



Australian Government

Community Development Programme



GUIDELINES HANDBOOK

EFFECTIVE DATE: 7 SEPTEMBER 2015


Disclaimer

This Guideline Handbook is not a stand-alone document and does not contain the entirety of Providers' obligations.

It **must** be read in conjunction with the Funding Agreement and any relevant Guidelines or reference material issued by Department of the Prime Minister and Cabinet under or in connection with the Funding Agreement.

Version history table: Documents which are 4 pages or more in length will have a version listed below the title. This version will correspond with the amendments recorded within the Document Change history table. The changes made must be identified at the start of the document using the below table.

Version	Start Date	Effective Date	End Date	Change & Location
1.0	1 July 2015	1 July 2015	1 September 2015	Original document
1.1	21 August 2015	7 September 2015	30 June 2018	Changes throughout the document to clarify operational policy details



Community Development Programme Guidelines Handbook

Contents

1.	Introduction	1
1.1	About these Guidelines	1
1.2	Using the Guidelines	1
1.3	About the Community Development Programme (CDP)	1
2.	Basic Services	3
2.1	Overview	3
2.2	Delivery	3
2.3	Eligibility	4
3.	Remote Employment Services (Including Establishment and Conduct of Work for the Dole)	7
3.1	Overview	7
3.2	Delivery	7
3.3	Criteria for Participation in Work for the Dole and Special Circumstances	13
3.4	Supervision	19
3.5	Small communities with fewer than ten Job Seekers	20
4.	Activity Generated Income	23
4.1	Overview	23
4.2	How Activity-Generated Income can be used	23
4.3	Establishing Activities that Generate Income	24
4.4	Converting Activities into Businesses or Social Enterprises	24
5.	Hosted Placements	27
5.1	Overview	27
5.2	Delivery	27
5.3	Hosted Placements in a workplace	29
5.4	Additional Hosted Placements in a workplace	29

6.	Working with Employers and Employment Outcomes	33
6.1	Overview	33
6.2	Employment Outcome Payments	33
6.3	Employer Incentive Funding	34
7.	Participating in CDP	37
7.1	Overview	37
7.2	Appointments	37
7.3	Initial Interviews	37
7.4	Referral or Direct Registration	38
7.5	Contacts	38
7.6	Job Search	38
7.7	Assessments	38
7.8	Job Seeker Compliance	39
7.9	Job Plan	39
8.	Payments	43
8.1	Overview	43
8.2	Service Payments	43
8.3	Service Payments Rates (from 1 January 2016)	44
8.4	Basic Services Payment	44
8.5	Work for the Dole Payment	44
8.6	The Start-Up Period (1 July 2015 to 31 December 2015)	48
9.	Conducting Services	51
9.1	Overview	51
9.2	Location and Level of Services	51
9.3	Code of Practice	51
9.4	Personnel	51
9.5	Sub-Contracting	52
9.6	Serious Incidents	52
9.7	Use of Interpreters	52
9.8	Police Checks and Working with Vulnerable People	52
9.9	Managing Risk	53
9.10	Customer Feedback	54
9.11	Dispute Resolution	54
9.12	Administration and Governance	55

10. Information Technology (IT) and Records Management	57
10.1 Overview	57
10.2 Employment & Community Services Network (ECSN)	57
10.3 CDP IT system	58
10.4 Making a Claim for Payment for an Employment Outcome	60
10.5 Records Management	60
11. Marketing and Promotion	63
11.1 Overview	63
11.2 Contractual Obligations	63
11.3 General Requirements	63
11.4 Promotions of Work for the Dole to Prospective Hosts	64
11.5 Participant or Host Consent to Publicity	64
11.6 Promotional Activities	65
12. Performance	67
12.1 Overview	67
12.2 Setting and Assessing the Regional Employment Target	69
13. Provider Compliance	71
13.1 Overview	71
13.2 Compliance Goals	71
13.3 Compliance and Assurance Approach	71
13.4 Compliance Issues for Particular Consideration	72
14. Provider Compliance	75
14.1 Overview	75
14.2 Compliance Goals	75
14.3 Compliance and Assurance Approach	75
14.4 Compliance Issues for Particular Consideration	76
15. Performance and Compliance Strategies	79
15.1 Overview	79
15.2 Prevention and Deterrence	79
15.3 Monitoring, Assessment and Detection	79
15.4 Response and Correction	81
15.5 Evaluation and Report	81





1. Introduction

1.1 About these Guidelines

On 6 December 2014, the Minister for Indigenous Affairs, Senator the Hon. Nigel Scullion, announced that the Remote Jobs and Communities Programme (RJCP) would be reformed to create an employment service that is better targeted to remote Australian communities, that provides real pathways to long term job outcomes, and puts an end to passive welfare.

The reformed programme commenced on 1 July 2015, and has been renamed the Community Development Programme (CDP). The Australian Government through the Department of the Prime Minister and Cabinet (PM&C) manages the RJCP CDP. As part of this, PM&C is responsible for funding, managing, and monitoring RJCP Funding Agreements.

This document provides programme details to support the RJCP Funding Agreement

1.2 Using the Guidelines

These Guidelines have been produced solely as a web-based document on the Provider Portal secure site and not in hard copy. Updates will be posted on the Provider Portal secure site. The front page of the site will regularly advise of any changes and the date on which they are published.

Should you wish to print a hard copy of these Guidelines, you should regularly cross check your printed version with the online version. The online version will always take precedence over a printed version of these Guidelines.

1.3 About the Community Development Programme (CDP)

The Government has reformed remote employment services to better reflect the aspirations of people in remote Australia. The reforms will lead to practical outcomes and help community members to help themselves.

Flexible and focussed on local decision making and local solutions, the CDP is an essential part of the Australian Government's agenda for increasing employment and breaking the cycle of welfare dependency in remote areas of Australia.

The CDP is delivered in 60 regions and more than 1,000 communities. A CDP provider provides a single point of contact for job seekers and employers in each CDP region.

The Government has announced its intention for the Remote Jobs and Communities Programme to be renamed the Community Development Programme in the future. This signals the Government's

intention for the programme to reflect community aspirations whilst addressing its objectives of reducing passive welfare and getting people into work. Later iterations of the Guidelines will address this change.

RJCP assists unemployed remote job seekers to build employable skills while contributing to their community. The programme operates in remote areas across 60 regions.

Under the RJCP CDP, providers deliver Remote Services. There are two key types of services that assist job seekers:

Basic Services – integrated case management and support for job seekers to find and keep a job and to meet their mutual obligation requirements;

Remote Employment Services (including establishment and conduct of Work for the Dole) –work-like activities; one or more of which, job seekers participate in five days a week. Activities reflect local employment opportunities and/or are relevant to community aspirations and meet community needs.

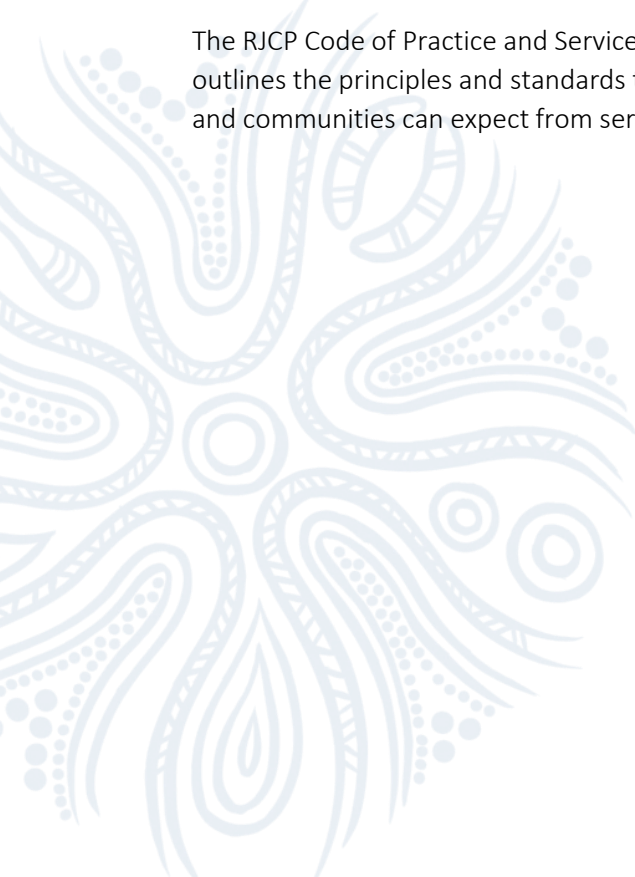
For the purposes of these Guidelines, Remote Services includes Basic Services and Remote Employment Services, which includes establishment and conduct of Work for the Dole.

The majority of job seekers will participate in Work for the Dole activities as they are the principal activities that will put an end to passive welfare, build employability skills, and assist job seekers to transition from welfare to work.

The term ‘job seeker’ in these Guidelines means an ‘Eligible Job Seeker’ as outlined in the RJCP Funding Agreement.

For the purposes of these Guidelines the term mutual obligation requirements includes ‘Social Security Activity Test Requirements’ or SS Activity Test Requirements’.

The RJCP Code of Practice and Service Guarantee is another relevant resource for providers. This outlines the principles and standards that underpin the delivery of RJCP CDP and what job seekers and communities can expect from service delivery by RJCP CDP providers.





2. Basic Services

2.1 Overview

Providers are required to deliver Basic Services to all job seekers. This includes providing integrated case management and support to assist job seekers to find and keep a job, and meet their mutual obligation requirements. It also includes other suitable activities (refer 3.3 *Criteria for Participation in Work for the Dole and Special Circumstances*).

In RAC1 of the RJCP Funding Agreement job seeker mutual obligations are included in the definition of “Social Security Activity Test Requirements”.

2.2 Delivery

As part of Basic Services, providers must prepare and maintain Job Plans. Providers must support job seekers to meet the requirements outlined in their Job Plan and to help job seekers into paid work.

Providers must also deliver the following employment assistance to job seekers:

- provide suitable activities to allow all job seekers to meet their mutual obligations;
- help in searching and applying for jobs, including: providing reasonable access to JobSearch facilities, creating online resumes, and support preparing for interviews;
- provide on-the-job training, Mentoring, or Post-placement Support;

Providers are encouraged to link with non-government organisations that have existing resources, social capital, and expertise in delivering these services.

It is important that providers maintain a minimum of monthly contact with job seekers. This includes maintaining referral and registration services, undertaking initial interviews, assessments and ongoing contact with their job seekers. It also includes managing the exit of job seekers from CDP.

Active job seeker compliance monitoring and reporting is also central to Basic Services.

For further information about job seeker compliance refer to the *Job Seeker Compliance Framework User Guide* and *Job Plan User Guide*.

Case Study – Basic Services

Jess attends her initial interview with her provider who conducts an assessment (JSCI) to determine her barriers to employment, to get a better understanding of her current interests, and to ascertain her level of skills and education. She is assessed as requiring Basic Services because she is 51 and is receiving income through mining royalties.

In her initial interview, the provider works with Jess to identify the types of jobs she would like to find and they put together her Job Plan. As Jess would like a role working with her local community, the provider enrolls her in a course to obtain her First Aid Certificate.

While Jess completes her training she works with the provider to look for job vacancies. The provider finds a role as a Community Care officer working with the local regional council. She is given assistance to update her resume and to write a job application. Jess is successful in gaining an interview and with the help of her provider does research about the role and practices mock interview questions to prepare for the interview.

Jess gets the job and loves working in her new role. Whenever she has a question (for example when she was unsure about what to wear on her first day of work) she feels happy knowing she can always ask her provider if she feels stuck. After Jess has been in her new job for 13 weeks the provider receives an Employment Outcome Payment of \$2,250. After an additional 13 weeks – once Jess has been in her new community care role for a total of 26 weeks – the provider receives an additional \$5,250.

Over at least 26 weeks the provider offers Post-placement Support to Jess when she needs it to make sure she is able to address training and cultural barriers. The provider receives a Basic Service payment during this 26 week period.

2.3 Eligibility

All job seekers on a provider's caseload are Eligible Job Seekers for Basic Services. Broadly, if an individual is on Income Support and resides in remote Australia they will be eligible for CDP.

The eligibility of a job seeker is generally determined by the Department of Human Services (DHS), before they are referred to a provider. However, providers can also directly register job seekers if they meet the relevant criteria for direct registration.

From 1 July 2015, many job seekers will be eligible to undertake Work for the Dole activities. For further information on Work for the Dole activities refer to *Chapter 3 – Remote Employment Services (Including Establishment and Conduct of Work for the Dole)*.

Job seekers who are not required to do Work for the Dole activities will receive only Basic Services, unless they agree to do Work for the Dole activities.

Work for the Dole activities offer all job seekers valuable work-like skills while contributing to community, so participating in Work for the Dole should be encouraged.

Additional services must be offered for vulnerable job seekers or job seekers with a disability consistent with the General Terms and Conditions of the Funding Agreement – see *Chapter 7 – Participating in the CDP*.

For further information on Income Support eligibility please contact the Department of Human Services.

Supporting people who are not eligible for income support


Providers can provide Basic Services and Remote Employment Services (Work for the Dole activities) to individuals who are not Eligible Job Seekers (known as 'CDP Ineligible Participants' under the RJCP Funding Agreement).

Where the CDP Ineligible Participant wants to participate in Services or activities, the provider should speak with the PM&C Regional Manager and seek approval for funding to deliver services if appropriate.

There may be instances where the provider will receive payment for the provision of Basic Services or Work for the Dole activities to CDP Ineligible Participants. At the time of any approval, PM&C will notify the relevant provider about the details for providing Services to CDP Ineligible Participants (and this notice will expressly authorise those details for the purposes of this Guideline).







3. Remote Employment Services (Including Establishment and Conduct of Work for the Dole)

3.1 Overview

Providers are required to establish and conduct Work for the Dole activities and place the following job seekers in those activities:

- All job seekers who meet the criteria for participation in Work for the Dole, which are specified in section 3.3 below; and
- Any other job seeker who chooses to participate in Work for the Dole.

Work for the Dole activities should be work-like reflecting local employment opportunities or be relevant to community aspirations and meet community needs.

Work for the Dole activities must be safe and, where applicable, allow job seekers to fulfil their mutual obligations (in RAC1 of the RJCP Funding Agreement, these mutual obligations are included in the definition of “Social Security Activity Test Requirements”).

3.2 Delivery

Providers should deliver a mix of Work for the Dole activities that:

- Establish a daily work-like routine for the job seeker, five days a week (Monday to Friday); and
- Are guided by a Supervisor.

Job seekers can be placed in one or more Work for the Dole activities, which should:

- Develop and enhance their ability to work independently;
- Improve or enhance communication skills, motivation, and dependability; and
- Where possible, provide the job seeker with experience working as part of a team.

PM&C Account Managers are available to support providers to work with communities and job seekers to establish meaningful and engaging activities.

Case Study – Work for the Dole

Justin is an eligible Work for the Dole job seeker with full mutual obligation requirements (25 hours a week). To receive his income support payments, Justin must show he is actively looking for work and participating in activities that will help him get into employment. These requirements, known as mutual obligation requirements, are outlined in Justin's Job Plan.

Justin is placed in a local roads construction activity hosted with the local council Monday to Friday for four hours a day. The Host Supervisor records that Justin has attended. Once he finishes up with the council each day Justin also spends one hour participating in a group project run by his CDP provider that focuses on building language, literacy and numeracy skills.

This project supports Justin's ability to undertake his local roads construction activity and improves Justin's employability. The provider records Justin's attendance. In addition to his 25 hours a week in Work for the Dole, Justin also attends regular provider appointments, and goes into his provider's office two days a week to look for a job as agreed in his Job Plan.

Work for the Dole Activities

Over time, a Work for the Dole activity should build a set of skills and experience for the job seeker that provides them with a pathway to real employment.

