

Translating Research and Community Knowledge for Aged Care

Grants Opportunity Publishing date and time:	9:00am AEST, 30 June 2025
Application Portal Opens:	30 June 2025
Application Portal Closing date and time:	11:59pm AEST 31 July 2025 Note: The TAFE Centres of Excellence may amend the closing date and time at its own discretion by issuing a notice through the Application Portal.
Administering Entities:	TAFE Centre of Excellence Health Care and Support
Enquiries:	If you have any questions, contact: HealthCareSupportTCE@tafeqld.edu.au
Type of grant opportunity:	Open competitive (by application)

These Guidelines contain information for the TAFE Centre of Excellence Health Care and Support Applied Research Grants (Grants) Round 1.

These Guidelines must be read prior to applying, with particular attention afforded to:

- The purpose of the research grants
- The eligibility and assessment criteria
- The grant consideration and selection process
- How successful applications will be notified and the payment schedule
- The reporting expectations of Grantees
- Grantees' responsibilities in relation to the opportunity.

Contents

TAFE Centre of Excellence Health Care and Support Grants

Round 1 Error! Bookmark not defined.

Contents 2

1. About TAFE Centre of Excellence 3

Governance3

2. About the Applied Research Grants 4

3. Grant Opportunity Process 5

4. Funding Amount and Duration 6

5. Eligibility Criteria..... 8

6. Assessment Criteria..... 8

7. Priority Research Areas for Round 1 Grants..... 10

Stream 1: Education and Training.....11

Stream 2: Attraction and Retention.....11

8. How to Apply 11

9. Selection Process 12

10. Notification of Outcomes..... 13

11. Monitoring of Approved Grant Activity 14

11.1 Intellectual Property, Marketing and Publicity15

12. Probity 15



1. About TAFE Centres of Excellence

TAFE Centres of Excellence are joint initiatives between the Australian Government, and state and territory governments, which supports the development of a coordinated response to delivering a skilled workforce in strategically important industries as defined by the [National Skills Agreement](#) (the NSA or the Agreement).

The overarching goals of the NSA are to:

- Deliver a national VET system that provides high quality, responsive and accessible education and training to boost productivity;
- Support Australians to obtain the skills and capabilities they need to obtain well-paid, secure jobs; and
- Ensure Australia has the skilled workforce it needs now and into the future, with TAFE at the heart of the VET sector.

In supporting the NSA (Section A112), the Centres are committed to partnerships with industry, unions, universities, Jobs and Skills Councils, and governments to grow the skills needed by high-potential and strategically important industries and addressing workforce challenges that demand a coordinated response through:

- Providing national leadership in the delivery of skills, education and training, and the dissemination of best practice;
- Developing and championing the innovative delivery of tertiary education, including higher-level pathways, and the use of new technology to enrich students learning;
- Supporting applied research which investigates and provides solutions for real-world problems; and
- Delivering appropriate education and training pathways for regional, rural and remote communities, diverse cohorts, and First Nations communities.

In undertaking the above activity, TAFE Queensland has been selected to lead the TAFE Centre of Excellence Health Care and Support (Health Care and Support), a \$35 million joint initiative between the Australian Government and the Queensland Government:

The Centre will focus on the capability and capacity of the essential care and support sector by addressing the critical skills gaps, through education and training solutions, for the nursing, aged care, disability support, mental health, and allied health care sectors.

Governance

The Centre is guided by Steering Committee that includes representation from TAFE Queensland, the Queensland Government, industry, the university sector and other relevant organisations to oversee the project's implementation and monitor outcomes. Core to the operations of the Grants is the facilitation of partnerships with key stakeholders and communities, which operate on the following principles:

- Collaboration: To inform education and training solutions that address industry, worker, student and community needs.

- **Effective governance:** Supported by the Steering Committee and sub-committees, and the formalisation of partnerships.
- **Inclusion:** To ensure accessibility and tailoring to the needs of individuals and communities.
- **Transparency:** All parties understand their role, expectations, responsibilities, limitations, influence, and the decision-making processes.
- **Accountability:** The Centre will be responsive and accountable in establishing genuine and respectful partnerships.

