information transparently available to all sector partners. To this end, questions or queries related to the grant opportunity and subsequent responses/clarification will be articulated within a FAQ document on the SmartyGrants landing page –

<https://dhcs.smartygrants.com.au/CYFSPSSS>. The FAQ section will be updated regularly. In the event of individual technical or process difficulties, HCSD will respond via email within three working days.

The opportunity to ask questions or seek clarification will close five full business days before the end of the application period (3pm Friday 5 December 2025). This allows HCSD to broadly disseminate information to applicants (in line with principles of probity), with sufficient time for applicants to consider the impact of the response on their application.

HCSD cannot assist you to address assessment criteria, determine eligibility or complete your application.

9. How we will assess your application

9.1. Grant Response Questions

Mandatory Assessment Criteria	
Grant governance/compliance questions (Yes/No response)	
<p>The below declaration assures the Territory that the grant recipient has the capacity to govern, plan and manage the required service/program in accordance with ACT Government policies and procedures, and industry and legislative requirements.</p> <p>Applicants must complete the Compliance and Governance Declaration below. If you answer No to questions 1-5 and 7 (and 8 if relevant), or Yes to 6, you must provide supplementary explanation/commentary and appropriate evidence as part of their Grant Requirement response.</p> <p>All of these questions will be part of the online application form.</p>	
MC1	<p>Does the applicant have a formal process which describes how the organisation ensures continuous quality improvement?</p> <p>Note: <i>The applicant must be able to provide evidence of formal processes <u>if requested by the Territory.</u></i></p>

MC2	<p>Does the applicant have a formal process which describes how the organisation obtains, uses, stores and shares information in line with relevant national/Territory legislation and policy (e.g., confidentiality, information security and specific technology/data management systems, policies and practices used by the organisation)?</p> <p>Note: <i>The applicant must be able to provide evidence of formal processes <u>if requested by the Territory.</u></i></p>
MC3	<p>Does the applicant have a formal process which describes how risks are identified, managed, and reported?</p> <p>Note: <i>The applicant must be able to provide evidence of formal processes <u>if requested by the Territory.</u></i></p>
MC4	<p>Does the applicant have appropriate insurance to cover delivery of the service/program (including public liability and professional indemnity insurance, if required as specified in Grant Requirements above).</p> <p>Note: <i>The applicant must upload evidence/copies of insurance to the application form and then as they expire during the term of the grant.</i></p>
MC5	<p>Can the applicant provide the last 3 years of audited financial statements?</p> <p>Note: <i>The applicant must provide evidence/copies of audited financial statements <u>if requested by the Territory.</u></i></p>
MC6	<p>The applicant has issues or risks* to disclose which may impact their ability/capacity to deliver the service/program, or which may adversely impact the reputation of the applicant organisation or the Territory as the funding provider?</p> <p><i>*risks include any disciplinary action (current or historical) on the part of the organisation taken by a funding body, criminal/civil action taken against the organisation or staff members/grant recipient in the context of their employment, critical incidents, or failed accreditation, or if any of the services may be sub-contracted.</i></p> <p>Note: <i>If yes, the applicant must provide additional information in the application form and as they become aware of the risks or issues during the term of the grant.</i></p>
MC7	<p>The applicant agrees to all performance requirements under the grant, or their justification for disagreement is satisfactory for an exemption.</p>
Additional question for applicants involved in a consortium	
MC8	<p>Can the applicant provide letters of commitment from all agencies identified in a consortium as well as consortium governance arrangements (including financial management, risk management and reporting arrangements)?</p> <p>Note: <i>The applicant must provide these documents in the application form and updated documents during the term of the grant as updates occur.</i></p>