Work for the Dole activities should be designed to meet the aspirations, capacity and needs of individuals, and wherever possible, communities. Activities should also generate outcomes to benefit the community, like stronger school attendance and improved community safety.

All Work for the Dole activities should be work-like in that they reflect the typical daily work routines and expectation that one would expect to see in any workplace in Australia. This could include set starting times, a reasonable number of hours of activity each day, lunch breaks, meeting with and reporting to Supervisors each day and clear tasks and responsibilities. All Work for the Dole activities should be delivered across a five day, Monday to Friday, working week.

A Work for the Dole activity can include a job seeker taking up non-vocational and vocational training if it is a necessary or critical component of the Work for the Dole activity or a prerequisite for a job.

Part-time employment is not a Work for the Dole activity. Where job seekers are in part-time employment, providers should record the employment as an activity in the job seeker's Job Plan as employment using the appropriate code. Employment should not be recorded in the Job Plan as a Work for the Dole activity.

Work for the Dole activities cannot:

- Generate income without the written approval of the PM&C Regional Manager (see chapter 4 for additional information on *Activity Generated Income*);
- Compete unfairly with existing organisations or businesses;
- Replace or reduce the hours of paid employment in local jobs;

- Include training for training sake, where the training provided is not linked to the activity or a job; or
- Involve the job seeker working with, or assisting in any way, an organisation that is owned or controlled by the job seeker (unless agreed by PM&C).
- Involve activities that could bring the job seekers, providers or PM&C into disrepute, for example activities in:
 - The sex industry or anything that involves nudity or pornography
 - The gambling industry
 - Any form of illegal activity
 - Any form of high risk activity

Providers must not conduct any Work for the Dole activity, or place any job seeker into a Work for the Dole Activity, that is excluded from PM&C's insurance coverage, without first obtaining written permission from PM&C (see section 9.9- *Managing Risk* for more details about the insurance arrangements). If permission is given, it will be the provider's responsibility to ensure they obtain adequate insurance for any Work for the Dole activity that is not covered by PM&C's insurance.

Providers must ensure that all Work for the Dole activities in which eligible job seekers participate (including those through sub-contracting and host arrangements) are safe and comply with all laws and do not bring the job seeker, the provider or the Australian Government into disrepute.

Risk Assessments

Providers must ensure a risk assessment has been conducted, either by them, a subcontractor or a host before placing eligible job seekers into Work for the Dole activities. It is the responsibility of the provider to ensure that the Work for the Dole activity is safe and complies with all relevant laws. Risk assessments should be reviewed and updated regularly (every 6-12 months) and more often if circumstances change.

Evidence of completed risk assessments must be provided to PM&C if requested. A Risk Assessment template is available on the Provider Portal (see *CDP Risk Assessment (Activity) Template*) or providers may choose to use their own template. Whichever template is used, providers are responsible for ensuring that the risk assessment analyses the possible risks associated with the Work for the Dole activity, assesses the likelihood and consequences of those risks and develops strategies to eliminate or sufficiently minimise those risks, so that the provider can be satisfied that it can ensure that the activity is safe and complies with all laws.

Further information about managing risk is detailed in section 9.9 Managing Risk.

The **Remote Projects in a Box** is a suite of resources that can assist providers to establish or expand current activities to become Work for the Dole activities. The resources help providers design and develop activities. Each box focuses on a category of work-like experiences designed to build a job seeker's skills and employability. The resources are primarily intended as a guide and activities can be varied and tailored to local circumstances and the needs of job seekers.

For further guidance on the kinds of activities that might be delivered, see *Remote Projects in a Box* on the Provider Portal secure site.

Work for the Dole activities that support communities

Examples of activities that support school attendance:

- *Helping out in the school canteen.*
- *Supporting children with language and culture.*
- *Running school holiday or after school activities.*

Examples of activities that support community safety:

- *Maintaining community meeting places.*
- *Women's and men's groups and shelters.*
- *Animal control.*
- *Community clean up.*

Examples of activities that support culture:

- *Cultural heritage preservation e.g. cultural site.*
- *Language preservation.*

Examples of activities that support healthy living:

- *Health and nutrition classes.*
- *Assistance for the elderly.*
- *Assistance with proof of identity documents for community members.*



Case Study – School and Work for the Dole

There is a need to get more kids in schools. Going to school and being at school every day gives every child the best chance for a good start in life.

Getting children to school is important for stronger communities.

Delivering appropriate activities in and around schools will support school engagement and attendance by kids in the community whilst assisting job seekers to gain a variety of skills and work-like experiences that could provide them with future employment prospects in the school and related sectors. Because job seekers will be at school, in regular routines, making the school a better place to be, job seekers are also promoting and encouraging parents, kids and the community to support school attendance. Duties could include:

- *A breakfast and lunch program within the school grounds to ensure children get nutritious food, do not arrive hungry or leave school grounds at lunchtime.*
- *Reading to kids, listening to reading, assisting with cultural activities and keeping the library functional.*
- *Providing aid during school outings, excursions and other activities.*
- *Organising, promoting and providing posters and other media for school attendance across the Region.*
- *Developing and producing a weekly Regional school/community radio programme and newsletter.*
- *Small building, maintenance and beautification projects.*
- *Cultural preservation activities (for example participating in cultural excursions or skills classes for school-aged children).*

Developing routines conducive to and reflective of work like behaviours, in parents of school age children is integral to a seamless transition into employment. The task of preparing children for their school day and conducting the school drop off is part of this work-like routine. Job seekers with school aged children can volunteer to include taking children to school in a Job Plan as a voluntary activity.

Setting Up and Managing Work for the Dole Activities

Providers should give consideration to the Guidelines and consult with communities when establishing Work for the Dole activities.

Activities must enable job seekers to meet their mutual obligations outlined in their Job Plan and provide a daily routine and work-like experience. Providers must place job seekers in activities and monitor and support them to attend.

Activities can be established by providers or under Host arrangements within the Region. Hosts can include employers, all government organisations (Commonwealth, state or territory and local government levels) and non-government organisations.

Developing Training as a Work for the Dole Activity

Providers can include accredited and non-accredited, non-vocational and vocational training as part of a Work for the Dole activity.

A job seeker who is participating in an approved full-time short course, included as a compulsory activity in their Job Plan, will still be required to look for and accept work, but not where it conflicts with the contact hours of the course or if it would prevent them from completing the course.

Providers should only approve a full-time education or training course if:

- they include it as a compulsory item in a job seeker's Job Plan, and
- the course is less than 12 months duration, and
 - completing the course is likely to lead to an employment outcome for the job seeker,
 - there is little chance of the job seeker finding employment with their existing skills, or
 - the course will lead to qualifications in an identified area of skills shortage.

Any training provided as a Work for the Dole activity must allow or assist the job seeker to participate in a Work for the Dole activity or directly meet the needs of an employer.

Examples of Work for the Dole Activity Training	
Foundation and Basic Work Skills (Pre-Vocational Training)	Vocational Training that must directly meet the needs of an Employer
<ul style="list-style-type: none">• English, language, literacy and numeracy• Driver's licence• Personal, health and household management• Occupational health and safety	<ul style="list-style-type: none">• Environmental and land management• Administration and bookkeeping• Computing and information technology• Child care• Social work and counselling• Construction• Health and education• Hospitality and tourism• Retail and business management• Pre-apprenticeships training linked to the needs of an employer• Local government services

Case Study – Training and Work for the Dole Activities

Rick is engaged in a Work for the Dole activity up to 25 hours per week with the local ranger programme. Rick needs a driver's licence to be able to fully participate, as well as activity specific training from time to time. Because Rick's training forms part of the ranger activity he attends a driver instruction course, and a weed control course to make up his 25 hours for the first few weeks of the activity. The provider has structured these activities in a way that ensures Rick has a work-like daily routine, five hours each day on Monday to Friday.

3.3 Criteria for Participation in Work for the Dole and Special Circumstances

To be required to do Work for the Dole, job seekers must meet all of the following criteria:

- Be 18-49 years of age;
- Receive the full rate of Income Support;
- Not be exempt from mutual obligation requirements; and
- Not have an illness, injury or disability that would be aggravated by the work conditions.

Work for the Dole activities are the principal activities that will build employable skills, and assist job seekers to transition from welfare to work. Job seekers who are on a part-rate of Income Support may volunteer to participate in Work for the Dole, but cannot be required to do so.

To fulfil their mutual obligation, job seekers can attend one or more Work for the Dole activities, five days a week up to 25 hours, depending on their assessed capacity to work.

They may participate alongside other job seekers:

- Who meet the above criteria for participation in Work for the Dole activities; and/or
- Who choose to participate in Work for the Dole activities?

Approved Programme of Work Supplement for Job Seekers

Job seekers participating in Work for the Dole are paid a supplement of \$20.80 per fortnight to assist them to meet the additional costs of participation. The supplement is taxable, but is exempt from the income test.

The supplement is not paid on a pro-rata basis. The full payment is made for the fortnights in which the activity begins and ends, regardless of the actual number of participation hours completed in those fortnights. If a job seeker ends participation in Work for the Dole without good reason, the supplement will cease to be paid from the next payday.

Work for the Dole Activity Scheduling

Providers should deliver a mix of activities that set a daily routine for job seekers across a five day, Monday to Friday week. However, there are some special circumstances where a Work for the Dole activity which may add value to community or increase a job seeker's employability, cannot practically be run over a five day period and/or during business hours. Some examples include intensive cattle mustering activity or a community arts festival. Alternatively, an activity may occur regularly after business hours, for example, helping out at a weekly community youth event in the evening.

Providers should submit a proposal to PM&C seeking approval for the job seeker to meet Work for the Dole requirement through a more flexible arrangement, i.e. less than a five days week and/or outside business hours. The proposal should not involve a subsequent long period of inactivity for job seekers.

The proposal should include:

- ✓ The hours the project will run and the number of days per week

- ✓ Reasons why the Work for the Dole activity cannot be conducted in normal working hours and why the proposed times are necessary
- ✓ How the project enables a job seeker to meet their continuous mutual obligation requirements while they build skills and develop work-like behaviours
- ✓ How the project contributes to an employment pathway for the job seeker
- ✓ Any additional risks to health and safety imposed from working longer hours or outside normal business hours and how these risks have been considered and mitigated
- ✓ Evidence the activity meets State and Federal legislative and occupational health and safety requirements, such as appropriate breaks and meal times
- ✓ Supervisory arrangements, especially outside of business hours
- ✓ Arrangements to ensure that the project does not impact on other priorities like school attendance or community safety
- ✓ The proportion of a job seeker's Job Plan that include outside business hours participation on a regular basis.

Once this activity is approved by PM&C, job seekers undertaking the activity are able to meet their mutual obligation requirements for a fortnight (up to 50 hours) flexibly within the fortnight and/or outside business hours. For example, if a job seeker is undertaking a mustering activity, they may do 15 hours in the first week and the remaining 35 hours in the second week. Or an activity may involve a job seeker attending a community youth activity held in the evening once each week. The time spent at that activity can be included as part of their Work for the Dole hours. If the job seeker is required to do Work for the Dole, once they agree to the arrangements in their Job Plan it becomes a compellable activity. The provider should use the job seeker compliance framework to manage their attendance in this activity. For job seekers without a Work for the Dole requirement, this activity remains a voluntary activity.

Where there is a clear need, a provider may seek the approval of PM&C for the majority of a job seeker's 25 hour a week Work for the Dole requirement to be performed in a support service, such as drug and alcohol rehabilitation, or counselling for the job seeker. In these situations, the provider will be required to monitor and confirm attendance in the support service.

Under 18 years of age

Providers are required to deliver Basic Services to job seekers under 18 years. Where appropriate, providers should encourage job seekers under 18 to re-engage in school or other education (including vocational training). Providers are required to ensure job seekers under 18 are able to meet their mutual obligation requirements through a combination of approved activities.

Job seekers under 18 are not required to participate in Work for the Dole, but may choose to participate on a voluntary basis where the provider determines that it is the most appropriate activity for them. In placing job seekers under 18 into Work for the Dole, providers should apply rigorous processes and checks to ensure that these participants are able to undertake Work for the Dole activities in a safe environment.

Job Plans for job seekers under 18 must not have compulsory job search as part of their mutual obligation requirements. They can only undertake job search on a voluntary basis if agreed with the provider.

Early School Leavers (ESLs)

An Early School Leaver (ESL) is a person who:

- a) is less than 22 years old, and
- b) has not completed Year 12 or an equivalent level of education, and
- c) receives Youth Allowance (other).

Providers should encourage ESLs to re-engage in education and/or training, to obtain educational qualifications and skills before they are required to look for work. Providers should focus on assisting job seekers to complete school or a year 12 equivalent qualification wherever possible.

ESLs under 18 are not required to participate in Work for the Dole, but may choose to participate on a voluntary basis. Providers are required to ensure job seekers under 18 are able to meet their mutual obligation requirements through a combination of approved activities, with a focus on re-engagement in school or other education wherever possible.

Job Plans for ESLs must not have compulsory job search as part of their mutual obligation requirements. They can only undertake job search on a voluntary basis if agreed with the provider.

To assist ESLs to re-engage, providers should consider:

- liaising with the Remote School Attendance Strategy (where available), local education and training institutions, regional or district state education officials, youth services, and DHS to develop an agreed approach locally for new youth referrals – this may include alternative formats provided by vocational education providers, including any specific arrangements made by schools to support the re-integration of disconnected youth;
- check if there is a “transition support unit” servicing the area (such as those used in North Queensland and currently being developed in the Northern Territory);
- consider opportunities for participants and their families to attend visits from boarding school staff (local schools should know when these occur);
- contact the Career Employment Australia Indigenous Community Facilitator/ Career Pathways Adviser in their area (see www.ceainc.org.au);
- promote vocational education and training in school opportunities;
- develop a Job Plan focussed on reconnecting ESLs to education or training institutions;
- addressing barriers to participating in education including assisting with, for example:
 - mentoring support;
 - assistance for literacy and numeracy;
 - transport costs.

Education and training authorities regularly review their service offering so it is important to keep in regular contact with schools, training providers and regional/ district directors of education. However, where a return to school or commencement in training is not possible in the short term due to remoteness or other barriers, ESLs should be engaged in part-time education/training in combination with other approved activities to help them address barriers to re-engagement in education/training or work, and to meet their mutual obligation requirements.

These activities should focus on work preparation and foundational skills (LLN, obtaining a driver’s licence). When there are no opportunities available for the job seeker to return to school or gain

additional education/training, the provider will be required to ensure the job seeker meets their mutual obligation requirements through approved activities.

Over 49 years of age

While job seekers over 49 years cannot be compelled to participate in Work for the Dole, they may still have mutual obligations. Providers must deliver Basic Services to job seekers over 49, and make available various activity options for them to meet their mutual obligations. Job seekers over 49 may volunteer to participate in Work for the Dole as a way of meeting their mutual obligation.

For a summary of the mutual obligation requirements for all cohorts of CDP Job Seekers, refer to the table below.

Job Seekers with a Partial Capacity to Work

Some job seekers may have vocational or non-vocational issues that prevent them from participating at a higher capacity and may be assessed as having Partial Capacity to Work (PCW) or a Temporary Reduced Work Capacity (TRWC). Assessed work capacity is identified by an Employment Services Assessment (ESAt). Where there is no ESAt, the Job Seeker Classification Instrument (JSCI) may also help identify personal issues that may affect a job seeker's employability. Refer to the *Employment Services Assessments User Guide* and the *Job Seeker Classification Instrument User Guide* for more information.

The provider must review the job seeker's identified barriers or personal issues and determine activities that will best help the job seeker address these issues while ensuring they meet their fortnightly Mutual Obligation Requirements.

Principal Carer Parents

Principal Carer Parents (PCPs) also have part-time mutual obligation requirements once the youngest child in their care turns six years of age. Providers must consider a PCP's family and caring responsibilities, including the availability of child care, when creating their Job Plan.