2. About the Applied Research Grants

The purpose of the TAFE Centre of Excellence Applied Research Grants is to uplift the capacity of vocational education's contribution and presence within Australia's research landscape, and to contribute to the policy priorities of the Australian Government and the Queensland Government, which address supporting and growing the healthcare workforce. It will achieve this through providing financial assistance for research which provides insight into innovation models for education and training, attraction, retention, and workplace safety, to empower workers in their everyday lives, and to improve the quality and safety of care services for clients.

The overarching objectives of the Grants, over subsequent rounds, which respond to the policy priorities of the NSA, and the [National Agreement on Closing the Gap](#), are organised around achieving the population-level outcomes of productivity, labour supply, wellbeing, inclusion, and workforce resilience:

- **Productivity:** To boost productivity, funding will support innovative training methods that improve workforce skills. Attention will be given to regional, rural, and remote communities to help build strong local workforces.
- **Labour Supply:** Grants will be offered to attract and retain workers in essential care sectors like aged care, disability, nursing, mental health, and allied health. These grants will align with current and future workforce needs.
- **Wellbeing, Inclusion, and Resilience:** Funding will help priority groups—such as Aboriginal and Torres Strait Islander people, women, people with disability, and culturally and linguistically diverse people—gain skills for secure, well-paid jobs. Support will focus on workforce diversity, culturally safe services, and advanced training to retain healthcare workers.

While the above objectives are core to the Grants, please refer to the [Section 7](#) of these Guidelines, for further information on the priority areas of focus for this funding round.

3. Grant Opportunity Process

Funding round is designed to achieve Australian and Queensland Governments policy objectives

This grant opportunity is part of the Centre's Applied Research Program, which contributes to the joint objectives of the Commonwealth Department of Employment and Workplace Relations, the Queensland Department of Trade, Employment and Training, and the Centre under the National Skills Agreement.



Grant opportunity publishes

These Guidelines, the Application Form, template Letter of Offer, Frequently Asked Questions, and all relevant application material are made available on the TAFE Queensland Applied Research Grants landing page. Potential applicants are encouraged to familiarise themselves with the Opportunity Guidelines and prepare for the application.



Application submission

Upon the opening of the Application Portal, applicants will be able to complete and submit their applied research project proposal, ensuring to address all eligibility and assessment criteria, along with compulsory support material, by the closing date to be considered.



Grant application assessment and approvals

The Centre considers all applications which meet the eligibility requirements (see [Section 5](#)) on an openly competitive basis against the assessment criteria (see [Section 6](#)). Application assessment is conducted by external, independent assessors. Written recommendations are then provided to the relevant sub-Committees and the Steering Committee for review and endorsement, and to the TAFE Queensland Executive for final approval.



Notifications of outcome

Successful and non-successful applications will be electronically notified of the outcome of the funding round approximately ten weeks after the closing date.



Grant Agreement

Successful Grantees are sent a Letter of Offer, which outlines the payment schedule, specific to the nature of the Grant, and projected research outcomes. The Agreement is finalised and signed by both parties. Failure to agree and sign the Agreement on terms acceptable to TAFE means that the grant offer is withdrawn.



Delivery of Grant

Grantees are provided with the grant monies and commence the delivery of the agreed upon grant activities as per their Funding Agreement. This Grant is monitored and managed through the reporting process (see [Section 11](#)).

4. Funding Amount and Duration

A total funding amount of \$1,400,000 is available for Round 1 of the Grants. Applicants can submit more than one application per round; however, applicants are only eligible to receive funding for one proposal per round. Round 1 Grants Opportunity will be published on 30 June 2025, with Application Portal opening in July 2025 for the submission of applications.

Applications must nominate a specific amount of funding which aligns with the Centre's proposed caps and ensure that the nominated funding figure is proportional to the scope, scale and complexity of the proposed research activity. In seeking to support a diversity of projects, TAFE Queensland may offer reduced funding.

Round 1: <i>Translating Research and Community Knowledge for Aged Care</i>	Funding Available: \$1,400,000 <ul style="list-style-type: none">Health Care and Support welcomes applied research project proposals which range in scale, with the minimum amount available per proposal of \$50,000 and the maximum amount available per proposal being capped at \$400,000.
---	---

Grantees must use the funding amount awarded for the approved grant activities over the duration of the project of up to one year (12 months), otherwise specified in the Letter of Offer. The Letter of Offer template can be accessed via <https://tafeqld.edu.au/tce-grants>. Approved grant activities must be delivered between the project start date and project end date as defined in the Letter of Agreement and Grant Schedule. Grantees must advise the Centre and request approval for variations, if needed.