Weighted Criteria	Weighted score
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WC1	Service/program to be delivered under the grant Word limit: 1,500 words per Service Component	/50
1a	<p>Describe how your organisation will deliver each service component under the grant. Please refer to the CYFSP Strategic Investment Plan, description of service component in item 5 and draft Program Logic to inform your response.</p> <p>Strong responses will include:</p> <ul style="list-style-type: none"> • Approach and/or operational model to be used to deliver the three service components • Service capacity • Scope and spread of services (e.g. how will the system support service reach out to support CYFSP services across the ACT) • Stakeholders 	
1b	<p>Describe how the proposed model will address identified outputs and outcomes proposed in the draft Program Logic.</p> <p>Strong responses will:</p> <ul style="list-style-type: none"> • demonstrate a clear alignment between your proposed activities and the intended outputs and outcomes outlined in the draft Program Logic • explain the logical connection between what your program does and the changes it aims to achieve • identify specific outputs/outcomes your program will deliver • demonstrate how your model/approach supports the broader goals of the CYFSP • describe how you will track progress against the Program Logic and adjust your approach if needed. 	

<p>1c</p>	<p>Identify risks and challenges that may impact the delivery of the service, and sustainability of the sector*. Explain how your organisation will address these risks, including opportunities for innovation.</p> <p><i>* (e) Risks and challenges may include (but are not limited to) workforce issues, client/population demographics and need, funding, the legal/policy environment, quality and safety, consortia arrangements, reputation and relationships, communications, technology and advancement, evidence, agency, and advocacy. If any of the services may be sub-contracted, this should be considered as a risk. If the service is high risk, describe the processes the organisation has in place to manage this.</i></p> <p>Strong responses will:</p> <ul style="list-style-type: none"> • identify internal and external factors that could affect service delivery or sector sustainability. These may include workforce shortages, funding limitations, service demand fluctuations, interagency coordination, or policy changes • Describe how your organisation will manage or reduce these risks. Include contingency planning, workforce development, partnerships, or adaptive service models • Explain how your approach contributes to long-term viability of the sector. Consider collaboration, capacity building, knowledge sharing, and system-level improvements • Highlight any innovative practices, technologies, or models your organisation will use to improve service delivery, efficiency, or outcomes 	
<p>1d</p>	<p>Explain how the service you will deliver is informed by relevant Territory and National frameworks, strategies, contemporary evidence, and best-practice approaches. Including, where relevant:</p> <ul style="list-style-type: none"> • The Next Step Strategy and Action Plan • Our Booris Our Way review and recommendations • National Agreement on Closing the Gap • Best Start for Canberra’s Children: The First 1000 Days Strategy and Action Plan • Implementation of the Minimum Age of Criminal Responsibility (MACR) • The Children and Young People Act reforms <p>Strong responses will:</p> <ul style="list-style-type: none"> • clearly link service design and delivery to relevant frameworks and strategies, • reference contemporary research or evidence that supports your approach, • highlight culturally appropriate and inclusive practices and • show how your program contributes to systemic change and improved outcomes. 	

WC2	Relevant experience <i>Word limit: 1,500 words</i>	/30
2a	Demonstrate your organisational capability to provide the required services, including previous relevant experience in providing similar services in the last 3 years.	
2b	Demonstrate your organisation's understanding of and connection to the child, youth, and family services ecosystem/landscape in the ACT.	
2c	Demonstrate your experience working collaboratively with government, other non-government sector partners and the Canberra community to provide high-quality service delivery.	

WC3	Organisational capacity and resourcing <i>Word limit: 1,000 words</i>	/20
3a	Provide an up-to-date organisational structure, flow chart (or link) or similar, and discuss how your organisational structure will support the delivery of the proposed services.	
3b	Identify the resources, assets, staffing etc the organisation requires or has in place to deliver the services. If relevant, demonstrate access to, or plans to procure/recruit appropriate, equipment, assets, staffing and resources as required to deliver the services.	
3c	Specify when the service will reach 100% operational capacity and include a transition plan and/or timeline	
3d	Describe the roles and responsibilities of key personnel who will be directly involved with the service/program/s to be delivered. This includes positions, professional qualifications and registrations held (if required by the role and/or legislation).	