PCPs do not have mutual obligation requirements during the fortnight of the Christmas Public Holidays. PCPs must continue to meet their mutual obligation requirements at all other times and during school holidays. However providers must consider whether the PCP can access appropriate care and supervision for their child during this time.

If the PCP is required to undertake an activity but is unable to obtain suitable child care they will have a Valid or Reasonable Excuse to not undertake that activity. For more information on mutual obligations requirements and exemptions for parents please refer to the [Guide to Social Security Law](#).

Summary of Mutual Obligation Requirements for CDP Job Seeker Cohorts				
All CDP Eligible Job Seekers must be provided Basic Services as a minimum level of service				
Under 18 years old	18 -49 years old eligible for Work for the Dole	18 -49 years old ineligible for Work for the Dole	50 -59 years old	60 years and over
<ul style="list-style-type: none"> • Monthly appointments. • Looking for a job as agreed with the provider. • May choose to participate in Work for the Dole activities on a voluntary basis. • They may undertake suitable activities, as appropriate. • They may participate in full-time education or training or part-time education or training in combination with other suitable activities for at least 25 hours per week until they attain Year 12 or an equivalent qualification. 	<ul style="list-style-type: none"> • Monthly appointments. • Looking for a job as agreed with the provider. • 25 hours per week in Work for the Dole activities, or up to their assessed capacity. 	<ul style="list-style-type: none"> • Monthly appointments. • Looking for a job as agreed with the provider. • May choose to participate in Work for the Dole activities, up to their assessed capacity. • May undertake other suitable activities, as appropriate. 	<ul style="list-style-type: none"> • Monthly appointments. • Looking for a job as agreed with the provider. • Have mutual obligation requirements and may choose to participate in Work for the Dole activities, up to their assessed capacity. • They are required to participate in other suitable activities, as appropriate. 	<ul style="list-style-type: none"> • Job seekers aged 60 years and over may have mutual obligation requirements and may volunteer to participate in Work for the Dole activities or other suitable activities*as appropriate.
<ul style="list-style-type: none"> • Principal Carer Parents (PCPs) should participate in activities of at least 30 hours per fortnight (and as appropriate, Job Search). There may only be one PCP per family. • Job Seekers with a Partial Capacity to Work (PCW) or a Temporary Reduced Work Capacity should participate in activities of at least the minimum hours of their assessed capacity (and as appropriate, Job Search). • Attending provider appointments and completing job search requirements <u>does</u> not count towards the job seeker's required Work for the Dole hours. 				

Time off or breaks in Work for the Dole Activities

In most cases, job seekers receiving income support payments have mutual obligation requirements where they must show that they are actively looking for work and are participating in a range of activities that will help them into employment. Work for the Dole activities are the principal activity that offer all job seekers valuable work-like skills while contributing to community and should be offered all year round in CDP.

There will be times when a job seeker will be permitted to have a break (or time off) from participating in a Work for the Dole activity.

'Time off' only applies to job seekers required to participate in Work for the Dole, not those job seekers who are participating in Work for the Dole voluntarily or who are only receiving Basic Services. 'Time off' does not give the job seeker an exemption from meeting their mutual obligations - it only gives them a break from participating in Work for the Dole. The job seeker will still be required to meet their mutual obligations and the provider will be providing Basic Services during their 'time off' from Work for the Dole. This means that the job seeker will still be required to attend appointments with their provider, complete job search requirements if applicable, and other activities as required.

In this case, providers must update the job seeker's Job Plan with other activities that the job seeker would need to undertake to meet their mutual obligation requirements. A requirement to participate in Work for the Dole should be removed from the Job Plan for the period of 'time off'.

Providers should consider the individual personal circumstance of a job seeker before the provider agrees to offer other activities for the job seeker, for a set period. This may be necessary where the individual has caring responsibilities during school holidays or during normal business shut-down periods and public holidays, for example over Christmas or Easter.

There may also be instances where the provider determines that the job seeker's personal situation should be referred to Department of Human Services for a review of their mutual obligations.

This 'time off' from Work for the Dole activities should not exceed six weeks over a 12 month period without approval from PM&C. Providers should carefully consider a job seekers' circumstances when agreeing to 'time off'. This includes looking at, the job seeker's assessed capacity to work, age, skills and experience, the length of travel required to undertake requirements, family and caring responsibilities, cultural factors, vulnerabilities, history of complying with the mutual obligation requirements.

At the end of the permitted 'time off', the job seeker's Job Plan must be revised to again include the job seeker's requirement to participate in Work for the Dole. Note that Job Plans can be negotiated and approved online, so that an additional appointment may not be necessary.

In these circumstances, the provider will be required to deliver Basic Services during the period of the 'time off' and will receive the Basic Payment until the job seeker returns to participating in Work for the Dole.

When providers would like to approve additional 'time off' beyond the allowed 6 weeks, they should submit a recommendation and approval request to their Regional Manager. The request should include a summary of the relevant job seekers and outline their recommendation of what is considered best for their ongoing participation and engagement in Work for the Dole and CDP.

Cultural Business

There are times in some remote communities where job seekers will need a break in activities to participate in Indigenous cultural business. Indigenous cultural business relates to the cultural practices of Indigenous Australians.

Cultural business is an allowable break from meeting their mutual obligation requirements for income support recipients under the Social Security Act. The guidance available under Social Security legislation recommends that generally, a job seeker can have a short initial period, for example, two weeks break.

Initially, providers are required to verify individual job seeker's engagement in Indigenous cultural business and report these instances to the Department of Human Services. Where the break required is longer the PM&C Regional Manager should be formally notified. They should also be notified where these arrangements are in place in a community and a high number of job seekers are involved in these arrangements.

Only the Department of Human Services can approve an exemption from mutual obligation requirements for job seekers. PM&C staff will be available to assist you to engage with the Department of Human Services about cultural business and allowable breaks. Providers should sensitively work with cultural leaders and communities to determine the length of time that may be required for Indigenous cultural business and the impact of this on the CDP programme delivery in community and a job seeker's ability to continue to develop their work skills and look for work.

It is recommended that this consultation considers carefully the requirements of local and cultural protocols balanced with priorities of jobs, participating in mutual obligation, school attendance, and community safety and well-being.

PM&C will support providers to work with cultural leaders and with local advisory groups, such as Indigenous Advisory Councils where established, to develop community agreed rules on how cultural business will be accommodated into the programme requirements. PM&C Regional Manager should be formally consulted prior to formalising these community level arrangements for cultural leave.

Further information on Cultural Business and other exemptions in special circumstances (e.g. caring responsibilities) can be found at <http://guides.dss.gov.au/guide-social-security-law/3/2/11/40>.

3.4 Supervision

In all Work for the Dole activities a provider must ensure that supervision is appropriate, adequate, and consistent with the General Terms and Conditions of the Funding Agreement.

Where Vulnerable People are involved a provider must ensure that supervision is continuous. That is, the job seeker must be in the line of sight of the Supervisor at all times.

Workplace health and safety requirements apply for all Work for the Dole activities. It is also important that providers consider appropriate levels of skill/knowledge when engaging Supervisors, for example assisting them to obtain first aid certification if required.

The individual needs of job seekers are to be considered, such as the needs of Aboriginal or Torres Strait Islander persons, principal carers, persons with a disability, or people from a cultural or linguistically diverse background.

Providers should ensure that appropriate training is available for nominated Supervisors and the necessary checks are undertaken (including police checks and, where relevant, working with children or Vulnerable People checks).

Supervisors are considered employees/or subcontractors of the provider and National Employment Standards (NES) awards apply.

Providers must ensure that Supervisor absences do not disrupt or adversely affect the delivery of Work for the Dole activities.

Supervisors play a critical role in supporting the provider to monitor and actively manage job seeker attendance. It is important that Supervisors undertake daily assessment of attendance and support the providers to monitor and report on job seeker compliance.

Special circumstances apply to supervision arrangements for small communities with fewer than 10 job seekers (e.g. outstations and homelands).

3.5 Small communities with fewer than ten Job Seekers

It is recognised that special consideration is required for providers servicing communities, outstations, and homelands where a very small number (fewer than 10 job seekers) may reside and where the dispersed or isolated nature of the Region means that ongoing monitoring of daily attendance is impractical.

In these circumstances, where there are fewer than 10 job seekers in a community or homeland, providers may seek from PM&C approval to deliver Work for the Dole in alternative ways that provide a benefit to the individuals and the community or homeland, including through projects that are self-managed by job seekers.

In these circumstances a provider should submit a proposal to PM&C for consideration. Proposals will be considered on a case by case basis.

The proposal should clearly outline the Work for the Dole activity, the timeframes, milestones, outcomes and how the proposal will provide a sufficient level of activity for job seekers to meet their mutual obligation requirements over a determined period. The proposal should also outline the costs of the project and the level of investment that will be made to the homeland or community.

If PM&C approves the Work for the Dole activity, the provider is paid Work for the Dole payments for job seekers undertaking the activity to cover the cost of set up and supplies as long as they inspect the Work for the Dole activity regularly (no less than monthly) and are able to confirm that work has occurred and that job seekers have been engaged in the activities. If providers are concerned about their ability to service small communities with fewer than ten job seekers they can speak further with their local PM&C Regional Manager.

Example – Small communities with less than ten job seekers

A provider would like to deliver a Work for the Dole activity that involves building an outdoor community meeting area and cooking facilities in the homeland. The provider would need to demonstrate how the Work for the Dole activity would provide job seekers with work-like skills and benefit the community. They would need to outline the tools and other building supplies required, and timeframes and milestones for the completion of the activity and how this meets the job seekers mutual obligation requirements.

If there are 10 job seekers on the homeland, the provider will need to demonstrate that an appropriate and reasonable amount of the Work for the Dole funding will be invested in materials and resources. The provider will also need to demonstrate that the project offers sufficient hours of work to meet the job seekers mutual obligations. If each of the 10 job seekers had mutual obligations of 15 hours per week, the project should offer 150 man hours of activity each week.

As supervision will not be provided on a daily basis, the provider will need to set project milestones that can be measured on visits to the homeland. These visits must occur regularly, no less than once a month. During these visits the Supervisor should assess completion against milestones, job seeker safety, and ensure the ongoing appropriateness of the project. Providers are responsible for the costs of providing supervision and Basic Services to the community and will need to allocate resources from their Work for the Dole payment (\$12,450) to cover this.







4. Activity Generated Income

4.1 Overview

In principle, income from activities should not be retained by providers, who are funded by the Government to deliver job seeker activities.

However, recognising that providers currently have a mix of existing arrangements and models in place, existing activities that generate income can be retained (be grandfathered) until 1 January 2016.

During this six month grandfathering period, PM&C will consult with providers and communities on the best way to manage activity generated income. During this period, activities that generate income can only be established, with the approval of the PM&C Regional Manager, if a fair market price is charged by the provider for the goods and services produced. Providers can, with PM&C approval charge less than the market prices, if markets are too small or incomes too low to support a sustainable business.

Where possible, income generating activities should be converted into businesses.

4.2 How Activity-Generated Income can be used

Existing activities that generate income can remain in place until 1 January 2016. During this 6 month period, providers should start talking to job seekers and the community about how this income could be used, or begin converting the activity into a related entity business.

PM&C may approve a transitional period that is longer than six months, for example if more time is needed to work out whether to establish a related entity business.

Over the six months transitional period, PM&C will consult with providers and communities on the best arrangements for activity generated income. In principle, activity-generated income should not be retained by providers, who are already paid by the Government to deliver activities. Instead, job seekers participating in the activity should be given a say in how income generated from their activity is used. This will ensure that job seekers and their communities can benefit from their economic activity.

For example, job seekers could choose to:

- Pay themselves for their efforts, immediately or over a longer time period.
- Share income with other job seekers.

- Put the money into facilities or infrastructure for the community such as play equipment for children.
- Use the money to improve the activity.

Job seekers may decide to put the money back into an activity so that they can produce better goods and services for themselves and their communities.

For example:

- A catering activity could provide meals for job seekers for a small fee. Job seekers could agree that the provider will use this money to cover the cost of ingredients.
- Money from selling art can be used to purchase high quality art materials and retailing their work to the public.

4.3 Establishing Activities that Generate Income

Over the next 6 months, providers must obtain the prior written approval of the PM&C Regional Manager before establishing a new activity that will generate income.

New activities that generate income will be approved by PM&C where providers charge a fair market price for goods and services. The fair market price is the price charged by other organisations or businesses in the local community for similar goods or services. This ensures that the activity does not compete unfairly with existing businesses.

PM&C will also approve activity generated goods and services being sold at or below cost-price where markets are too small or incomes are too low to be able to support sustainable businesses.

Examples – Activities that generate income:

- An activity provides curtains for families in the community for a small fee that covers some of the costs of materials. Although curtains can be purchased in town, the families that receive the curtains do not have the money to buy them.
- A catering activity makes healthy lunches for Work for the Dole participants. The provider charges a small amount to cover the costs of ingredients. Job seekers can get meals from local food carts but these do not sell healthy food. There are shops in town that sell healthy food but they charge prices that are unaffordable for job seekers.
- A mowing activity helps elderly people. Although there is a gardening business in town, the elderly people cannot afford to hire them to do the job.

4.4 Converting Activities into Businesses or Social Enterprises

Providers are encouraged to convert activities that can generate significant income into sustainable businesses or social enterprises that are separate from the provider's employment services business. These enterprises will create real jobs and have flow on benefits for economic development.

Businesses that are separate from a provider's employment services business can:

- provide real jobs
- host job seekers
- compete with other businesses
- generate profits for the owners or reinvestment in the community.

Providers may be eligible for support under the Indigenous Advancement Strategy for these enterprises.

Up to \$25 million per year has been allocated to assist Indigenous businesses access start-up funding, and for business support and mentoring.

Providers may also seek agreement from their PM&C Regional Manager for a higher number of hosted job seekers for a period of up to two years as they are establishing the separate business (see chapter five on hosted placements).

Case Study – Turning a landscaping activity into a business

Provider X has established a landscaping activity. The provider has used their CDP funding to buy the necessary materials and equipment and participants have become skilled at landscaping activities.

The local shire and several private businesses want to contract the provider for landscaping services, including graffiti removal, minor building, beautification, gardening, lawn care and weed management.

The provider realises that the activity could generate enough income to become a sustainable business that provides a number of real jobs and quality hosted placements for job seekers.

The provider receives a grant from PM&C and a loan from IBA to cover the costs of establishing the new business, including setting up business systems and leasing more equipment.

As part of the package of business support, PM&C agree that initially the provider's new business will have 10 hosted-placements in addition to two staff who will supervise the job seekers. In six months' time, the number of Hosted Placements will go down to five and business is expected to employ two more ongoing staff to work on paid contracts.

After two years, Desert Landscapes employs five permanent staff and regularly hosts up to two job seekers.

In addition, the provider contracts Dessert Landscapes to run a hosted activity for 10 job seekers during the dry season to undertake unpaid beautification activities in remote communities. In the past, this activity would have been managed by the provider directly.





5. Hosted Placements

5.1 Overview

A provider can arrange for a Host Organisation to deliver Work for the Dole activities on its behalf through a Hosted Placement.

Hosted placements must be safe and allow job seekers to fulfil their mutual obligations (in RAC1 of the Funding Agreement, these mutual obligations are included in the definition of “Social Security Activity Test Requirements”).

Hosted Placements can be in group community development activities or real workplaces. Group activities can be hosted by another community service provider or organisation. Job seekers can also be hosted in a real workplace by a business, social enterprise or government agency.

A Hosted Placement in a real workplace can be an important step in a job seeker’s transition from unemployment to a paid job. Experience in a real workplace can:

- Boost a job seeker’s employability.
- Introduce long-term job seekers to workplace norms.
- Improve a job seeker’s self-esteem.
- Encourage job seekers to aspire to paid employment rather than rely on welfare.