Grant monies are awarded in three (3) separate payments as per the schedule outlined in the Letter of Offer template, and below:

Project start date	The date that the parties agree for the project start date or October 2025, whichever is later.
Release 1	50% of the total amount of funds awarded are released upon the Grant Agreement being finalised
Release 2	30% of the total amount of funds awarded are released upon acceptance of Report 2: Interim Report (Milestone 3) due approximately 6 months after the commencement of the grant activities, or as otherwise set out in the Grant Schedule.
Release 3	20% of the total amount of funds awarded are released upon acceptance of Report 3: Final Report (Milestone 4) due upon completion of the grant activities, or as otherwise set out in the Grant Schedule.
Project end date	The date that the parties agree for the project end date.

* Note: Payment is typically made within two weeks of signing the Grant Agreement or upon acceptance of any required reports, unless otherwise agreed in writing.

A Grant is an arrangement for the provision of financial assistance as provided by the Centre, under which relevant awarded money is paid to a Grantee, for the intended use of addressing one or more of government policy priority areas, as outlined in the Priority Areas for Grants Opportunity ([Section 7](#)). Grantees can only use Grant monies for eligible expenditure directly related to the project. Eligible expenditure can include:

- Appointment of temporary contracted labour such as research support staff directly employed for the project activities (tuition and/or scholarship for students are ineligible expenditure, while the employment of students for project is eligible);
- Data collection, analysis and reporting;
- Community engagement, co-design and other stakeholder consultation activities (including domestic travel and accommodation);
- The development and delivery of innovative education and/or training resources for individuals and/or organisations; and
- The promotion and dissemination of the project outputs across multiple channels in collaboration with relevant organisations.

Examples of ineligible expenditure includes, but is not limited to:

- Any activity that does not have a direct link to achieving the outcomes as proposed in the Application Form;
- Existing staff member salaries/wages and oncosts;
- The purchase, planning or maintenance of significant assets (including building infrastructure, construction);
- General ongoing business operation/recurring expenses, including core business activities, business start-up cost, utilities, rent and other organisational costs not directly associated with the project or Grants program.
- Financial costs, including interest and debt financing, the use of any form of security for the purpose of obtaining or complying with any form of loan, credit, payment or other interest;
- Budget contingency and management fee of more than 10% of Grants funding;
- Any expenditure that are already being supported through other sources;
- Costs incurred prior to the date of your Letter of Offer; and
- Other expenditures that are not deemed appropriate use of public resources in accordance with Section 4.3 of the [Code of Conduct for the Queensland Public Service](#) (e.g., purchase of alcohol).

5. Eligibility Criteria

To be eligible to receive funding:

- Applications must be completed and have been received within the nominated open and closing dates;
- Applicant's affiliated organisation must have a registered Australian Business Number (ABN);
- Applicant's affiliated organisation must be an Australian owned entity with the capacity to enter into a legally binding agreement; and
- Applicant's affiliated organisation must have an account with an Australian financial institution.
- TAFE may be eligible to apply, provided it partners with an industry, university, and/or community organisation, and the proposed research project falls outside the scope of its routine operational activities

You are not eligible to apply if you are:

- An individual
- An unincorporated association
- An organisation whose main operations are outside Australia.
- Commonwealth and State Government Departments; and
- Education institutions seeking funding for core business

6. Assessment Criteria

Eligible applications will be assessed against the following criteria. Please note that the amount of detail and supporting evidence you provide in your submission should be relative to the scope and complexity of the research activity outlined and the proposed amount of funding. Applications that evidence innovative partnerships between either community not-for-profit organisations, industry and/or educational institutions are highly encouraged.

Applications are ranked in order of merit against the weighted criteria to determine a rank of:

- Highly Meritorious: Meets all the assessment criteria to a high standard
- Meritorious: Meets the criteria in an above satisfactory manner
- Competitive: Meets the criteria to a satisfactory level
- Uncompetitive: Application is ineligible, does not meet minimum standards, and/or does not represent value with relevant money

Incomplete applications will not be eligible.

