



Australian Government

**Department of Families, Housing,
Community Services and Indigenous Affairs**

Part C: Breaking the Cycle of Alcohol and Drug Abuse in Indigenous Communities

Preface

These guidelines provide the framework for the implementation and administration of the Indigenous Capability and Development Program.

The Australian Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA or the Department) has a suite of documents (the **Program Guideline Suite**) which provide information relating to the Program. They provide the key starting point for parties considering whether to participate in the Program and form the basis for the business relationship between FaHCSIA and the funding recipient.

They are:

- **Part A: Program Guidelines** provides an overview of the Program; Component; and the Activities relating to the Program;
- **Part B: Information for Applicants** provides information on the Application, Assessment, Eligibility, Selection and Complaints processes; Financial and Funding Agreement arrangements.
- **Part C: Application Information** provides specific information on the Activity, Selection Criteria, Performance Management and Reporting. This part should be read in conjunction with the Draft Funding Agreement for the Activity and the [Standard Terms and Conditions](#).
- The **Application Form** which is completed by applicants applying for funding during a selection process if there is one. Information on application processes will be available on the FaHCSIA Website at: www.fahcsia.gov.au/grantsfunding/currentfunding/Pages/default.aspx.

FaHCSIA reserves the right to amend these documents from time to time by whatever means it may determine in its absolute discretion and will provide reasonable notice of these amendments.

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Program Overview

The Australian Government together with the States and Territories, through the Council of Australian Governments (COAG), has set specific targets to end Indigenous disadvantage. Investments are being made across Australia in early childhood, schooling, health, housing, jobs, safety and governance and leadership.

As lead agency in Indigenous Affairs, FaHCSIA is responsible for whole of government leadership, coordination and policy advice in relation to closing the gap in Indigenous disadvantage. Under *Outcome 7: Indigenous* the aim is to assist in closing the gap on Indigenous disadvantage with improved wellbeing, capacity to participate economically and socially and to manage life transitions for Indigenous Australians through Indigenous engagement, coordinated whole of government policy advice and targeted support services.

FaHCSIA also assists organisations that have similar aspirations to improve the outcomes for Indigenous Australians, including: building mutual understanding and respect between Indigenous and non-Indigenous Australians as the basis for long-term change; and also provides support for some research activities.

FaHCSIA works collaboratively in whole of government arrangements. The Department's national Network (comprising State and Territory Offices, Regional Operations Centres, Indigenous Coordination Centres and locally-based staff) facilitates delivery of services and engagement with Indigenous communities, service providers, other levels of government and the non-government and corporate sectors.

Program 7.4, Indigenous Capability and Development supports a range of activities and services that aim to improve outcomes for Indigenous Australians.

The Program Components include: Aboriginal and Torres Strait Islander Land Account, Aboriginals Benefit Account (Special Appropriation), Constitutional Recognition, Flexible Funding, Indigenous Capability and Development (ICAD), Ranger Agreement and the Registrar of Indigenous Corporations.

Program 7.4, Indigenous Capability and Development is consistent with the Service Delivery Principles for Programs and Services for Indigenous Australians (Schedule D) under the National Indigenous Reform Agreement.

Funding of approximately \$3 billion over five years from 2010-11 to 2014-15 has been approved for a range of activities and services under Program 7.4, Indigenous Capability and Development.