While any job seeker is eligible to participate, Hosted Placements in a workplace are likely to be more appropriate for job seekers with a higher work capacity and capability.

Providers are encouraged to arrange Hosted Placements in as many real workplaces as they can. For information on how to promote CDP to potential Host Organisations and job seekers refer to *Chapter 11 – Marketing and Promotion*.

5.2 Delivery

Host Organisations can be not-for-profit organisations, businesses, social enterprises, entities related to the provider, or Commonwealth, state, territory or local government agencies. Host Organisations can also be located in non-remote areas.

Where Hosted Placements are in a real workplace or involve real work, there are limits on the duration of the Hosted Placement and on the number of job seekers that can be hosted. These limits are to ensure that Hosted Placements do not displace paid work.

A workplace Hosted Placement is one that provides job seekers with experience doing things that:

- are done by paid workers
- produce goods or services for sale
- help deliver government services.

There are no limits on the duration of Hosted Placements or the number of job seekers that can be placed in community development activities that do not involve real work.

Providers must enter into contractual arrangements with the Host Organisation to define the hosting arrangements, including the number and duration of placements, supervision of the job seeker and reporting attendance to DHS. A template is available on the Provider Portal (see *CDP Activity Host Agreement*).

Some Employers may be willing to provide Hosted Placements but unable to do so for five hours per day, across a five day, Monday to Friday week. Providers can submit a proposal to PM&C seeking approval for the job seeker to meet Work for the Dole Hosted Placement requirement through a more flexible arrangement, i.e. more or less than a five days week and/or outside business hours (see *Work for the Dole Activity Scheduling* in Chapter 3 of these guidelines for details on what the proposal should address).

Hosted Placements can also be for fewer than 25 hours per week. In these circumstances, job seekers would make up their remaining hours in another activity.

An organisation that hosts an activity is likely to incur costs, for example costs for materials and supervision. Employers may also incur additional supervision costs when hosting job seekers. Host Organisations and providers will be able to negotiate a payment to cover these costs.

Payments for delivering a hosted activity should be around half of the payments that would normally be received by the provider. However, payments may be negotiated between the provider and the Host Organisation depending on the reasonable costs incurred by the Host Organisation including:

- Size and type of Host Organisation
- Hours per week
- Supervision requirements (including appropriate reporting of attendance to the provider)
- Additional mentoring support requirements
- Complexity of the activity and therefore training or skills development or required materials and equipment.

Providers cannot arrange Hosted Placements that:

- Replace paid employment in local jobs
- Involve activities that could bring the job seekers, providers or PM&C into disrepute, for example activities that involve gambling, illegal or high risk activities.

5.3 Hosted Placements in a workplace

An employer, including a business and government agencies, can advertise for and select job seekers for workplace Hosted Placements within certain limits. Employers can also negotiate with their local CDP provider to source suitable job seekers.

Where a job seeker is hosted in a real workplace, the following limits will apply:

- Host Organisations with up to 10 employees can offer up to two Hosted Placements.
- Host Organisations with 11 to 20 employees can offer one Hosted Placement for every five ongoing employees.
- Larger Host Organisations, including Commonwealth, State, Territory and local governments, with 20 or more employees can have four Hosted Placements plus one additional placement for every 10 ongoing employees over 20 employees. For example, an organisation with 32 staff can offer five Hosted Placements.

These limitations reduce the risk that workplace Hosted Placements displace real jobs. They will also ensure that job seekers are well supervised and surrounded by peers and colleagues as they would be in a normal workplace.

Host employers must ensure that job seekers are working within a reasonable ratio of job seekers to employees at all times. Large organisations are not permitted to group job seekers into large teams that have low ratios of employees to job seekers.

Providers may have workplace Hosted Placements within a related entity but these will be subject to the same limits as other Host Organisations, as outlined in this section.

5.4 Additional Hosted Placements in a workplace

The PM&C Regional Manager will consider and may approve higher numbers of Hosted Placements in a workplace (including higher ratios of job seekers to paid employees in any work team or workplace task) on a case-by-case basis, generally for temporary periods, taking into account the following criteria:

- Placements do not displace real jobs or reduce the hours of paid workers
- There is evidence of increased employability – for example, some earlier placements have been converted to real jobs in the business or elsewhere
- Whether the enterprise is a new remote enterprise and receives support from the Government's \$25 million package (see supporting new remote enterprises)

These criteria are explained in more detail below.

Protecting real jobs

PM&C will be cautious when approving additional Hosted Placements in real workplaces. Real jobs need to be protected in all workplaces, both not-for-profit organisations and other enterprises.

PM&C will approve additional workplace Hosted Placements where these are unlikely to displace real jobs. For example where:

- A community organisation may wish to provide healthy food for elderly residents who would not otherwise pay for this service;

- A local council may wish to plant trees along roads but government funding has not been available for this project; or
- A landscape business may volunteer to create a recreational area for young people, using job seekers as labour and materials that they donate.

Increasing employability

Hosted Placements in real workplaces may be offered for up to six months initially. PM&C may agree to extend workplace Hosted placements for a further period, where, for example:

- The job seeker is engaged on a project that is expected to last longer than six months and there is value to the job seeker in being able to see a project through to its completion; or
- There are plans in place for the job seeker to begin seasonal work within six weeks of their workplace Hosted Placement ending. It would be less disruptive and beneficial for the job seeker to remain in the workplace Hosted Placement for the additional six weeks.

Providers should encourage government agencies or businesses with more than 50 employees to offer employment to job seekers at the end of their six month workplace Hosted Placement.

Where large employers (those with greater than 50 employees) fail to convert workplace Hosted Placements to real jobs at the end of their six months, PM&C will review and consider whether that business should continue to access Hosted Placements in the future.

Underperforming job seekers must be given a fair and early opportunity to remedy any performance issues that impact on their ability to secure permanent employment with the host employer at the end of the placement.

Providers should also encourage host employers with fewer than 50 employees to offer employment to at least some job seekers at the end of their six month workplace Hosted Placement. However, these employers will not be prevented from offering additional Hosted Placements.

To facilitate the conversion of workplace Hosted Placements into real jobs, employers can be paid a \$7,500 Employer Incentive Funding amount if they employ and retain job seekers for 26 weeks (See Chapter 6.3 for additional information on *Employer Incentive Funding*).

Supporting new remote enterprises

The Government has allocated \$25 million per year to support the development and expansion of remote organisations. As part of the package of support, PM&C may agree to a temporary increase in the number of workplace Hosted Placements for the first two years following a new organisation being established. To ensure organisations become sustainable and are not dependent on Hosted Placements, numbers of workplace Hosted Placements will revert to normal levels after this time.

Case Study – Men’s shed

A community organisation runs a local men’s shed, which is normally staffed by volunteers.

The provider approaches the organisation to run a Hosted Placement on its behalf. The organisation would supervise the job seekers and allow them to use their tools and facilities. Since the men’s shed is a community development activity, there are no limits on the number of job seekers that can be placed in the activity or its duration.

The organisation enters into a contract with the provider to run an ongoing Work for the Dole activity for 15 job seekers for 6 hours per day, 3 days per week and 3.5 hours per day, for the other 2 days of the week.

The provider pays the organisation \$6,000 per annum per job seeker to run this activity on their behalf. The organisation hires a supervisor to teach the job seekers carpentry skills.

Case Study – Bakery

A local baker needs a minimum of five employees to run the store. He could use some extra help and is considering increasing his workforce. He talks to the local provider about taking on a couple of workplace Hosted Placements. As this is a real workplace, there are limits on Hosted Placements. As the baker currently has five staff he can have two Hosted Placements for six months.

The baker enters into a contract with the provider to take on two job seekers for 4.5 hours a day, 5 days per week for 6 months. As part of the contract, the provider pays the baker \$3000 for each job seeker to cover the baker’s training costs during the placements.*

After the 6 month placement, the baker is particularly impressed by one of the job seekers and offers her a full-time job. After the job seeker has been employed for six months, the baker is eligible to receive Employer Incentive Funding worth \$7,500.

**Both job seekers attend LLN courses 5 hours per week as part of their job plan in addition to these hours.*

Case Study – Community organisation

A community run childcare centre is interested in taking on Indigenous job seekers to help out in the centre. The centre doesn’t have any current vacancies, but is keen to partner with the CDP provider to provide work-like experiences for the job seekers. As it is a real workplace, there are limits on the number of job seekers they can host and properly supervise.

The centre works with the local provider to find two suitable job seekers to assist them. The job seekers learn about how the centre works and help out with the children for six months. At the end of the six months there are still no new jobs at the centre but the job seekers get a real job doing similar work at the local school.

Case Study – Short term Hosted Placement in a workplace

A local business has a contract to do some fencing. The job is likely to last for 6 weeks. The business owner approaches the local provider to see whether he can have two job seekers to help and get experience on the job. There will be four paid workers on the fencing job so he can host two job seekers.

The fencing job is 400 kilometres away so the job seekers can't come home each day. The provider finds two job seekers that are interested in the placement. The business enters into a contract with the provider to undertake an activity for two job seekers for 30 hours in one week over six days and 20 hours in the next week over four days. The provider agrees to pay the business \$150 per job seeker per week to undertake this activity. This is enough for travel and extra costs.

At the end of the placement, the business offers one of the job seekers part time work. After returning home, the other job seeker moves into another activity.

Case Study - Local council

Four job seekers are keen to get experience working at the local council. The provider talks to the council about taking them on as Hosted Placements. The council is interested but knows that it does not have the money to convert placements into real jobs after six months. The council and the providers explain this to the job seekers. The job seekers still want an opportunity to get six months real workplace experience with the council.

As this is a real workplace, there are limits to the number of job seekers they can host. The council places two job seekers in its eight person maintenance team and two job seekers with its administrative staff. This ensures that job seekers can be properly supervised and get quality work experience.

At the end of the six months, there are no vacancies to convert the placements into real jobs at the council. The provider helps the job seekers to move out of the Hosted Placements into an activity that they are converting into a business that does maintenance and cleaning work. The council provides placements, training and work experience to another four job seekers.



6. Working with Employers and Employment Outcomes

6.1 Overview

A key objective of the CDP is helping job seekers to achieve ongoing employment. To achieve this, providers should:

- Build strong links with employers to identify ongoing job opportunities, training and work experience pathways to get job seekers into employment;
- Regularly assess the suitability of job seekers on their caseload for job opportunities with employers; and
- Support job seekers as they move into employment by providing Basic Services.

From 1 July 2015, providers will receive Employment Outcome Payments for placing and retaining a job seeker in employment for 13 weeks and 26 weeks.

6.2 Employment Outcome Payments

Employment Outcome Payments are made to providers to encourage them to support job seekers into employment and ensure they stay in employment.

When providers place job seekers into employment they should record a Job Placement in the IT System. This allows the IT System to track a job seeker's progress towards achieving an Employment Outcome. Providers should record the employment as an activity in the job seeker's Job Plan under the employment category. Employment should not be recorded in the Job Plan as a Work for the Dole activity.

Providers can claim an Employment Outcome where a job seeker has achieved:

- 13 weeks of employment
- 26 weeks of employment (i.e. a further 13 weeks of employment after the initial 13 week Outcome)

For each 13 week period, an allowable break in employment of four weeks is permitted. This means, for example, that a provider can claim a 13 week Employment Outcome Payment if a job seeker is employed for 13 weeks over a 17 week period.

Allowable breaks are gaps between periods of employment, not approved absences such as sick leave.

Payments will vary depending on whether the job seeker is employed on a full time or part time basis. This is summarised in the table below.

- A Full Time Employment Outcome occurs where the job seeker is off income support or fully meets their hours based requirements;
- A Part Time Employment Outcome occurs where a job seeker works sufficient hours to reduce their Income Support by at least 60 per cent or partially meets their hours based requirements (see clause 46.3 in RAC 1). The hours of employment needed to achieve a 60 per cent reduction in Income Support will depend on the type of Income Support the job seeker receives and their hourly rate of pay.

Provider Employment Outcome Payments Table (amounts excluding GST)

	Provider		
	13 Week Employment Outcome	26 Week Employment Outcome	Total possible on achieving 26 Week Employment Outcome
Full Time Employment Outcome	\$ 2,250	\$ 5,250	\$ 7,500
Part Time Employment Outcome	\$ 1,125	\$ 2,625	\$ 3,750

Any payments relating to job seekers placed into jobs before 1 July 2015 are payable under the original CDP Outcome Payment arrangements (i.e. those that applied before 1 July 2015).

Providers can claim Employment Outcome Payments for job seekers that they employ or that are employed by a related entity.

6.3 Employer Incentive Funding

An Employer is eligible for a one-off incentive payment of \$7,500 (exclusive of GST) if they employ a job seeker who achieves a Full Time Employment Outcome for 26 weeks, subject to allowable breaks. Employers can use Employer Incentive Funding in any way they choose, including to cover additional training costs or as a form of wage subsidy.

An Employer can receive a payment of \$3,750 (exclusive of GST) if they achieve a Part Time Employment Outcome over 26 weeks, subject to allowable breaks.

For each 13 week period, an allowable break in employment of four weeks is permitted.

An Employer cannot count a period of employment with another Employer towards their 26 week Employment Outcome.

Case Study – Allowable Breaks

Jimmy has been employed for 10 weeks with a bricklayer working on a construction project. The project has come to an end and the company has let Jimmy go as it has no further work.

A provider can still claim a 13 week Employment Outcome in relation to Jimmy if it can help him to secure another three weeks work within four weeks of being let go.

If the bricklayer picks up another contract and re-hires Jimmy two weeks later for a further 10 weeks, the provider will receive an Outcome Payment after Jimmy has been employed for a total of 13 weeks.

The bricklayer will not receive a 26 week Employer Incentive payment unless Jimmy is rehired for at least an extra 16 weeks, within four weeks of having been let go.

The Employer Incentive Funding must be claimed by the provider and paid to the Employer.

The provider will need to claim the Employer Incentive Funding once it appears on the 'available claims' list. This will be a manual claim by the provider, and there is no time limit to claim.

Providers that receive Employer Incentive Funding must:

- Pay an equivalent amount to the Employer, within 10 business days of the funding being received; and
- Ensure an Employer is only paid once for each job seeker.

Providers do not need to make payments if the Employer has a contract with the Government for employment of remote job seekers, e.g. under the employment parity initiative.

Providers cannot claim Employer Incentive Funding for job seekers that they employ. Instead, providers will receive up to \$7,500 in Employment Outcome Payments.

Commonwealth, state and territory agencies are not eligible to receive Employer Incentive Funding, as these organisations do not require additional support.

An entity that is related to a provider can claim Employer Incentive funding when they employ a job seeker, with the approval of the PM&C Regional Manager. The provider and the PM&C Regional Manager will develop a list of related entities, which will be reviewable every six months. The PM&C Regional Manager will determine whether the related entity:

- is operating separately to the provider and should be treated as a separate business; or
- is financially separable from the employment services business (for example the businesses are cross subsidising each other) and they should be treated as the same business.

Generally, related entities operating independently from the provider will be treated in the same way as other employers. This is to encourage providers to establish businesses that are independently owned and operated, and to support the development of new entrepreneurs and vibrant remote economies.

The Regional Manager will monitor employers, including related entity businesses to ensure job seekers are retained beyond 26 weeks. PM&C may notify the provider if the Employer is not eligible to receive any further Employer Incentive funding where the Regional Manager has concerns that employers are not retaining job seekers beyond 26 weeks in order to access repeat Employer Incentive Funding.





7. Participating in CDP

7.1 Overview

Job seekers can expect to receive Basic Services and where eligible, Remote Employment Services (including Work for the Dole activities) when participating in CDP.

Most job seekers have mutual obligations and if these aren't fulfilled they may face sanctions or financial penalty under the nationally applied Job Seeker Compliance Framework.