Assessment Criterion	Details
<p>1</p> <p>Overall Project Design (40%)</p>	<p>Scope of the proposed research clearly addresses a nominated stream, and priority theme.</p> <p>Proposal contains a clear problem statement and demonstrates methodological rigor in its approach to translating academic evidence and/or community knowledge into an applied research project and includes appropriate evaluation methods.</p> <p>Proposal clearly articulates how project outcomes will be measurable in their impact, and if they may contribute to evidence for policy in aged care.</p> <p>Proposal clearly defines the project's outputs, expected timeline for delivery, and the ability to meet the required reporting milestones.</p> <p>The submitted Risk Management Plan is comprehensive in identifying all potential risks and offers clear mitigation strategies in response.</p> <p>The proposed project activity will be conducted in partnership and the application includes a Letter of Support which clearly details the partnership arrangement/s including in-kind and financial support and roles and responsibilities.</p> <p>Project demonstrates a clear plan for stakeholder engagement and/or a commitment to community collaboration.</p> <p>The proposed budget is clear, justified, and demonstrates value for money, and/or proportionality.</p>
<p>2</p> <p>Mapping Research to Priority Areas (35%)</p>	<p>Proposal clearly considers one or more of the targeted populations – i.e. i.e. First Nations, women, people with a disability, and/or people from culturally linguistically diverse backgrounds – as aged care students, workers, and/or service receivers</p> <p>Proposed research activity is designed to respond to place-based challenges experienced in the aged care sector, particularly those in regional, rural or remote communities.</p> <p>Proposal demonstrates how the outcomes of the research activity will inform evidence-based practice which can be translated for VET education and training</p> <p>Proposed research activity complements existing programs, avoids funding duplications, and aligns with industry and/or Queensland Government Priorities.</p> <p>Proposed research activity demonstrates opportunities for building legacy relationships across sectors (i.e. tertiary education, government, industry, community sector).</p>
<p>3</p> <p>Capacity, Capability and Legacy</p>	<p>Applicant has demonstrated capacity and expertise to undertake the proposed project with a track record exemplifying rigor, equity and accountability.</p>

Assessment Criterion	Details
Outcomes (25%)	<p>Proposed researched activity will contribute to building the capacity and capability of targeted populations including regional, rural and or remote Queenslanders.</p> <p>Dissemination plan for the projected outcomes and outputs resulting from the grant activities is well considered and relevant for various sectors.</p> <p>Demonstrated areas for future research which may be expanded for education and training pilots undertaken by the Centre of Excellence</p>

7. Priority Research Areas for Round 1 Grants

Applied research is a type of investigation that is aimed at finding education and training solutions for existing issues which can be implemented at the level of everyday practice and therefore produce immediate practical and/or commercial benefits. As such, applied research is problem oriented, involves an element of practical application, often requires an interdisciplinary and/or inter-sectorial approach, and typically includes real-time evaluation and feedback.

Applied research translation in the health care and support sector refers to the process of enacting academic evidence, and/or collective and community knowledge, to design a research project which provides practical education and training solutions through translating:

- Academic peer-reviewed research into clinical practice pilots and/or trials to skill and/or upskill health care and support workers to support individual wellbeing, organisational cultural, and the quality of services delivered;
- The social knowledge of front-line service providers and workers within the health care and support sector to conduct community pilots and/or trial programs which support workers' wellbeing, improve organisational culture and or/systems, and the quality of service; and
- Industry-led research which addresses specific challenges through designing and delivering innovative education and training, with evaluation measures, to support individual wellbeing, and the quality of service.

We encourage applications that:

- Partner with academia, industry, service receivers, or Aboriginal and Community-Controlled Organisations (ACCOS)
- Demonstrate a commitment to impact, equity, and innovation
- Translate academic or community knowledge into practical outcomes

The following research streams and themes for the Translating Research and Community Knowledge for Aged Care Grants round supports the building of an evidence-base for:

- Informing excellence in education and training to enrich students' learning experiences, which are culturally appropriate and safe;

- Ensuring the needs of regional, rural, and remote communities and students are met through innovative training practices and modes of delivery; and
- Supporting industry needs in building local care workforces through developing high level pathways interventions for growth and retention.

Grant applications which are partnership based, such as an academic institution coupling with community service providers, to address industry problems, are strongly encouraged.