Non-weighted criteria	
NW1	<p>Measurement and reporting (word limit 500 words)</p> <p>Applicants must articulate how they will measure and report on the outputs and outcomes of the services, including consideration of:</p> <ul style="list-style-type: none"> • Data management software (e.g., what systems and processes you will utilise to measure identified outcomes) • Other mechanisms and/or tools to collect evidence • Measurement methodologies (e.g., sample group, timepoints for data collection, context of data collection) • Measurement tool/s
NWC2	<p>Referees</p> <p>Provide contact details for 2 referees who could substantiate documented experience.</p>
NWC3	<p>Provide a breakdown of how the annual grant funding will be utilised to deliver the service under the grant. You may wish to consider the following:</p> <ul style="list-style-type: none"> • Direct costs associated with service/program delivery - with a clear breakdown of each itemised cost for the financial year. Direct costs may include (but are not limited to): <ul style="list-style-type: none"> ○ Staffing ○ Equipment hire ○ Consumables • Indirect costs which will support organisational capability over the life of the grant –with a clear breakdown of each itemised cost for the financial year. Indirect costs may include (but are not limited to): <ul style="list-style-type: none"> ○ Assets ○ Administration ○ Rent ○ Utilities ○ Communications ○ Insurance ○ Accreditation
NWC4	<p>The applicant must indicate if the application relies on other funding, and specify whether it is from the ACT Government or another source.</p>

9.2. Grant Assessment

A pre-eligibility check will be undertaken to assess the application against these guidelines to ensure eligibility for funding. Following this check, a Grant Assessment Team (GAT) will assess the application. The GAT will be made up of a chairperson and 2 other assessors. GAT members will use the information provided in your application and information from any previous HCSD grant rounds to assess the applications submitted.

All decisions on whether to award a grant, or on the amount of any grant, are at the sole discretion of the Health and Community Services Directorate.

9.3. Grant approvals

Once the Grant Assessment Team has finalised the report, a number of formal recommendations will be made to the Delegate for their approval.

The Director General, HCSD is the Delegate for this grant. The Director General will make a final determination of the grant recipients based on the recommendations put forward by the GAT and the available funding under the grant.

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

- The approval of the grant,
- The grant funding amount to be awarded for each service/program and
- The terms and conditions of the grant.

9.4. Notification of application outcomes

All applicants will be notified of the outcome of their applications in writing via email. If you are successful, we will advise you of any specific conditions attached to the grant and will set up a time to commence contract negotiations.

If you would like feedback on your application, please email the CSD Grants team at CSDGrants@act.gov.au and feedback will be provided either verbally or in writing as soon as practicable.

10. Successful grant applications

Successful applicants will be offered a legally binding Agreement with the Territory. We will use a standard Agreement for this program.

Each Agreement has general terms and conditions that cannot be changed.

The Agreement must be signed by the grantee and executed by the Territory before any payments can be made under the grant. The Territory is not responsible for any expenditure until the Agreement has been executed. If you choose to commence your grant activities before you have received a copy of the executed Agreement you do so at your own risk.

Your agreement may include specific conditions, such as those determined during the assessment and/or contract negotiations, or conditions imposed by the Delegate. HCSD will clearly articulate these within the Agreement.

Grantees who have been offered an Agreement will have 20 days from the date of written offer to sign and return the signed Agreement to HCSD so that it can be executed by the Delegate in a timely manner. HCSD will work with grantees to finalise the details.

The offer may lapse if both parties (the grantee and the Delegate) do not sign and execute the Agreement within the allocated timeframe (20 working days from offer to execution). Under certain circumstances, HCSD may extend this period. HCSD will base the approval of your grant on the information you provide in your application.

Once an Agreement has been executed, a Grant Recipient may request changes to the grant during the life of the Agreement. However, any changes will need to be agreed by both HCSD and the Grant Recipient.

10.1. Grant payments

The Agreement will clearly state:

- the total amount of grant funding to be paid over the grant period,
- if annual indexation will be applied and
- the schedule of payments.

HCSD will not exceed the maximum grant amount outlined in the Agreement. Further costs incurred by the grantee that are related to the grant activity, but which exceed the maximum grant amount, will fall under the responsibility of the grantee.