7.2 Appointments

Job seekers will have regular appointments with their provider, at least monthly. Regular appointments allow timely review and updates to Job Plans and discussion on the ongoing suitability of activities. It is useful for the job seeker to discuss progress in relation to their Job Plan and to reinforce the job seeker's understanding of what they are required to do at appointments. Attending provider appointments does not count towards the job seeker's required Work for the Dole hours.

For further information refer to the *Managing and Monitoring Job Seeker Appointments User Guide*.

7.3 Initial Interviews

Job seekers must receive an initial interview with their provider. These interviews must be conducted in accordance with the RJCP Funding Agreement. An initial interview is really important for job seekers because it sets up the foundations for ongoing interaction with their provider.

The provider should focus on giving advice about the best ways to look for and find a job and any local opportunities that might exist. Providers should also discuss the job seeker's aspirations, goals, community needs and the opportunities available in Work for the Dole. This interview is a good time for the provider to give advice on their Code of Practice and how to search for a job and use facilities like JobSearch.

As part of the initial interview, providers should undertake the Job Seeker Classification Instrument (JSCI) to identify the job seeker's individual circumstance and any barriers to employment.

For further information on the use of JSCI refer to the *Job Seeker Classification Instrument (JSCI) User Guide* and the *JSCI Form*.

7.4 Referral or Direct Registration

Job seekers are generally connected with a provider by referral or direct registration.

As outlined in *Chapter 2*, the eligibility of a CDP job seeker is generally determined by DHS before they are referred to a provider.

Providers may also directly register job seekers if they meet the relevant criteria.

Job seekers can also be transferred between Regions if they relocate. In these instances, the provider should immediately contact the job seeker and commence providing services for them.

7.5 Contacts

Job seekers must meet monthly with their providers to discuss their progress and review the activities in their Job Plan. For some job seekers more regular contact may be required.

Providers must tailor the timing, location, and duration of contact to individual job seekers. Contact must be face to face, unless the job seeker resides in an area affected by extreme weather or a natural disaster, is in full time training, education or employment, or is participating in an activity outside of their community.

The provider should ensure that any changes are updated in the CDP IT system and Job Plan. It is important that after completing each activity a review is undertaken to track progress towards overcoming identified vocational barriers and non-vocational barriers to employment and assistance in identifying appropriate job opportunities is provided.

7.6 Job Search

Job seekers who are Social Security Activity Tested may have a job search requirement as part of their mutual obligation. For those job seekers, the provider should determine a reasonable number of job searches to be completed each month, taking into account local labour market conditions and the individual job seeker's circumstances. CDP participants do not have a set number of job searches that they must complete.

The provider should be reviewing and updating the Job Plan regularly with the job seeker, and can adjust the number of job searches specified in their Job Plan as needed to be responsive to these factors.

Job search does not count towards the job seeker's required Work for the Dole hours. Any job search activities should be additional to the Work for the Dole hours the job seeker is required to complete.

7.7 Assessments

An assessment should be conducted with a job seeker at the initial interview. This assessment should make reference to a job seeker's non-vocational barriers, literacy and numeracy needs, existing qualifications, work and voluntary experience as well as any resumes or previously written job applications.

Assessments must be conducted by the provider when a job seeker completes an activity, has a change in personal circumstances or discloses information to the provider about changes to their skills or barriers to employment.

For further information on the JSCI refer to the *Job Seeker Classification Instrument User Guide*.

7.8 Job Seeker Compliance

Under Social Security Law all job seekers with mutual obligation in receipt of income support are required to attend appointments, look for work and undertake activities to improve their employability and to give back to their communities. A job seeker's mutual obligation is determined by the Department of Human Services and based on income support type, age, work capacity, whether year 12 or equivalent has been completed and whether they have primary care of a child.

Providers have a significant role in overseeing mutual obligation requirements for job seekers by monitoring participation and, where job seekers are not compliant, making decisions about utilising the compliance framework or re-engaging job seekers through other strategies. Where providers determine it appropriate to utilise the job seeker compliance framework they will generally initiate the process by reporting the incident to the Department of Human Services. Consistent with the *Social Security (Administration) Act 1999*, the Department of Human Services is responsible for determining under Social Security law whether or not to impose a failure or penalty for non-compliance with activity test requirements (mutual obligations).

Under the *Social Security (Administration) Act 1999*, financial penalties may be applied on those who fail to meet their requirements without good reason, and again, these decisions are made by the Department of Human Services. However, providers have a number of strategies they can use to engage job seekers, such as giving a job seeker another chance to attend an appointment or letting them make up time missed from an activity, if they believe this will be a more effective way of re-engaging the job seeker than compliance action.

For further information refer to *the Job Seeker Compliance User Guide* and the *Comprehensive Compliance Assessment and Compliance Activities User Guide*.

7.9 Job Plan

The Job Plan outlines the items that will satisfy the job seeker's mutual obligation requirements and help get them into paid work. All job seekers must have a current Job Plan in place at all times in order to participate in CDP. Generally Job Plans are created at the initial interview to enable commencement in CDP services. A Job Plan must reflect the appropriate number of hours per week required for a job seeker to meet their mutual obligation. These requirements could be as high as 25 hours for ESL and for job seekers aged 18-49 but may be any number of hours as determined appropriate for personal circumstances.

Providers are required to deliver Basic Services to all job seekers and to make available various activity options for commenced job seekers with mutual obligations requirements. Job seekers not identified as Work for the Dole job seekers, for example because they are on a partial rate of payment or fall outside the 18-49 age cohort, may either volunteer for Work for the Dole or must meet their mutual obligations by participating in activities that are self-identified or participate in an alternative activity facilitated by their provider.

Providers should encourage all job seekers with mutual obligations to participate in Work for the Dole activities where they are the most suitable activities. Where a job seeker is meeting their mutual obligation by participating in Work for the Dole activities, they are only required to participate in the activity up to the hours outlined under their mutual obligation.

Job seekers without mutual obligation requirements who volunteer for CDP Provider Services must enter into a Job Plan in order to receive services. CDP Ineligible Participants must also enter into a Job Plan in order to receive CDP Provider Services.

The Job Plan must be recorded in the IT System. Providers can choose whether job seekers agree to their Job Plan online or to sign a hard copy from 1 July 2015.

The Job Plan must consider the job seeker's individual circumstances, including whether they have part-time or full-time mutual obligation requirements.

Mutual obligation requirements need to be outlined in the Job Plan for the requirement to be enforceable. Penalties can then be applied by the Department of Human Services (DHS) under the job seeker compliance framework where those requirements are not met by job seekers.

Providers should advise job seekers of the consequences of failing to meet their requirements in the Job Plan and the potential impact on the job seeker's income support payment of the job seeker failing to give prior notice (with a Valid Reason) when they cannot attend appointments or participate in activities.

Maintaining Job Plans for Job Seekers

Providers must ensure that a job seeker has a current and up-to-date Job Plan at all times. Job Plans are generally updated when the job seeker's circumstances change and as they progress along their pathway to employment, in particular:

- When activities in the Job Plan are completed or expire;
- If the job seeker's circumstances change;
- If a job seeker's mutual obligation requirements change;
- When a job seeker has a Comprehensive Compliance Assessment;
- When a job seeker undertakes Compliance Activities to waive an eight week non-payment penalty.

When a job seeker gains part-time or full-time employment, the job seeker's rate of income support may reduce through income testing by Centrelink. The provider must renegotiate the job seeker's Job Plan to reflect this work as an activity that meets some or all of their mutual obligations. The new Job Plan must include Work for Dole activities or other suitable activities as needed to enable the job seeker to meet their Mutual Obligations up to their assessed capacity.

Work for the Dole eligible job seekers who gain part-time work and are subsequently on a partial rate of payment cannot be compelled to participate in Work for the Dole. If a job seeker chooses not to voluntarily participate in Work for the Dole activities they must meet their mutual obligations in alternative appropriate activities.

For further information about Job Plans refer to the *Job Plan User Guide*.

Recording Attendance in the Activity Diary

Providers must use the Activity Diary to record activities the job seeker undertakes to meet their requirements. Providers must enter job seeker attendance in those activities in the Activity Diary (for further information on the Activity Diary refer to *Chapter 10* of these Guidelines).

This will be closely monitored by PM&C, as use of the Activity Diary will be the principal mechanism for reviewing achievement of job seeker attendance in activities and for calculating monthly provider payments. For further information on payments refer to *Chapter 8 – Payments*.

Job Seekers with Disabilities

Providers must provide tailored assistance to job seekers with disability. This assistance must take into account the job seeker's capacity for work and participation in CDP activities.

In Australia, definitions of disability are based on the World Health Organisation's (WHO) International Classification of Functioning, Disability, and Health (ICF), which uses 'disability' as an umbrella term for any or all of the following components:

- Impairments—problems in body function or structure.
- Activity limitations—difficulties in executing activities.
- Participation restrictions—problems an individual may experience in involvement in life situations.

Providers can access the following nationally available services for people with disability and their employers:

- The Employment Assistance Fund (EAF) —financial assistance for work-related equipment, modifications and services; and
- The Supported Wage System (SWS) —a workplace relations instrument that allows eligible job seekers with disability to be paid a productivity-based wage.

Providers will be able to utilise EAF and SWS in conjunction with JobAccess (www.jobaccess.gov.au), which is a free information and advice service about the employment of people with disability.

Providers should also consider purchasing additional services or support for job seekers with disability where appropriate.

For information on delivering services to Disability Support Pension recipients with mutual obligation requirements, refer to the *Disability Support Pension Recipients (Compulsory) Requirements User Guide*.

Vulnerability Indicator

The term 'vulnerability' relates to a job seeker's capacity to comply with their mutual obligation requirements. DHS will only record a Vulnerability Indicator on a job seeker's record if appropriate evidence suggests the vulnerability could pose a significant barrier to the job seeker's ability to comply with their requirements.

A Vulnerability Indicator is intended to ensure both providers and DHS are aware of a job seeker's circumstances. A Vulnerability Indicator does not exempt a job seeker from the activity test or mean that the Job Seeker Compliance Framework cannot be applied for non-compliance, where the provider chooses to use it. However, being aware of vulnerabilities is useful for providers when negotiating the job seeker's activities and Job Plan to help determine if a job seeker will have any trouble meeting certain mutual obligation requirements.

‘Vulnerability’ for the purposes of the Vulnerability Indicator is:

- A diagnosed condition or documented personal circumstance that currently impacts on the job seeker’s day to day life.
- Temporary, episodic or ongoing.
- May impact to varying degrees on the job seekers capacity to comply with their requirements.

A Vulnerability Indicator is not:

- The same as a disability, though disability may contribute to vulnerability.
- An exemption – requirements still apply and need to be met.
- A valid reason for failing to meet a requirement in and of itself.
- Set in concrete – it is subject to review.

A Vulnerability Indicator should be considered when:

- Setting participation requirements for a job seeker.
- Determining the most appropriate action to take following non-compliance.
- Considering a job seeker’s reason for being unable to comply with a requirement.



8. Payments

8.1 Overview

Providers will be paid under an outcomes-based payment model. This means providers will be expected to ensure remote job seekers are not just signed up, but also attending their Work for the Dole activities, five days a week.

The programme is supported by a simplified set of payments:

Service Payments, including:

- **Basic Services Payments**; and
- **Work for the Dole Payments**.

Flow-charts outlining the process for Service Payments will be made available on the Provider Portal.

Outcome Payments

(Outlined in [Chapter 6 'Working with Employers and Employment Outcomes'](#)):

- **Employment Outcome Payments** which are payable to providers where job seekers achieve 13 and 26 Week Employment Outcomes;
- **Employer Incentive Funding** which is payable to Employers where job seekers have been employed by one Employer for a 26 Week Period;

Other Payments

- **Ancillary Payments** where applicable, from time to time, under RAC1 of the RJCP Funding Agreement; and
- **Funding in relation to Strengthening Organisational Governance** which is one off payment for becoming incorporated, if the incorporation requirement set out in the RJCP Funding Agreement applies to providers.

8.2 Service Payments

Service payments for providers incorporate:

- **Basic Services Payments** which are payable for Basic Services to job seekers who are not required to participate, or who have not chosen to participate, in Work for the Dole (these job seekers are called 'Basic Participants' in the RJCP Funding Agreement); and

- **Work for the Dole Payments** which are payable for job seekers undertaking both Basic Services, such as attending provider appointments and Job Search, and Work for the Dole Activities (these job seekers are called 'WfD Participants' in the RJCP Funding Agreement);

Providers will not receive service payments for job seekers who have not been commenced and/or who do not have an Approved Job Plan or IPP.

Monthly payments are made based on information in the CDP information system, with a calculation date that is usually on the fourth Wednesday of every month. At times where it is not possible to use this date, providers will be notified.

From July to December 2015, 'Start-Up' arrangements will apply, with providers receiving advance payments providing a minimum level of payment based on provider caseloads. From 1 January 2016, service payments will be made in arrears, based on the outcomes achieved by providers.

8.3 Service Payments Rates (from 1 January 2016)

Service payments are paid monthly to providers according to the rates outlined below.

Payment type	Annual Payment Value (GST Ex)	Monthly payment (GST Ex)
Basic Services Payment (Excludes job seekers participating in Work for the Dole)	\$ 4,000	\$ 333.33
Work for the Dole payment (excluding GST)*	\$ 12,450	\$ 1,037.50

*Where there is a hosting arrangement in place, a negotiated payment must be made to the host organisation from the \$12,450 Work for the Dole payment. Typically, this should be around half the amount that would normally be received by the provider.

8.4 Basic Services Payment

The Basic Services Payment is paid monthly to providers based on the total number of 'Basic Participants' recorded in the IT System. A 'Basic Participant' is defined as an Eligible Job Seeker who is not a Work for the Dole Participant. Basic Services payments will coincide with Work for the Dole Payments, resulting in a single monthly payment being received by providers.

If a Basic Participant volunteers to participate in Work for the Dole, the provider will receive the Work for the Dole Payment based on the job seeker's attendance, rather than the Basic Services Payment.

8.5 Work for the Dole Payment

Providers will be paid a monthly payment for the actual attendance of job seekers in Work for the Dole activities as recorded in the CDP Activity Diary.

Providers will be paid under an outcomes-based payment model. This means that providers will be expected to ensure remote job seekers are not just signed up, but also attend their Work for the Dole Activities, five days a week. Payments will be monthly, in arrears, to enable assessment of performance prior to calculation of the payment.

It will be important for providers to manage their caseload to optimise attendance levels, using the Job Seeker Compliance Framework when needed when a job seeker does not attend an activity without good reason (refer 7.8 *Job Seeker Compliance*).

Providers will receive the same rate of Work for the Dole Payment, irrespective of whether the job seeker has a partial capacity to work. So, if DHS assess that a job seeker has the capacity to perform 15 hours a week, the provider will still receive the full Work for the Dole Payment if the job seeker attends activities for 15 hours. This recognises that often job seekers with a partial capacity to work require the same level of servicing as job seekers with a full capacity.