Stream 1: Education and Training

Project proposals seeking funding for applied research which translates academic, and/or community knowledge, to support the education and training of the aged care workforce, through research activity such as pilots and trials, should respond to one or more of the following focus areas:

- **Workplace Safety** to prevent common work-related injuries, including psychosocial injuries such as stress and poor mental health
- **Health equity** to ensure equal health outcomes through elevating place-based approaches to meet the specific community needs
- **Accessible models of education and training delivery** to support aged care students and workers in regional, rural and remote communities and build local care workforces
- **Cultural responsiveness** training to support aged care students and workers in providing culturally, safe, appropriate, and responsive care to First Nations Elders, and culturally and linguistically diverse older people

Stream 2: Attraction and Retention

Project proposals seeking funding for applied research which translates academic, and/or community knowledge, to support the support worker attraction and retention in the aged care workforce, through research activity such as pilots and trials, should respond to one or more of the following focus areas:

- **Strengthened clinical governance** practices with a focus on multiscale leadership models and/or frameworks which support healthy workplace cultures and workforce wellbeing
- **Workforce pathways** interventions which are co-designed to increase the diversity and inclusion of the aged care to attract and retain more First Nations workers, men, and people with a disability
- **Professional development** investments to upskill those currently working in aged care to provide best-practice person-centred care, trauma-informed care, and/or gerontological speciality skills
- **Digital literacy and capability** to assist current workers in navigating emerging and current demands for improved data stewardship, reporting requirements and service-user support

8. How to Apply

Before applying you must read and understand this Opportunity Guidelines document, the Application Form, the template Letter of Offer, and the Frequently Asked Questions document.

These can be found on the TAFE Queensland Applied Research webpage, and within the Application Portal. Any alterations and addenda will be published also via the TAFE Queensland webpage.

To apply you must:

- Familiarise with the Grants Opportunity Guidelines, related application materials, and the application process;
- Complete and submit the Application Form detailing the applied research project proposal within the Application Portal, unless an alternative application method is approved by the Centre prior;
- Address all eligibility criteria and assessment criteria;
- Provide all compulsory support material requested, including Resumes¹ for each key personnel demonstrating the track record of research, Budget, Risk Mitigation Plan, and if applicable, the Letter of Support (Partnership and/or commitment for matching fund); and
- Submit the application by 11:59pm AEST 31 July 2025².

The Centre recognises and encourages that organisations may want to join together as a group to deliver a grant activity in partnership. In these circumstances, there must be a 'lead organisation' who submits the application for grant funding, with all other members of the proposed partnership to be identified in a Letter of Support.

Each Letter of Support should include:

- An overview of how the partner organisation will work with the lead organisation and any other partner organisations in the group to successfully complete the research project;
- An outline of the relevant experience and/or expertise the partner organisation will bring to the group;
- The roles/responsibilities of the partner organisation and the resources they will contribute (if any); and
- Details of a nominated management level contact officer or Partner Investigator(s).

Applications cannot be changed after the closing date and time. If errors are found, in the application after submission, please contact the relevant TCE. If the applicants' intent is unclear, we may ask for clarification or additional information that will not change the nature of the application. The Centre can refuse to accept any additional information from that would amend applications after the submission closing date/time.

The Centre will acknowledge the receipt of an application within two working days. If applicants require further guidance about the process or are unable to submit an application online via the portal, please contact: HealthCareSupportTCE@tafeqld.edu.au

9. Selection Process

¹ Please do **not** include personal information such as your date of birth, home address, phone numbers, or any identification numbers in your resume.

² Please note that any tech support for the Application Portal will close at 2:00pm AEST 31 July 2025

As per [Section 5](#) applications will first be assessed for their eligibility. Only eligible applications will move to the next stage, after which they will be assessed against the weighted criteria set out in [Section 6](#).

Applications which meet the eligibility criteria are assessed on an openly competitive basis against both the weighted criteria, and other applications. This ensures that the awarding of grant monies is allocated based on the quantitative scoring, and qualitative recommendations which document how it compares to other applications.

After this merit-based processes of review, which is undertaken by external, independent assessors who form the Selection Advisory Committee, all outcomes and written recommendations are compiled for reporting. Short-listed applications and written recommendations are presented to the relevant sub-committees and Steering Committee for review and endorsement. Should applications be successful in receiving endorsement, they will progress to TAFE Queensland Executives for final approval.

The Centre reserve the right, in their absolute discretion, to not make any grants, or not award up to the maximum amount of awards available in this round.

The expected timelines for application assessment are as outlined below, however, they are indicative only and may be subject to change depending on the volume and quality of applications received. If clarification is required, the Centre may contact applicants for further information.