HCSD will make payments to grantees according to an agreed schedule set out in the Agreement. Some payments may be subject to satisfactory progress on the grant activity and compliance with reporting requirements.

The grant payments must be used to deliver the service, and the grantee must provide financial reporting as required, setting out the amount of funding received during the period, and the costs of the service.

11. Ethical process

11.1. Probity

The ACT Government defines probity as “*complete and confirmed integrity, uprightness and honesty in a particular process*”. Compliance with probity assists in ensuring that an investment can withstand internal and external scrutiny. In pursuing value for money in a grant process, the Territory must have regard, amongst other things, to probity and ethical behaviour. More information about probity can be found on the [Procurement ACT website](#).

Furthermore, the ACT Government will ensure the grant opportunity process is fair, according to the published guidelines and will incorporate appropriate safeguards against fraud and unlawful activities. This grant process will also be undertaken in a manner consistent with the ACT Government’s framework and best practice policy for the [Administration of Government Grants in the ACT](#).

11.2. Conflicts of interest

Conflicts of interest have the potential to compromise the integrity of the grant opportunity or program. A conflict of interest, or perceived conflict of interest may arise for ACT Public Service employees, a member of a Grant Assessment Team, a member of a committee, a Specialist Advisor or an applicant personnel within an applicant organisation. Conflicts of interest include:

- Professional, commercial or personal relationships with a party who is able to influence a grant assessment or application selection process, such as an ACT Government officer; or
- Someone who has relationship with, or interest in, an organisation resulting in personal gain because the organisation receives a grant under the grant program/ grant opportunity.

Applicants will be asked to declare, as part of a grant application, any perceived or existing conflicts of interests.

If an applicant identifies a potential, actual, apparent, or perceived conflict of interest after a grant application has been submitted, or at any time during the grant assessment or selection process, they must inform the Directorate in writing immediately.

Territory employees also have existing confidentiality obligations and an ongoing requirement to disclose and take steps to avoid any actual, perceived, or potential conflicts of interest in connection with ACT Public Service employment. These obligations arise from such sources as:

- (a) *ACT Public Service Code of Conduct 2022;*
- (b) *ACTPS Code of Ethics 2010;*
- (c) *Public Sector Management Act 1994; and*
- (d) *Crimes Act 1900.*

To promote best practice, the Delegate, all GAT members, and other individuals involved with the grant assessment process must read and sign a Conflict of Interest Disclosure and the Confidentiality Undertaking prior to undertaking a grant assessment.

12. Reporting

Applicants are required to propose outcomes and key performance indicators (KPIs) aligned with their service model and that will deliver against the 3 service components. These will be subject to negotiation and final agreement with the Territory during the contract negotiation processes and refined through the establishment period. The CYFSP outcomes specified in the Strategic Implementation Plan and presented at **Appendix A** provides a high level direction for the development of the outcomes and performance indicators for the service.

Respondents must describe how they will measure progress against the proposed outcomes and KPIs. This may include a combination of qualitative and quantitative indicators, data collection methods, feedback mechanisms, and reporting tools to demonstrate service effectiveness and impact.

A draft Program Logic is provided in **Appendix B** and should be used as a foundation for developing the proposed service model. The final Program Logic will be co-designed between the successful grantee and the Territory within the first six months of operation. The CYFSP Monitoring and Evaluation Framework to be developed by July 2026 will provide a high-level direction reference for the finalisation of the Program Logic and the development of the Performance Report.

The reporting requirements for the first year of service provision are outlined in the following table:

Title		Description	Distribution	Timing
Financial Report	1.1	This report will contain information about how funding was acquitted during the reporting period and an Audit Report on the Service Provider's accounts. In addition, it will include information about the indirect costs connected with the delivery of Services to enable HCSD to improve insights into the real cost of service delivery.	To be submitted to HCSD	Within 30 days of 30 June for each financial year of the Agreement Period, commencing 1 July 2026
Performance Report	1.2	In the first six months of operation, HCSD will work with the Service Provider to develop the performance report template. The report will contain data and information demonstrating agreed outcomes, outputs,	To be submitted to HCSD	Within 30 days of 30 June for each financial year of the Agreement Period, commencing 1 July 2026

		<p>and performance expectations.</p> <p>Reporting requirements will be revisited in the coming years in collaboration with Service Providers with potential to develop a staggered plan for implementation of modified and/or additional outcome measures and considering alignment with common performance indicators.</p>		
Additional reporting	1.3	Additional reporting as required to assist with communication.		