Providers will be paid Work for the Dole Payments if the following conditions are met:

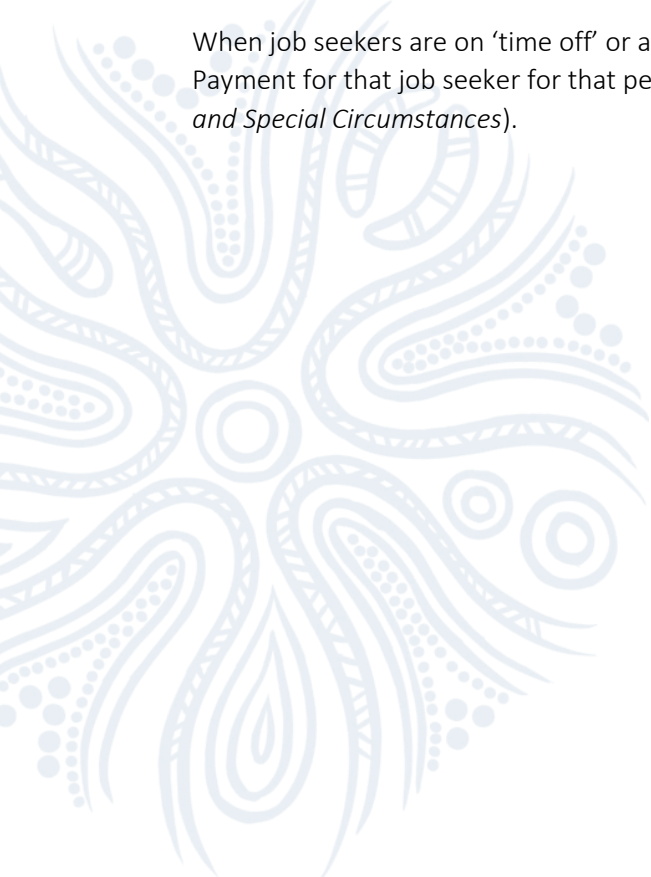
- They have placed the job seeker in enough activities to meet the participation requirements in their Job Plan (up to 25 hours per week) and the job seeker attends these activities;
- Where a job seeker did not attend, the job seeker had good reason (known as a Valid Reason and/or gave prior notice consistent with the definitions outlined in the Job Seeker Compliance Framework); or
- The provider took all reasonable action in relation to non-attendance (including submitting a Participation Report to DHS) and following this action were able to re-engage the job seeker back into Work for the Dole activities within 14 days; and

Providers will not receive Work for the Dole Payments if they have not recorded job seeker attendance in the Activity Diary.

It is important that providers actively manage job seekers and immediately address non-attendance. Assisting job seekers to build skills and daily routine is central to getting them on a pathway to work.

For providers to receive Work for the Dole Payments they will need to actively engage and manage job seeker compliance. This means using all the tools at their disposal.

When job seekers are on 'time off' or a break from Work for the Dole, the provider will receive Basic Payment for that job seeker for that period (Refer 3.3 *Criteria for Participation in Work for the Dole and Special Circumstances*).



Managing Attendance

Case Study – Individual

Elizabeth must attend her Work for the Dole activity of gardening at the local primary school for 25 hours per week, across five days:*

- *Elizabeth attends her activity on the Monday and Tuesday for the whole five hours;*
- *On Wednesday Elizabeth is unwell and is unable to attend her activity. Elizabeth calls her provider to let them know she is unwell and visits the doctor;*
- *On Thursday Elizabeth returns to the activity and completes her five hours; and*
- *On Friday Elizabeth does not show up and the provider Supervisor knows that she has gone to watch the local football carnival. Elizabeth does not give her provider any notice or warning, or an acceptable excuse for not attending.*

In this case the provider would have their Work for the Dole Payments reduced for the one day that Elizabeth did not attend without a Valid Reason (the football carnival); unless the provider took all reasonable action in relation to non-attendance (submitting a Participation Report to DHS) and was able to re-engage the job seeker within 14 days.

**noting while this case study has 5 hours per day Monday – Friday, participants can have more than 5 hours per day scheduled activity*



Provider will be paid for attendance in all these circumstances

Provider be paid in this circumstance as long as a PR has been lodged and the provider was able to re-engage the job seeker within 14 days

Case Study – Community Level

A provider has 20 job seekers placed in Work for the Dole activities in one month.

- 15 of the job seekers attend their activities up to their assessed capacity to work. The provider registers the job seekers as 'Attending' in the CDP IT System;
- Three of the job seekers do not attend for six days, due to flooding in their community, but otherwise attend up to their required participation. For each of the six days non-attendance the provider registers the job seekers as 'Did not Attend Valid' in the CDP IT System; and
- Two of the jobs seekers do not attend any of their Work for the Dole activities for the month. They do not make contact with the provider and give no prior notice or valid reason. The provider has not re-engaged these job seekers. The provider registers each job seeker as 'Did not Attend Invalid' every day they did not attend in the CDP IT System and, when contact cannot be made with the job seekers, submits a Participation Report to DHS.

If all 20 job seekers had attended for their required participation, the provider would have been paid the full Work for the Dole Payments for all of these job seekers. However, in this instance the provider will get paid for full Work for the Dole Payments for 18 of the job seekers. This includes:

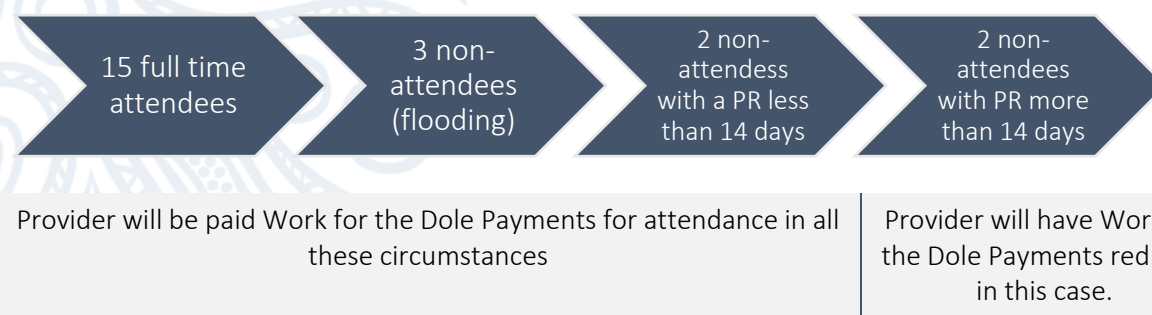
- The 15 job seekers who attended their activities up to their required participation; and
- The three job seekers who did not attend six days because flooding meets the special circumstance exemptions in the Job Seeker Compliance Framework.

The provider will not get paid Work for the Dole Payments for the two job seekers who were registered as 'Did not Attend Invalid', unless the provider has:

- Lodged a Participation Report to DHS for those days; and/or
- Re-engaged the job seekers within 14 days.

If the provider does not record attendance for the job seekers in the Activity Diary, the provider will not get paid Work for the Dole Payments.

For job seekers that have not been re-engaged after 14 days as a result of the compliance action or alternative means to re-engage the job seeker, the job seeker will remain on the provider's case load for an additional 14 days before they will be exited by the system.



8.6 The Start-Up Period (1 July 2015 to 31 December 2015)

During the Start-Up Period, providers will receive a minimum level of service payments.

Start-Up Period payment rates are shown below:

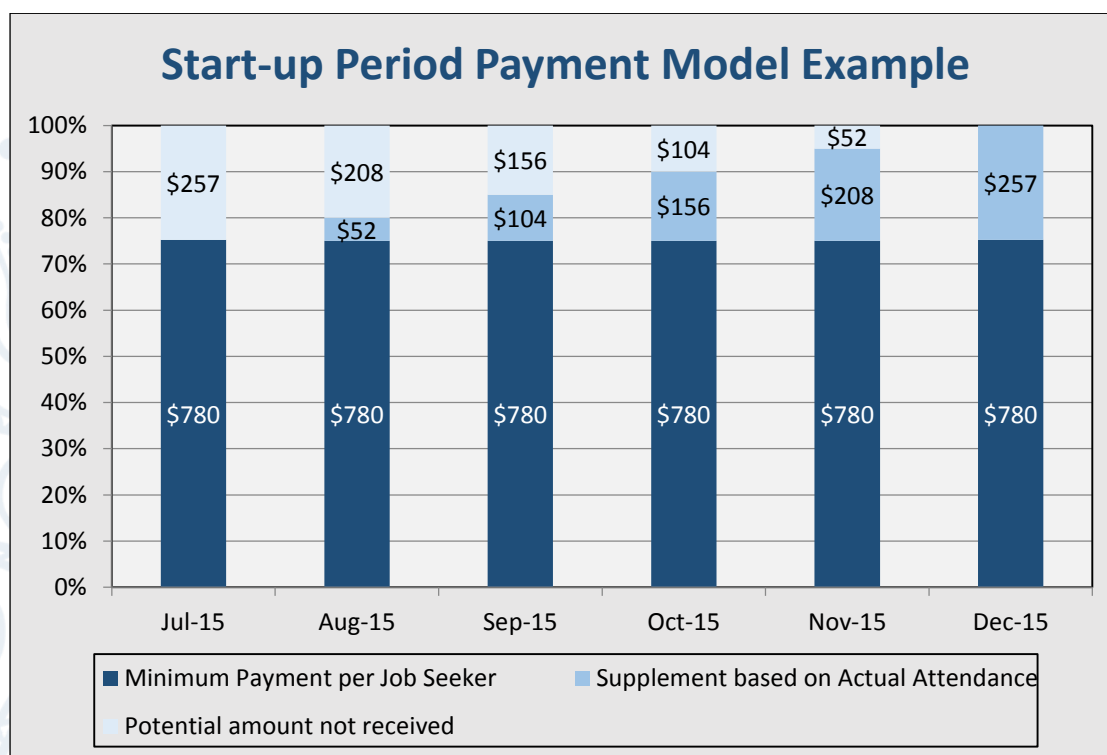
Payment type	Monthly payment (GST Ex)
Basic Services Payment (Job seekers not aged 18-49 and in receipt of activity-tested income support)	\$ 333.33
Work for the Dole payment (Job seekers aged 18-49 and in receipt of activity-tested income support)	\$ 780.00

Start-Up payment rates are equivalent to paying the full Work for the Dole payment for 75 per cent of all Work for the Dole eligible job seekers.

During the start-up period the provider receives the Basic Services Payment for all commenced job seekers who are not required to participate in Work for the Dole, regardless of whether they are volunteering to do Work for the Dole.

However, where a provider achieves more than 75 per cent of job seekers meeting their full Work for the Dole attendance requirements five days a week, they will receive a supplementary amount.

The supplementary payment will be calculated according to difference between the actual attendance rate and the minimum level of Start-Up payment.



Full attendance requirements are met when all job seekers attend all Work for the Dole activities up to their 25 hours per week (or assessed capacity), and where the provider takes all actions required under the RJCP Funding Agreement in relation to non-attendance.

Start-Up Period Payment Examples

A provider has 100 Work for the Dole eligible job seekers on their caseload.

Scenario 1: The provider has placed 70 Work for the Dole eligible job seekers into activities and these job seekers all meet their full attendance requirements. In the Start-Up Period the provider would receive a payment of \$78,000 (100 x \$780), equal to 75 per cent of the job seekers in the provider's caseload being placed in an activity and meeting their requirements. From 1 January 2016, the provider would only receive a payment of \$72,625 (70 x \$1037.50) for the 70 job seekers who met their full attendance requirements.

Scenario 2: The provider places 85 Work for the Dole eligible job seekers into activities who either meet their full attendance requirements or the provider takes appropriate action using the Job Seeker Compliance Framework. In the start-up period the provider would receive the minimum monthly payment of \$78,000 (100 x \$780), as well as a supplementary amount for achieving above 75 per cent. The provider would receive a supplement of \$10,187.50; the difference between the minimum monthly Start-Up payment and the payment they would receive post January for actual achievement. In total the provider would receive \$88,187.50 for that month (equivalent to 85 x \$1037.50).

Scenario 3: The provider places all 100 Work for the Dole eligible job seekers into activities but those job seekers only fulfil 90 per cent of their attendance requirements. In the Start-Up Period the provider would receive the minimum monthly payment of \$78,000 (100 x \$780), as well as a supplementary amount of \$15,375 for the achievement above 75 percent. The total payment they would receive of \$93,375, equals payment for the achievement of 90 per cent applying the post January arrangements for actual achievement (90 x \$1037.50).





9. Conducting Services

9.1 Overview

Providers are responsible for delivering Services in accordance with the RJCP Funding Agreement and these Guidelines. Services should be also delivered in line with the Service Guarantee and Code of Practice.

This chapter provides guidance to assist providers to conduct services.

Information includes:

- Risk management
- Customer feedback
- Dispute resolution

For further information on conducting services in accordance with the RJCP Funding Agreement refer to the *User Guides*.

9.2 Location and Level of Services

Providers are responsible for delivering Services within the allocated Region(s). Providers are required to maintain at least one full time Site (that is open Monday to Friday from 9am-5pm on business days, or as otherwise agreed with PM&C) within each Region and any additional Sites required to deliver sufficient services.

Sites must be open on business days and times consistent with the Activity Schedule and be accessible to people with disability.

9.3 Code of Practice

Providers are obliged to deliver services in line with the Code of Practice and the Service Guarantee, which must be available at their offices for job seekers and the public.

9.4 Personnel

PM&C is entitled, on reasonable grounds, to request providers remove personnel from work on the services (for example, in the event of actual or suspected serious misconduct).

9.5 Sub-Contracting

Subcontractors are permitted with prior written approval from PM&C. Subcontracts must bind subcontractors to, with respect to PM&C, the RJCP Funding Agreement and relevant workplace health and safety provisions.

Subcontractors may be engaged to perform any of the provider's obligations under the RJCP Funding Agreement. Hosts can only offer activities in accordance with these Guidelines.

9.6 Serious Incidents

Providers must notify PM&C immediately if a serious incident occurs or almost occurs (that is, any circumstances that could have resulted in the occurrence of a serious incident).

A serious incident is an incident that occurs during, or from provider activities that results in:

- Death or an injury for which medical attention was sought or ought reasonably to have been sought; or
- Police involvement (including drawing the attention of the police).

If a serious incident occurs providers must submit a serious incident report to PM&C within 24 hours.

For further information on insurance refer to the *Insurance Manual and Insurance for Specific Activities under the CDP User Guide*.

Providers must then provide a detailed written report to PM&C within 10 business days. The written report must include:

- A description of the incident and injury;
- What action has been taken to manage the incident;
- What the provider has done to reduce the risk of the incident happening in the future;
- How the provider will minimise disruption to services or activities; and
- Any other details of the incident that the provider considers relevant, or as requested by PM&C or the insurance broker.

PM&C will then advise what other actions providers need to take.

9.7 Use of Interpreters

If required, providers must provide an interpreter to facilitate communication with job seekers.

If a job seeker requests the use of an Interpreter and the provider refuses one, they must keep a record outlining the reason for their decision.

The provision of interpreters should be consistent with the General Terms and Conditions of the Funding Agreement.

9.8 Police Checks and Working with Vulnerable People

Providers may be required to conduct Police Checks for Eligible Job Seekers and CDP Ineligible Participant engaging in some activities, particularly activities involving Vulnerable People.

A Vulnerable Person is a person who is unable to fully take care of themselves or is unable to protect themselves against harm. This could be because of age, illness, trauma, disability or any other reason.

Specifically, activities that require Police Checks include those where:

- Legislation requires police checks to be conducted;
- The activity is subject to industry accreditation requirements, industry standards or a legal requirement that the activity can only be carried out by people who have not been convicted of particular crimes;
- The activity is specified by PM&C as requiring Police Checks; or
- It is an activity in which the Eligible Job Seeker, CDP Ineligible Participant, the provider, Supervisor or Mentor will have regular or unsupervised contact with children, the elderly or other classes of Vulnerable People, and for which it would be considered wise by a reasonable person that a Police Check be conducted.

Depending on the nature of the activity it may be necessary for a provider to get a Working with Children check as well as a criminal records check, as only certain information will be provided in each.

A provider should have activities available that do not require a Police Check to be undertaken.

These activities can be used to meet the needs of an Eligible Job Seeker who does not consent to a Police Check or for whom police check results indicate an issue of concern or unacceptable risk.

When a Police Check is required it is to be completed:

- Prior to involving a Supervisor or Mentor in work that involves any contact with a Vulnerable Person, and once every two calendar years during the period that the person is engaged in work with Vulnerable People; and
- Prior to involving an Eligible Job Seeker or CDP Ineligible Participant in activities that involves any contact with a Vulnerable Person.

For further information on conducting Police Checks refer to the *Police Checks User Guide*.

9.9 Managing Risk

Workplace Health and Safety

Under the RJCP Funding Agreement, providers are required to ensure all activities are conducted within Commonwealth, State and local government laws and by-laws regarding workplace health and safety.