Activity	Timeframe
Assessment and review	August 2025
Approval of assessment and review outcomes	September 2025
Notification of outcomes	September 2025
Publish successful Grantees on Applied Research Grants webpage	September 2025
Earliest Commencement Date of Grant Activity	October 2025

10. Notification of Outcomes

The Centre will electronically notify all applicants of the outcomes of the assessment process via their provided email. The Centre is committed to the timely appraisal of all applications in the assessment process to avoid possible inequities and waste which may arise through unnecessary delay.

If you are unsuccessful, a request for individual feedback can be made within 30 days of being notified of the application's outcome through contacting: HealthCareSupportTCE@tafeqld.edu.au

The Centre will respond to requests for feedback in writing within 30 days. The opportunity to receive feedback on unsuccessful applications promotes transparency in the decision-making process and improves the capacity of potential grantees to apply for future grant activities.

In some instances, successful applications may also receive feedback on their proposal. If this is the case, the Project Lead/Chief Investigator will be contacted shortly after the notification of outcomes.

Successful Grantees will be publicly announced on the Applied Research Grants webpage.

11. Monitoring of Approved Grant Activity

Grantees should immediately notify the Centre of events which are likely to affect the delivery of grant activities. In the result of unforeseen circumstances (such as a natural disaster), organisations may need to identify alternative methods of grant activities/research and seek approval from the Centre to support flexibility in the delivery of planned activities/research.

Barring unforeseen circumstances, the Grantee must comply with the following Reporting requirements (templates provided), in accordance with the timeframes proposed and as agreed upon in the Letter of Offer and Grant Schedule.

Milestone	Deliverable	Details
Milestone 1	Grant Agreement	Grantee signs the Letter of Offer containing the Grant Schedule which forms the Grant Agreement
Milestone 2	Report 1: Commencement of Research Project Report	This report will outline the progress achieved on the research project from the date of commencement, including a statement on ethics approval (if required), stakeholder and/or participant engagement to date, and/or perceived or actual risk(s). The submission date for this deliverable is approximately three-months post-commencement of the grant activities as outlined in the Grant Schedule or as otherwise specified in the Grant Agreement.
Milestone 3	Report 2: Interim Report	This report provides a research project progress update on the work undertaken post-submission of Report 1. It should detail any initial results from data collection and analysis, and/or a comprehensive literature review, as well as an overview of expenditures to date. The submission date for this deliverable is approximately six-months post-commencement of the grant activities as outlined in the Grant Schedule or as otherwise specified in the Grant Agreement.
Milestone 4	Report 3: Final Report	This report will provide an overview of the activities undertaken over the duration of the grant, data collected and methods of analysis, key findings, identified areas for future research, challenges and/or learnings, outline of potential legacy impact, complete budget representing actuals which will be used for acquittal, a dissemination plan for findings,

		and any supporting material. This deliverable is to be provided upon completion of the grant activities as set out in the Grant Schedule, or as otherwise specified in the Grant Agreement.
--	--	---

* Note: The Centre has the right to request further information from Grantees upon review of submitted reports.

Intellectual Property, Marketing and Publicity

As outlined in the Letter of Offer:

- any publicity, advertising and marketing must adhere to strict marketing and publicity requirements; and
- intellectual property rights developed in connection with the performance of the Grant Activity vest in TAFE Queensland upon creation;
- the Grantee will have a limited licence to publish its research findings produced as a result of the Grant Activity solely for academic purposes.

12. Probity

The Centre will ensure the grant opportunity process is fair and reasonable; runs in accordance with these Guidelines; and incorporates appropriate safeguards against fraud, corruption and unlawful activities and other inappropriate conduct. The Centre commits to the public sector values and duties of honesty, integrity, impartiality, accountability, and transparency.

We demonstrate our commitment to transparency via being open to scrutiny about grants administration and the grants opportunity process. This involves the provision of the reason(s) for decisions and information to relevant government department(s), potential grantees, beneficiaries and the community. Our commitment to transparency provides the assurance that the grant administration is appropriate, that legislative obligations and policy commitments are met, and that our decision(s) are impartial, appropriately documented and reported, publicly defensible and lawful.

This includes processes which ensure a separation of duties where there is no single officer who is responsible for appraising or approving an application for a grant, the declaration of any perceived or actual conflicts of interest, and procedures for financial approval.