13. Meetings

The Service Provider must attend the following meetings with the Territory:

Meeting	Timing	Attendees
Service Visit	Annual unless otherwise advised	The Territory Relationship Manager, the Territory Contract Manager and the Service Provider's Contract Manager or a senior proxy must attend.
Transition meeting to discuss matters related to Transition In and out	As required	The Territory Relationship Manager, the Territory Contract Manager and the Service Provider's Contract Manager or a senior proxy must attend.

Either party may request additional meetings throughout the Term of the funding Agreement to aid communication or resolution of issues, and as a key component of overall contract management, at no additional costs to the Territory.

The Service Provider are required to join other sector governance and network meeting with other CYFSP service providers as part of the delivery process.

14. Contract Management and Governance

The funding Agreement will be managed in accordance with the Territory contract management plan and any variations to the funding Agreement will not be accepted without prior Territory written approval.

The Service Provider must nominate a Contract Manager as the authorised representative and key contact for notices under the funding Agreement. The Contract Manager has delegation to represent the Service Provider in all respects, including ensuring Service Provider alignment with the Territory's strategic priorities.

A Territory Contract Manager with appropriate delegations will engage the Service Provider Contract Manager.

The Territory reserves the right to negotiate the inclusion of additional Service Requirements or amendments of existing Services for the term of the funding Agreement.

The Service Provider must notify the Territory as soon as practicably possible if they are no longer able to deliver a particular Service Requirement and discuss potential alternative approaches.

The Service Provider must maintain the same Service Requirements for the term of the funding Agreement and substitutions will not be accepted without prior review, testing and approval by the Territory.

15. Performance Management

The Service Provider must achieve compliance with the Performance Requirements and Service Requirements (as applicable).

Alongside the Service Performance Report, this data will support ongoing performance monitoring and inform contract management discussions with the Service Provider. The performance of the Service Provider will be monitored over time using evidence related to agreed outcome measures and Annual Data.

Where a deficiency in the Service Provider's performance is identified, the Territory and the Service Provider will work together to develop a means of remedying the deficiency. Where an identified deficiency is unable to be remedied or non-performance continues despite a remedy being implemented, the Territory may seek to terminate the funding Agreement for default.

Appendix A: CYFSP Outcomes

Purpose statement

The CYFSP sector aims to deliver a flexible service that knows when, where and how to provide support to children, young people and families that collaboratively builds their strength and wellbeing as early as possible when they face challenge.

CYFSP Outcomes

HCS D recognises the critical importance of clear accountability in the CYFSP. The table below presents the Outcomes for the CYFSP. CYFSP Monitoring and Evaluation Plan will be developed in the second half of 2025-26.

Domain	Outcome
Identity and belonging	<p>1. Children, Young People and Families are supported to participate fully in the community regardless of their age, gender, cultural background, or disability including:</p> <ul style="list-style-type: none"> 1.1. Being empowered to connect with their cultural identity in a safe and respectful environment. 1.2. Having equitable access to diverse and culturally appropriate services. 1.3. Receiving timely support and experiencing inclusive, welcoming, and trauma-informed care. 1.4. Being supported by an inclusive and representative workforce with strong cultural competency.
Safety	<p>2. Children, Young People and Families are Safe and Supported as they:</p> <ul style="list-style-type: none"> 2.1. Experience safe and supportive environments that foster resilience, healing, and proactive support to prevent harm. 2.2. Live in safe, secure, and nurturing homes and communities. 2.3. Are supported to build skills and protective factors, make positive life choices, and pursue their aspirations. 2.4. Can identify and address harmful/unhealthy behaviours.
Access and Connectivity	<p>3. Children, Young People and Families have access to supports and connect with the community in a way that meets their needs including:</p> <ul style="list-style-type: none"> 3.1. Building safe and strong support networks. 3.2. Supports tailored to individual needs, characterised by accessibility, usability, respect, and ease of navigation. 3.3. Having access to support at the right time and for the right duration. 3.4. Having access to a well-connected and inclusive service system.