Section 3.2 Delivery has further details on Risk Assessments for activities.

Insurance

Providers must have public liability insurance, workers compensation, motor vehicle insurance, personal accident insurance and professional indemnity insurance.

For personal accident insurance providers must have insurance in accordance with the RJCP Funding Agreement, except where activities are covered by PM&C insurance. *CDP*

Providers should note that there are certain activities which are excluded from PM&C's insurance, or which must not be conducted without the consent of PM&C's insurer. Providers must not conduct any Work for the Dole activity, or place any job seeker into a Work for the Dole Activity, that is excluded from PM&C's insurance coverage, without first obtaining written permission from PM&C. Refer to the *Insurance for Specific Activities under the CDP User Guide* and the *DPMC Participant Insurance Manual 2015-2016* on the Provider Portal for more information.

Conflict of Interest

A Provider's executive staff members and board members are required to sign Conflict of Interest declarations which must be lodged in the provider's conflicts register.

If a Conflict of Interest arises, the provider must notify PM&C immediately, and take action to resolve the Conflict of Interest.

Fraud

Providers must not engage in fraudulent activity and must take all reasonable steps to prevent fraudulent activity.

9.10 Customer Feedback

Feedback and complaints should be dealt with appropriately by a senior staff member.

Providers are required to keep a Customer Feedback Register.

Providers should establish a customer feedback process to manage feedback and complaints about services. The customer feedback process should:

- Be consistent with the RJCP Funding Agreement, Guidelines, Code of Practice and Service Guarantee;
- Inform people they may also lodge a complaint with the National Customer Service Line;
- Incorporate a Customer Feedback Register; and
- Be communicated to new job seekers.

As part of the feedback process, job seekers should be provided with contact details for the National Customer Service Line for situations when they feel they can't talk to their provider, or are not happy with the provider's response to their issue.

National Customer Service Line

1800 805 260 (free call from land lines) or email nationalcustomerserviceline@employment.gov.au

9.11 Dispute Resolution

If a provider has any concerns or disputes in relation to CDP they should first contact their PM&C Regional Manager.

If the issue cannot be resolved at this stage, it will be handled in accordance with clause 43 of the General Terms and Conditions of the Funding Agreement.

If the issues remain unresolved, the job seeker can lodge a complaint with the Commonwealth Ombudsman on 1300 362 072.

9.12 Administration and Governance

Providers must carry out their business in keeping with all relevant statutes, regulations, by-laws and requirements of any Commonwealth, State, Territory or local authority and any of PM&C's policies as advised in writing by PM&C.

Providers must provide to PM&C immediately upon receipt, a copy of any notice requiring them to show cause why they should not come into any form of external administration and any record that the provider has or will come under one of the forms of external administration.







10. Information Technology (IT) and Records Management

10.1 Overview

Employment & Community Services Network (ECSN) is the gateway to access IT applications to manage and deliver CDP services including:

- The CDP Provider Portal secure site;
- The Learning Centre; and
- The CDP IT system.

This chapter provides information about those IT tools. For further information providers must refer to the supporting IT Reference materials provided on the CDP Provider Portal secure site; as well as the CDP IT system User guide published on the Learning Centre.

10.2 Employment & Community Services Network (ECSN)

ECSN is the gateway to access IT tools to manage and deliver Services.

The Provider Portal Secure Site

The Provider Portal secure site is a tool for providers to find information and advice on delivering CDP. The Provider Portal secure site hosts key documents including the RJCP Funding Agreement, Guidelines and User Guides. Providers can access the Provider Portal secure site via the ECSN login page.

The Learning Centre

The Learning Centre is an online training facility for providers and PM&C staff. The Learning Centre provides training for employment services programmes and includes a range of valuable, special interest modules.

10.3 CDP IT system

The CDP IT system has been specifically designed for the Community Development Programme. Providers must conduct Remote Services using the online CDP IT system. The CDP IT system is an internet based system that is accessed from the Internet browser.

The CDP IT system provides a number of tools to support providers:

- The Activity Diary;
- Job Seeker JobSearch App;
- Work for the Dole Supervisor Mobile App; and
- Calendar.

Providers must conduct CDP Services using the CDP online IT system.

The CDP IT system supports the administrative processes required to manage the CDP. The CDP IT system is designed around CDP workflows and provides step-by-step guidance through these processes, including:

- A referral process that allows job seekers referrals from the Department of Human Services as well as directly by a provider;
- A noticeboard that keeps providers up-to-date with the important events with the job seeker and activity participation;
- A claims and payments feature.

Providers must comply with PM&C IT policies as detailed in the RJCP Funding Agreement and any directions from PM&C in relation to IT.

Activity Diary

The Activity Diary is a tool in the CDP IT System that assists providers in the management and servicing of job seekers on their caseload and their activity-related mutual obligation requirements. Providers can use the Activity Diary to:

- Record job seeker activity requirements in activities, both activities in the job seeker's Job Plan and in Activity Management;
- Issue formal notification of requirements and any rescheduled requirements;
- Create attendance lists for activity supervisors;
- Record attendance of individual activity days;
- Link activity non-attendance to the job seeker compliance framework;
- Automatically link job seeker attendance at activities to Activity Management;
- Automatically link to provider payments from 1 January 2016; and
- Automatically link to activity summary screen and job seeker summary screen.

Job Seeker JobSearch App

The job seeker diary is a central place for job seekers' appointment information. The diary is linked to the online calendar, but is for individuals. A job seeker's diary will only display the appointments of

that job seeker, whereas the online calendar is a tool to help providers manage all Job Seekers on their caseload and their upcoming appointments.

By looking at a job seeker's diary, providers can see all of their past and upcoming Appointments. Providers may need to use diary information as evidence for submitting a Participation Report at a later date, such as looking to see how many appointments a job seeker has not attended without a Valid Reason or a Reasonable Excuse.

Job seekers are now able to access the benefits of the Australian JobSearch website on their mobile devices (mobile devices will require advanced operating systems with working internet connectivity) via the JobSearch Job Seeker Mobile App.

The JobSearch Job Seeker Mobile App allows job seekers to access features from the website quickly and conveniently. Job seekers will be able to:

- Search for jobs based on their location, find a provider and save jobs onto their mobile devices;
- Manage their own dashboard by setting up notification preferences so they can receive job alerts or messages from their provider;
- View their provider appointments, add personal events and sync with their device's personal calendar;
- Send their latest resumes and cover letters directly to their employers; and
- Agree, view or forward their Job Plan on their mobile devices.

Further information on the Australian JobSearch Job Seeker Mobile App can be found on the Provider Portal secure site and the Learning Centre.

Work for the Dole Supervisor Mobile App

Work for the Dole Supervisors will be able to record and lodge job seeker attendance in the Activity Diary on their mobile devices (Mobile devices will require advanced operating systems with working internet connectivity) via the Supervisor Mobile App. This allows them to submit the attendance of job seekers in real time, reducing paperwork, informing Providers as soon as attendance is submitted by Supervisors.

Calendar

An important part of the CDP IT System that providers will use to manage their connection with a job seeker is the calendar. The calendar is used to book a number of different types of appointments with job seekers and helps them to keep track of any appointments that job seekers may have with their provider on any given day.

Following scheduled appointments, providers can record an appropriate result against each appointment in the calendar to reflect the attendance of the job seeker. This result reflects the decision the provider made about the job seeker's attendance and the next steps for the job seeker's servicing. The calendar also helps providers to connect with DHS and share information on a job seeker's participation and regular servicing.

10.4 Making a Claim for Payment for an Employment Outcome

To claim payment for an Employment Outcome Payment, providers must record when an Eligible Job Seeker has started in work in the CDP IT system. Our IT system will automatically pay providers the appropriate Employment Outcome Payment where the requirements of an Outcome have been met.

The CDP IT System will check whether a provider is entitled to an Employment Outcome Payment by confirming an Eligible Job Seeker's work hours declared to DHS on the Job Seeker Employment Hours Result (JEHR) or the job seeker's rate of Income Support Payments via the Job Seeker Rate Reduction Result (JRRR).

Automated special claims can be lodged in cases where a provider disputes the result of the JRRR or JEHR. Documentary Evidence will be required to support any special claims.

A payment for a Part Time Employment Outcome, once paid, cannot be upgraded to a Full Employment Outcome Payment. A payment for Part Time Employment Outcome will not be automatically paid to providers until 42 days after they become available to allow providers time to place a special claim for payment for a Full Employment Outcome should they have sufficient supporting evidence.

Where a job seeker has pre-existing part-time employment, a provider may claim an upgrade if the provider subsequently works with the employer and job seeker to achieve sustained, increased earnings or hours of work leading to a Full Employment Outcome. The requirements outlined in clause 46.3 of RAC1 to the RJCP Funding Agreement must be met. A provider must provide a job seeker with additional Remote Services to be eligible for an upgrade. These must be:

- Identifiable and documented; and
- Directly responsible for the increase in hours or earnings from the Employment.

An upgrade is not available where:

- A job seeker has arranged their own increase in hours or earnings; or
- A job seeker's earnings or hours are already sufficient to achieve a Full Employment Outcome.

Employment Outcome Payment claims resulting from an upgrade to Employment will be automatically paid to providers where the IT system can confirm the requirements of an Employment Outcome have been met.

Employer Incentive Funding will not be auto-paid to providers in the same way as Employment Outcome Payments. Employer Incentive Funding will appear on the 'available claims' list once the provider has received payment for a 26 Week Employment Outcome. Where an Employer is eligible to receive Employer Incentive Funding, this must be manually claimed by the provider and forwarded to the eligible employer, as outlined in [Chapter 6 'Working with Employers and Employment Outcomes'](#).

10.5 Records Management

Providers must manage records in line with the CDP Funding Agreement.

- RJCP Funding Agreement Records – includes records created during the course of providing Services such as participant services records and the Customer Feedback Register;
- Commonwealth Records – includes records provided to providers by PM&C such as the Job Plan template or information about a participant; or
- Provider Records – includes records in existence prior to the RJCP Funding Agreement commencing except for any Commonwealth Records.







11. Marketing and Promotion

11.1 Overview

Providers are expected to promote activities to the community and to job seekers in order to maximise the engagement of job seekers and to promote the programme to potential Hosts.

Providers must seek approval from PM&C before undertaking any public relations initiatives directly relating to CDP.

11.2 Contractual Obligations

As referenced in clause.51 of the General Terms and Conditions of the RJCP Funding Agreement, Providers must:

- In all publications, promotional and advertising materials, public announcements and activities in relation to the Services, and any products, processes or inventions developed as a result of the Services, acknowledge the financial and other support received from the Australian Government;
- Ensure that all advertisements, promotional activities and any other public relations matters in relation to the RJCP Funding Agreement are consistent with the requirements set out in these Guidelines.

11.3 General Requirements

All advertisements, publicity, and promotion of the services must:

- Be approved in advance by PM&C;
- Refer to CDP;
- Acknowledge financial and other support provided by the Australian Government. Australian Government funding can be acknowledged using this text statement:

“This initiative is supported by the Australian Government.”

The Australian Government logo is not to be used on materials developed by the provider.

11.4 Promotions of Work for the Dole to Prospective Hosts

A provider may find it useful to advertise in the local community to seek activity proposals from potential Hosts, or to promote the CDP or activities. Advertising may include:

- Local newspapers
- Television
- Radio
- Leaflet drops
- Cold canvass letters
- Telephone calls

Providers may find that running forums and information sessions for Work for the Dole is a good way of letting potential Hosts know about the benefits of sponsoring a Work for the Dole activity.

Information sessions are a good opportunity to network and build relationships to encourage a diverse range of Work for the Dole activities. Many providers find that if they have a wide range of activities, it is much easier to ensure a participant will attend their Work for the Dole activity.

11.5 Participant or Host Consent to Publicity

The Australian Privacy Principles (APPs) prohibit the use of personal information of individual participants in publicity material without the written consent of the individual participant (unless one of the other exceptions set out in APP6 is available, refer:

<http://www.oaic.gov.au/images/documents/privacy/applying-privacy-law/app-guidelines/chapter-6>).

A Publicity Consent Form is available on the Provider Portal secure site for the purposes of gaining such consent.

If a provider wants the media to contact or interview a participant then providers must obtain written consent from the participant (a sponsor can do this on behalf of a provider). Participants are free to speak to the media or other third parties.

If the media approaches a provider seeking access to a participant, providers should advise PM&C about the purpose of the approach and seek the participant's agreement. Remember, any written public comment about Work for the Dole must first be approved by PM&C. Contact PM&C for approval.

Photographing Participants

At activity functions (e.g. graduation ceremonies) or during the activity, participants may be asked by Members of Parliament, Senators, their staff or others to be filmed and/or photographed. This footage and/or photographs may be used to promote the benefits of CDP as a whole or the benefits of a particular activity.

To protect participant privacy (and by so doing adhere to the Australian Privacy Principles (APPs), information about individual participants including film footage and/or photographs, cannot be used without their written consent. Participants must fill in a Publicity Consent Form before photography or filming takes place for any publicity. A separate Publicity Consent Form for Minors is available and should be used to obtain consent to photograph or film any minors.

Providers must ensure that their Hosts (and all other subcontractors) also implement these procedures.

Requests for Information from Third Parties

If providers are approached by persons (e.g. students) or organisations conducting research projects who are seeking access to Work for the Dole activity sites or premises, providers must first contact PM&C to obtain consent. If consent is given, permission must also be obtained from the Host Organisation in writing. Providers must also liaise with their PM&C Account Manager before providing responses to information requests from external sources.

The written agreement of each participant must also be obtained prior to any interviews and/or surveys conducted as part of a research activity. A Publicity Consent form must be completed for each participant.

Participants must be given the reason why the information is to be collected and to whom it will be disclosed. The information collected can only be done so in a manner consistent with the Australian Privacy Principles (APPs).

If a provider is approached by a MP or Senator or the media regarding publicity they should seek advice from PM&C before making any commitment.

11.6 Promotional Activities

Sharing Success

Providers are encouraged to share good news stories highlighting the positive experiences of Indigenous job seekers and the efforts of providers to support them in finding employment. Stories may also highlight the positive impact that CDP is making within communities. Good news stories are often promoted on PM&C's website: www.indigenous.gov.au.

Submit your story ideas to indigenous.gov.au@PM&C.gov.au.

Twitter posts that reference CDP activities should include #IndigenousJobs. Where possible, posts should tag @indigenous_gov and include #ClosingtheGap.

Facebook posts that reference CDP activities should include #IndigenousJobs and #ClosingtheGap. Posts should tag @indigenous.gov.au within the text.





12. Performance

12.1 Overview

Providers need to meet a range of Key Performance Indicators (KPIs), Performance Measures and Performance Targets that measure compliance, quality and the effectiveness of a provider's service delivery.

Poor performance against KPIs is a serious matter. The RJCP Funding Agreement sets out different consequences that can be applied if there is poor performance by a provider.

The KPIs apply to all CDP Regions, although individual Regional Employment Targets under KPI 3 are set for each Region to reflect local employment conditions.

In the event of a natural disaster or other unforeseen events that may affect the providers' ability to deliver parts of the programme, PM&C will determine suitable substitute performance measure and Performance Targets and their duration.

The following information in section 12.2 is a summary only. Further information about performance, including assessment and ratings systems is available in the *Programme Management Framework*.