Domain	Outcome
	<p>4. Children, Young People and Families with complex and/or urgent needs are prioritised and supported to access the services they need when they need them.</p>
<p>Social Connection</p>	<p>5. Children, Young People and Families have strong and supportive networks that:</p> <p>5.1. Foster a sense of belonging, self-worth and social cohesion within their family, peer groups and community.</p> <p>5.2. Equip children, young people and families with tools and strategies for effective self-regulation, family functioning and conflict resolution.</p>
<p>Health</p>	<p>6. Children, Young People and Families are empowered to effectively manage their physical, mental, and social health needs through:</p> <p>6.1. Support to access the services they need to lead healthier lives and manage illnesses.</p> <p>6.2. Support from a connected seamless program with pathways between its services and physical, mental, and social (e.g., AOD) health services.</p> <p>6.3. Support to focus on their own health and wellbeing.</p>
<p>Education and Life-long learning</p>	<p>7. Children, Young People and Families are supported to gain essential skills and education to lead meaningful lives by:</p> <p>7.1. Engaging with meaningful educational and employment opportunities.</p> <p>7.2. Improved positive engagement with education and employment.</p> <p>7.3. Improved capability and capacity to maintain their own wellbeing.</p> <p>7.4. Support from an inter-connected program with strong links between its services and schools.</p>

Appendix B: Draft Program Logic for CYFSP System Support Services (excluding peaks)

A draft Program Logic is provided below as a foundation to inform the development of the service model as well as the performance management and reporting. The final Program Logic will be co-designed between the successful Respondent and the Territory. The reporting template will also be co-designed based on the final Program Logic.

PROGRAM AIM: To strengthen the coordination, connection, and capacity of the Child, Youth and Family Support Program (CYFSP) by fostering a well-integrated, inclusive, and responsive service system that improves outcomes for children, young people, and families—particularly those with complex needs—through strategic collaboration, shared tools, and continuous improvement.

Inputs (what we invest)	Planned work		OUTCOMES		
	Activities (what we do)	Outputs (product of our work)	Short	Medium	Long (Impact)
<ul style="list-style-type: none"> • CSD funding • CYFSP Directors Group • CYFSP Practice Leaders Group • Sector Development and Training • Sector knowledge and workforce expertise • Communication resources and shared tools. • CYFSP Reporting Data • Monitoring and Evaluation Framework and Plan • Relationship Management model • Sector relationship • Other human services 	<p>Monitoring and Evaluation</p> <ul style="list-style-type: none"> • Support the embedding of the M&E Framework in the implementation program • Implement and update (if needed) the M&E Plan which may include: <ul style="list-style-type: none"> ○ designing mechanism and tools for collective evidence across sector, and ○ designing and implementing data enhancement initiatives to strengthen collective evidence. ○ supporting organisations to develop program logics that align to the M&E ○ supporting organisations with their data collection practices to report against the M&E • Build capability for M&E activities for the sector including training and capability building <ul style="list-style-type: none"> ○ identifying M&E training needs in consultation with the sector ○ designing and delivering M&E training and other M&E learning opportunities tailored to sector needs ○ facilitating access to expertise and resources to support M&E skill development ○ supporting continuous improvement and knowledge sharing about M&E across the sector, including promoting best practice approaches and innovation • Collaboratively develop, implement and maintain an Evaluation Schedule and Monitoring Plan to be delivered throughout the contract term, ensuring continuous collection, management, analysis, and synthesis of data to reach evaluative conclusions. This includes: <ul style="list-style-type: none"> ○ Working with HCSD and the CYFSP Director’s Group to develop an Evaluation Schedule that supports the use of embedded contract and program review points throughout the 10 year contract cycle for the CYFSP, to ensure the CYFSP’s objectives remain aligned with community needs and that services can adapt to evolving circumstances. 	<p>Monitoring and Evaluation</p> <ul style="list-style-type: none"> • Ongoing mechanism for collective evidence across sector is established • Monitoring and Evaluation Plan is implemented as designed and plan to provide findings to inform strategic planning, decision making, and operation of the sector • Collective evidence is available and improved over time to inform strategic advice, and to support planning and decision making. • Findings from the implementation of the Monitoring and Evaluation Plan are available to build up collective evidence, and inform strategic advice <p>Capability and Training</p> <ul style="list-style-type: none"> • Capability building and training activities are organised timely to meet the needs of the sector. • Practice Leader Group operates effectively and as a forum to promote collaboration, and good practice across sector. <p>Coordination and Connection</p> <ul style="list-style-type: none"> • Feedback mechanisms and tools are developed and used across the sector. • New services are well supported to be on board. • Annual Insight Reports • Quarterly Director Update Reports 	<ul style="list-style-type: none"> • Support the transition of services to the New CYFSP. • Improved communication and coordination across services. • Increased awareness of available services among workers and communities. • Stronger sector connections and networking. • Timely and effective strategic advice to inform planning and decision • More timely and relevant collective evidence to support decision • Increased use of shared tools, language, and resources. 	<ul style="list-style-type: none"> • Reduction in families needing to repeat their story. • Improved collaboration between services, government, and the broader sector. • Greater consistency in service quality across the ACT. • More effective strategic planning and decision-making. • Improved referral pathways and service transitions. • Increased workforce capability and cultural competency. • Better understanding of system-wide integration and gaps. • Improved service navigation for families and workers. • Improved understanding from all stakeholders of the key role the CYFSP plays in the service system that supports Children, Young People and Families. 	<ul style="list-style-type: none"> • Improved wellbeing for children, young people, and families. • Seamless, inclusive, and timely access to services. • Reduced reliance on tertiary and statutory systems. • Greater sector stability and sustainability. • More equitable outcomes for priority populations.

- Conducting periodic evaluations (formative and summative) as set out in the Evaluation Schedule.
- Evaluations must use a combination of monitoring and evaluation data to assess results against agreed criteria, producing in-depth analysis and findings.
- The production of timely Monitoring Reports and comprehensive Evaluation Reports. Reports must present evaluative conclusions, identifying transferable lessons and recommendations for program improvement and program continuation decisions.

Sector Development and Training

- Lead and co-chair the Practice Leadership Group in accordance with the group’s Terms of Reference of the Practice Leadership Group. The Terms of Reference will be co-designed with the CYFSP stakeholders.
- Provide administrative support to the operation of the Sector Development and Training Fund in partnership with HCSD and the Sector Development and Training Group in accordance with the group’s Terms of Reference of the Sector Development and Training Group. The Terms of Reference will be co-designed with the CYFSP stakeholders. Key administrative responsibilities include:
 - Managing the Sector Development and Training Fund, including holding, allocating, and administering funds in line with decisions made by the Sector Development and Training Group
 - Entering agreements with training providers and other parties engaged to deliver projects approved by the Sector Development and Training Group.
 - Coordinating, advertising and promoting events, training sessions, forums and activities approved by the Sector Development and Training Group.
- Implement, coordinate, and organise capability building and training activities for the sector in line with the CYFSP Workforce and Capacity Development Framework to be developed and finalised in 2026-27.
- Collaboratively work with the CYFSP Directors, HCSD and other stakeholders to implement and progress improvements to the Sector Development and Training Fund Program in line with agreed recommendations of the WDT Evaluation undertaken in 2025

Coordination and Connection

- Support communication and collaboration across sector and with other key stakeholders. Implementation may include:
 - Establish feedback loops with funding bodies, providers, and service users to inform continuous improvement and system responsiveness

- Service mapping updated annually
- Director Groups operated effectively as a governance mechanism for the CYFSP sector.