KPI 1: Delivery of services in accordance with the CDP Funding Agreement

Performance Measure	Performance Targets
Basic Services	100 per cent of Eligible Job Seekers have been provided with monthly contact which complies with Clauses 6, 7, and 8 of RAC 1.
Helping Eligible Job Seekers find and retain a job	100 per cent of all Eligible Job Seekers have an individualised Job Plan that complies with the requirements set out in the CDP Funding Agreement.
	In each six month period, at least 15 per cent of Eligible Job Seekers identified as requiring a driver's licence in their Job Plan sit for a driver's licence assessment.
	100 per cent Eligible Job Seekers identified as requiring literacy, language or numeracy training in the Job Seekers Classification Instrument (JSCI) or Employment Services Assessment (ESAt) received such training.
	100 per cent of Eligible Job Seekers placed in employment are provided with quality Post-placement Support in accordance with RAC 1.
	Eligible Job Seekers were supported to apply for vacancies and Paid Work Assignments.
General Provider Performance	Provider has managed customer feedback in line with the CDP Funding Agreement and Guidelines and has improved practices in response to complaints.
	All Eligible Job Seeker non-attendance is handled swiftly and appropriately in accordance with Guidelines and the CDP Funding Agreement.
	Providers comply with operational, financial and record-keeping requirements outlined in the CDP Funding Agreement and Guidelines. No Breach Notices are issued by PM&C.* *Please note, if a Breach Notice is later retracted, the Breach Notice will not count against provider performance.

KPI 2: Availability, attendance and appropriateness of activities for Work for the Dole Participants

Performance Measure	Performance Targets
Availability of activities for Work for the Dole Participants	100 per cent of Work for the Dole participants have been placed in one or more activities, sufficient to meet their participation requirement.
Attendance of Work for the Dole Participants	100 per cent attendance required of all Work for the Dole Participants in activities (in line with their mutual obligation requirements).
Appropriateness of activities	100 per cent of activities are appropriate to Work for the Dole Participants, local labour market, and the community.
Hosted Placements	The provider has made significant efforts to broker and place Work for the Dole Participants in quality Hosted Placements with local employers.

KPI 3: Achievement of the Regional Employment Target

Performance Measure	Performance Targets
Regional Employment Target is met	100 per cent of the Regional Employment Target is met.

12.2 Setting and Assessing the Regional Employment Target

Setting the Regional Employment Target

Regional Employment Targets set the required number of Eligible Job Seekers who achieve 26 Week Employment Outcomes during a specific 6 month period.

For example, if the target is for 1 January 2016 to 30 June 2016, the target is for the number of Eligible Job Seekers who achieve a 26 Week Employment Outcome during this period.

Regional Employment Targets are individually set by PM&C to ensure they take account of the specific context of each Region.

To ensure that Regional Employment Targets remain appropriate over time, Regional Employment Targets will be reviewed and reset every six month according to demographic, labour market and economic circumstances.

When determining a Region's Regional Employment Target, the following factors are considered:

- Previous Performance;
- Performance in comparable CDP regions;
- Current and future labour market opportunities;
- Seasonality in the labour market;
- Job Seekers disadvantage and concentration of all Job Seekers in the region;
- Discreteness of region and opportunities for mobility.

To be counted towards achievement of the Regional Employment Target, the provider must have received the 26 Week Outcome Payment.

PM&C Regional Managers will formally notify providers of each period's Regional Employment Target at least six months in advance of the start of the period.

Assessing the Regional Employment Target

Providers' achievement against Regional Employment Targets will be formally assessed during the Onsite Reviews every six months.

Due to the six-month lag between job seekers commencing employment and reaching a 26 Week Employment Outcome, the first Regional Employment Target can only be assessed during the July-August 2016 review.

For the purposes of the January-February 2016 review, providers will receive an indicative assessment based on the likelihood of meeting the first Regional Employment Target when it is formally reviewed during the July - August 2016 review.



13. Provider Compliance

13.1 Overview

Providers must conform to any applicable obligations under:

- The RJCP Funding Agreement;
- The Guidelines, instructions, policies and procedures;
- Industry regulations, standards and codes; and
- Commonwealth, State and Territory laws, regulations, standards and codes.

The following information on compliance is a summary only. Further information is available in the *Programme Management Framework*.

13.2 Compliance Goals

PM&C's compliance goals are for providers to be fully compliant with the RJCP Funding Agreement, Guidelines and policies, and any laws, regulations, standards and/or codes set by any relevant Governments or industry bodies.

In order to achieve this, PM&C will:

- Ensure all providers are given the information they require to voluntarily comply with all of their compliance obligations; and
- Establish a robust monitoring and correction system to detect cases where this is not occurring and take appropriate corrective action.

13.3 Compliance and Assurance Approach

Providers are responsible for their performance and compliance. Providers must also have in place their own governance and control systems that support their performance, delivery of quality services and accuracy of payments consistent with the RJCP Funding Agreement and relevant Guidelines.

PM&C acknowledges that the majority of providers are willing and able to comply with their obligations under the RJCP Funding Agreement and the Guidelines; however:

Some providers may engage in inappropriate activities which do not meet these requirements or be inadvertently non-compliant due to poor governance or procedures; and

Some providers will require training, corrective action or other more serious remediation to address entrenched non-compliance issues.

13.4 Compliance Issues for Particular Consideration

The following compliance issues may be areas for particular attention under the monitoring systems described in the *Programme Management Framework*:

Category	Compliance questions
Workplace Health and Safety	Are providers ensuring workplace health and safety risk assessments are conducted prior to activity commencement?
	Are activities being adequately supervised by suitably trained and qualified staff?
	Are job seekers being briefed on emergency procedures and work place health and safety requirements?
Governance structures, staffing and internal reporting	Are governance structures and internal reporting arrangements appropriate / adequate?
	Are internal risks controls in place, and are they adequate?
	Has there been a high level of staff or management turnover?
Claims	Are the claimed Employment Outcomes Payments and job seeker attendance reported in the Activity Diary accurate?
	Is there a discrepancy in patterns of claims compared to previous review periods? <ul style="list-style-type: none"> Variations in the patterns of claims, or in the provider's performance, compared to previous assessment periods. Higher than normal levels of claims compared to comparable CDP providers. Claim patterns within period indicate possible breaches.
Application of Attendance Categories	Have Eligible Job Seeker attendance categories been applied correctly?
Assets	Have any Assets that have been partially or wholly funded by the Commonwealth Government been encumbered or disposed of without PM&C approval?
	Are all Assets safeguarded against theft, loss, damage or unauthorised use?
	Are all Assets used for CDP insured to their full replacement value?
	Are all Assets in good working order?
	Are all registrations and/or licencing of Assets up to date?
	Is there an Asset register and Asset Disposal Plan?
Conflicts of interest	Are there any conflicts of interest between the provider and any organisations associated with activities or Hosted Placements?

Category	Compliance questions
Customer feedback	Are there any valid complaints and/or poor feedback from Eligible Job Seekers, CDP-Ineligible Participants, stakeholders or communities about manipulative, poor service delivery or potentially non-compliant behaviour?
	Does the provider meet RJCP Funding Agreement requirements with respect to Customer Feedback?
Financial management	Have all Funding been managed in accordance with Guidelines and the RJCP Funding Agreement?
	Have all Funding transfers to Employers and subcontractors been executed in accordance with Guidelines and the RJCP Funding Agreement?
Contracts	Are all contracts with subcontractors, Employers and Hosts in accordance with Guidelines and the RJCP Funding Agreement?
General quality of record keeping	<p>Does the provider comply with requirements in Guidelines and the RJCP Funding Agreement with respect to:</p> <ul style="list-style-type: none"> • Documentary Evidence • Eligible Job Seekers files • Digital records • Timeliness of reporting and Records management?





14. Provider Compliance

14.1 Overview

Providers must conform to any applicable obligations under:

- The RJCP Funding Agreement;
- The Guidelines, instructions, policies and procedures;
- Industry regulations, standards and codes; and
- Commonwealth, State and Territory laws, regulations, standards and codes.

The following information on compliance is a summary only. Further information is available in the *Programme Management Framework*.

14.2 Compliance Goals

PM&C's compliance goals are for providers to be fully compliant with the RJCP Funding Agreement, Guidelines and policies, and any laws, regulations, standards and/or codes set by any relevant Governments or industry bodies.

In order to achieve this, PM&C will:

- Ensure all providers are given the information they require to voluntarily comply with all of their compliance obligations; and
- Establish a robust monitoring and correction system to detect cases where this is not occurring and take appropriate corrective action.

14.3 Compliance and Assurance Approach

Providers are responsible for their performance and compliance. Providers must also have in place their own governance and control systems that support their performance, delivery of quality services and accuracy of payments consistent with the RJCP Funding Agreement and relevant Guidelines.

PM&C acknowledges that the majority of providers are willing and able to comply with their obligations under the RJCP Funding Agreement and the Guidelines; however:

Some providers may engage in inappropriate activities which do not meet these requirements or be inadvertently non-compliant due to poor governance or procedures; and

Some providers will require training, corrective action or other more serious remediation to address entrenched non-compliance issues.

14.4 Compliance Issues for Particular Consideration

The following compliance issues may be areas for particular attention under the monitoring systems described in the *Programme Management Framework*:

Category	Compliance questions
Workplace Health and Safety	Are providers ensuring workplace health and safety risk assessments are conducted prior to activity commencement?
	Are activities being adequately supervised by suitably trained and qualified staff?
	Are job seekers being briefed on emergency procedures and work place health and safety requirements?
Governance structures, staffing and internal reporting	Are governance structures and internal reporting arrangements appropriate / adequate?
	Are internal risks controls in place, and are they adequate?
	Has there been a high level of staff or management turnover?
Claims	Are the claimed Employment Outcomes Payments and job seeker attendance reported in the Activity Diary accurate?
	Is there a discrepancy in patterns of claims compared to previous review periods? <ul style="list-style-type: none"> Variations in the patterns of claims, or in the provider's performance, compared to previous assessment periods. Higher than normal levels of claims compared to comparable CDP providers. Claim patterns within period indicate possible breaches.
Application of Attendance Categories	Have Eligible Job Seeker attendance categories been applied correctly?
Assets	Have any Assets that have been partially or wholly funded by the Commonwealth Government been encumbered or disposed of without PM&C approval?
	Are all Assets safeguarded against theft, loss, damage or unauthorised use?
	Are all Assets used for CDP insured to their full replacement value?
	Are all Assets in good working order?
	Are all registrations and/or licencing of Assets up to date?
	Is there an Asset register and Asset Disposal Plan?
Conflicts of interest	Are there any conflicts of interest between the provider and any organisations associated with activities or Hosted Placements?

Category	Compliance questions
Customer feedback	Are there any valid complaints and/or poor feedback from Eligible Job Seekers, CDP-Ineligible Participants, stakeholders or communities about manipulative, poor service delivery or potentially non-compliant behaviour?
	Does the provider meet RJCP Funding Agreement requirements with respect to Customer Feedback?
Financial management	Have all Funding been managed in accordance with Guidelines and the RJCP Funding Agreement?
	Have all Funding transfers to Employers and subcontractors been executed in accordance with Guidelines and the RJCP Funding Agreement?
Contracts	Are all contracts with subcontractors, Employers and Hosts in accordance with Guidelines and the RJCP Funding Agreement?
General quality of record keeping	<p>Does the provider comply with requirements in Guidelines and the RJCP Funding Agreement with respect to:</p> <ul style="list-style-type: none"> • Documentary Evidence • Eligible Job Seekers files • Digital records • Timeliness of reporting and Records management?





15. Performance and Compliance Strategies

15.1 Overview

The Programme Management Framework outlines how performance and compliance issues will be prevented, monitored, identified, reported and remedied both at a Provider and programme level.

The approach centres on four risk-based strategies to manage performance, compliance and the issuing of breaches and application of corrective actions:

- Prevention and Deterrence
- Monitoring, Assessment and Detection
- Response and Correction
- Evaluation and Reporting



15.2 Prevention and Deterrence

Prevention and deterrence are the first lines of defence against poor performance and non-compliance. To encourage strong performance and compliance, PM&C will:

- Communicate responsibilities and expectations clearly to providers through documents like the RJCP Funding Agreement, the Guidelines and the Programme Management Framework Guidelines;
- Provide training and education, and encourage providers to seek out training and education opportunities;
- Support providers to share best practice, lessons learned and success stories and recognise excellence in performance.

15.3 Monitoring, Assessment and Detection

PM&C will take a risk-based approach to monitoring and assessment of the work of providers with a view to detecting instances of poor performance or non-compliance. We will use the processes outlined below to achieve this.

Onsite Provider Performance and Compliance Reviews (Onsite Reviews)

PM&C staff will undertake six monthly, onsite reviews which assess a provider's performance against KPIs, Performance Measures and Performance Targets. These will assess provider compliance against the requirements of the RJCP Funding Agreement and Guidelines.

PM&C reserves the right to conduct onsite reviews more frequently according to each provider's previous performance and compliance history and risk profile.

Desktop Monitoring of IT systems

Desktop monitoring will be undertaken both at the PM&C Regional Network and National Office level. It may be done as frequently as PM&C deems necessary. The monitoring will facilitate early detection of performance and compliance issues especially around:

- Placement of Work for the Dole Participants in activities; and
- Attendance of Work for the Dole Participants in activities.

Regular Liaison with Providers

PM&C staff will regularly liaise with providers to monitor performance or compliance and to support providers to meet their obligations. These meetings may be face-to-face, onsite at an activity, offsite, via phone or internet. PM&C will give notice to allow provider to prepare.

Spot Checks

Without notice, PM&C staff may perform a formal spot check to assess one or more areas of performance and/or compliance. These may include, but are not limited to:

- Work for the Dole Participant attendance
- Contact and Appointment diary
- activities
- Community engagement
- Employer engagement
- Record and financial management

Surveys of Community Leaders and/or Elders, Employers, and/or Job Seekers

PM&C staff may conduct questionnaires of community leaders, elders, Employers and job seekers at any time. Any survey will be organised by and conducted by PM&C or at PM&C's expense.

Financial Reports and Audits

Financial statements provided to PM&C in accordance with the RJCP Funding Agreement may be used as evidence of poor performance or compliance breach, including fraud.

Where the provider has audited financial statements, these must also be provided to PM&C and may also be analysed to determine whether breaches have occurred.

Targeted Assurance Reviews

PM&C may undertake Targeted Assurance Reviews, in response to areas of emerging or identified compliance and/or fraud risks at any time. Target Assurance Reviews may involve:

- One provider
- A small group of providers
- Specific CDP Region(s), and/or
- A specific element of the programme

Customer Feedback and Tip-offs

Feedback from customers of CDP providers (including job seekers, community representatives and employers) is an important indicator of a provider's performance.

Such feedback, whether received and handled by the provider, PM&C or a third party such as the Commonwealth Ombudsman will be used to monitor and assess provider performance and compliance.

15.4 Response and Correction

Where under performance or non-compliance has been identified, PM&C will assess the severity and the appropriate corrective action to be applied, having regard to any extenuating circumstances.

Corrective actions can include helping a provider to improve, intervening in service delivery, imposing additional performance requirements or (in worst cases) terminating the RJCP Funding Agreement. PM&C will ensure its corrective actions:

- Are proportionate to the severity of the breach and are taken in good faith;
- Take into account the capacity and motivation of the providers to return to compliance or satisfactory performance;
- Signal the seriousness with which PM&C views the performance or compliance issue.

Once the breach has been categorised and corrective actions have been determined, PM&C may issue:

- A Show Cause Notice, which gives the provider an opportunity to demonstrate why corrective action should not be taken in respect of a breach; or
- A Breach Notice, which outlines that a breach has occurred and what corrective actions PM&C will take (if any) in respect of the breach.

15.5 Evaluation and Report

The framework will allow us to learn lessons from instances of non-compliance to improve the overall management of the programme.

The Programme Performance and Compliance Risk Assessment will provide the Department with an indication of the effectiveness of the compliance and fraud controls being applied across the programme. These controls should be proportionate to their respective risks, and be adjusted as the inherent levels of these risks change over the life of the programme.

By utilising both proactive and reactive strategies to seek continual improvement, PM&C will be able to effectively prevent and deter non-compliance, accurately monitor levels of compliance, and react swiftly to non-compliance, preventing significant losses and harm to PM&C.







Australian Government