	<ul style="list-style-type: none">○ Support transition and onboarding of new providers○ Facilitate cross-sector collaboration and structure reforms including identifying and exploring opportunities to address systemic issues that hinder service connection and coordination○ Support CYFSP services to strengthen collaboration and connection by enhancing cultural capability and ensuring services are inclusive and accessible for all. This may include promoting:<ul style="list-style-type: none">- Trauma-informed care and inclusive practice across the service system with a focus on how collaborative, best-practice approaches can enhance service responsiveness and outcomes- Using shared language to ensure consistency and understanding across services- Reducing the need for clients to tell their stories, minimising re-traumatisation- Increased choice and control for children, young people, and families in how they engage with services.● Strategic Advice and Service System<ul style="list-style-type: none">○ Undertake and update CYFSP service mapping○ Undertake research, analysis of relevant data, information, and collective evidence from the sector to:<ul style="list-style-type: none">- Identify barriers to service access, especially for CYFSP priority cohorts as set out in the CYFSP commissioning website.- Provide insights into and strategic advice on service provision, trends, gaps, and systemic barriers.○ Facilitate Chair arrangements and secretariat of Director's Group				
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PROBLEM STATEMENT:

Insights from the Commissioning of the CYFSP revealed that the current system lacks effective system level support for connectivity and collaboration between services, which impacts the CYFSP’s ability to positively impact the wellbeing of children, young people, and families. Improving how the system connects and works together is essential to achieving better outcomes for these groups.

ASSUMPTIONS & THEORY OF CHANGE:

Improving how the system connects and collaborates will lead to more effective, inclusive, and timely support for children, young people, and families. A strategic, community-led coordination function will foster integration, build capacity, and support better outcomes.

Assumptions:

- Government agencies, community organisations, and service providers are willing to collaborate, share information, and participate in coordinated efforts.
- Ongoing government funding and policy alignment will support the continuity and sustainability of the coordination function.
- The sector has (or can build) the capacity and capability to engage in shared training, adopt common tools, and implement collaborative practices.
- Relevant data can be collected, shared, and used ethically and effectively to inform decision-making and improve service delivery.
- Trust can be built and maintained across sectors to support open communication, joint planning, and shared accountability.
- There is access to the digital infrastructure and tools needed to support shared systems, communication platforms, and data integration.
- Children, young people, families, and carers are willing and able to provide feedback that informs continuous improvement.
- The broader service system is ready and able to adapt to more integrated, collaborative ways of working.

PRINCIPLES AND THEORIES:

Child- and Family-Centred Practice

Services are designed around the needs, voices, and lived experiences of children, young people, and families.

Collaboration and Partnership

Strong, respectful partnerships between government, community organisations, and service users are essential for effective coordination.

Equity and Inclusion

The system must be accessible and culturally safe for all, especially for priority populations

Trauma-Informed Practice

Recognising the impact of trauma and ensuring services are delivered in ways that promote safety, trust, and empowerment.

System Integration

A commitment to breaking down silos and building a connected, responsive service system.

Continuous Improvement

Ongoing learning, feedback, and adaptation are central to improving outcomes and system performance.

EXTERNAL FACTORS:

Policy and Legislative Changes

Shifts in government policy, funding priorities, or legislative frameworks (e.g. child protection laws, disability inclusion policies) can impact how services are delivered and coordinated.

Workforce Availability and Turnover

Sector-wide workforce shortages, high turnover, or burnout can affect the ability of services to engage in coordination and training activities.

Economic Conditions

Broader economic pressures (e.g. cost of living, housing affordability) can increase demand for services and strain existing resources.

Technological Infrastructure

Variability in digital access, data systems, and IT capabilities across organisations may limit the adoption of shared tools and platforms.

Community Trust and Engagement

Historical or ongoing mistrust in government or services—especially among Aboriginal and Torres Strait Islander communities—can affect participation and feedback.

Interagency Dynamics

Power imbalances, siloed practices, or competing priorities between agencies can hinder collaboration and shared decision-making.