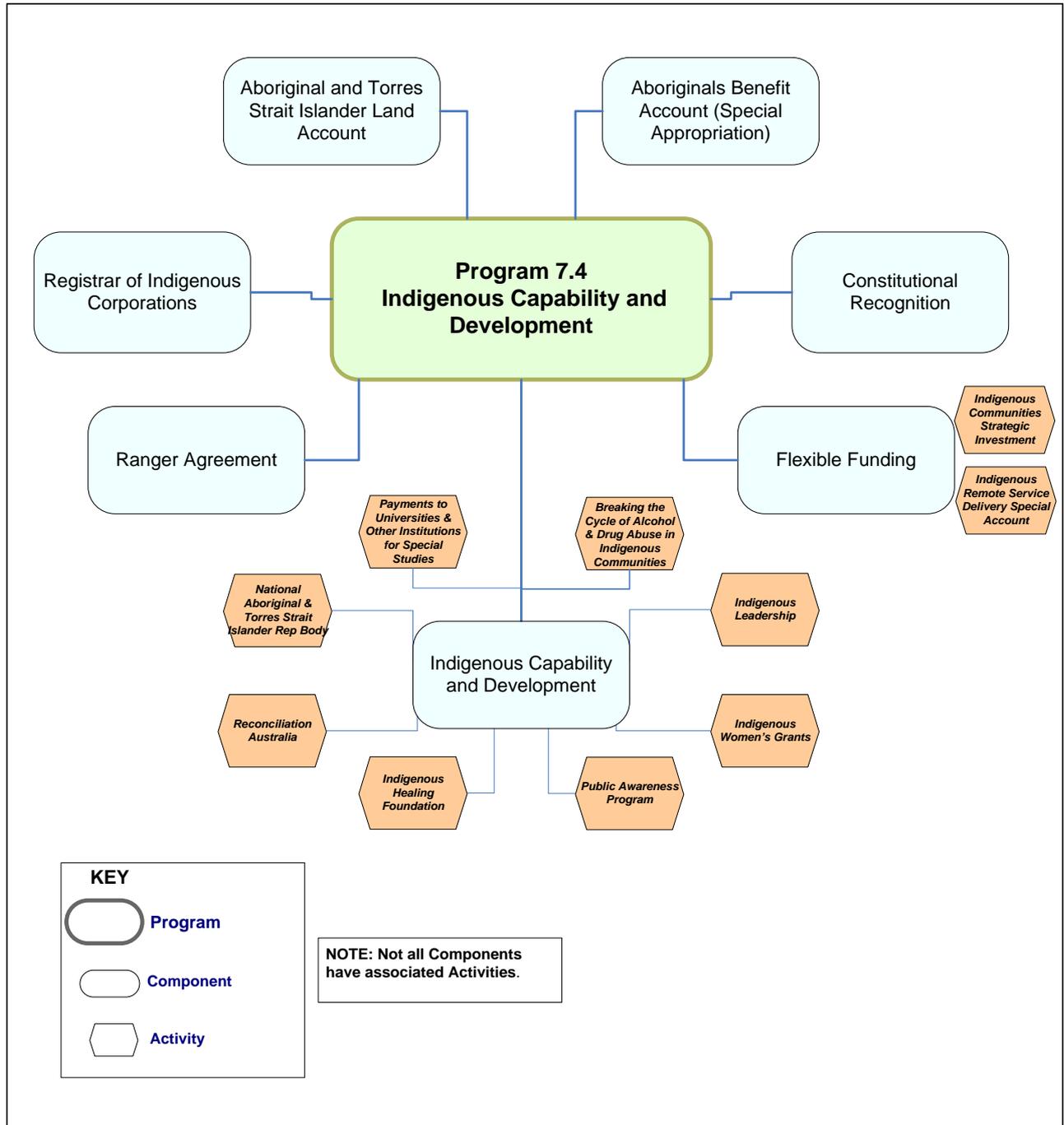
The following funding amounts have been approved for the individual Components under Program 7.4, Indigenous Capability and Development:

- Aboriginal and Torres Strait Islander Land Account: funding of approximately \$238 million over five years to 2014-15
- Aboriginals Benefit Account (Special Appropriation): funding of approximately \$892 million over five years to 2014-15
- Constitutional Recognition of Indigenous Australians—expert panel: funding of approximately \$11.2 million over 2 years to 2011-12
- Flexible Funding: funding of approximately \$168 million over five years to 2014-15
- ICAD: funding of approximately \$155 million over five years to 2014-15
- Ranger Agreement: funding of approximately \$1 million over five years to 2014-15

- Registrar of Indigenous Corporations: funding of approximately \$44 million over five years to 2014-15.

Where it can be identified, the individual Activities may provide information about the number of Indigenous people assisted.

A diagram describing the Indigenous Capability and Development Program, its constituent Components and associated Activities is below:



Program Outcomes

Program 7.4, Indigenous Capability and Development provides support for individuals, families and communities to improve well being, capability and governance.

Aims and objectives

The aims and objectives of Program 7.4, Indigenous Capability and Development are articulated through its seven Components, which are:

- Aboriginal and Torres Strait Islander Land Account: To provide a secure and ongoing source of funds to the Indigenous Land Corporation in perpetuity to provide economic, environmental, social and cultural benefits for Aboriginal persons and Torres Strait Islanders by assisting in the acquisition and management of an Indigenous land base
- Aboriginals Benefit Account (Special Appropriation): To administer statutory royalty equivalent monies calculated from royalties paid to Government from mining on Aboriginal Land in the Northern Territory under the *Aboriginal Land Rights (Northern Territory) Act 1976*, consistent with the *Financial Management and Accountability Act 1997*
- Constitutional Recognition of Indigenous Australians—expert panel: To provide secretariat support to the Government appointed Expert Panel on Constitutional Recognition of Indigenous Australians. The Expert Panel was established in December 2010 and its terms of reference require it to lead national public consultation and report to the Government by December 2011 on possible options for constitutional change
- Flexible Funding: To address priority needs through flexible funding for strategic investments, including community development projects in Remote Service Delivery National Partnership priority communities and elsewhere
- Indigenous Capability and Development: To deliver services that support Indigenous individuals, families and communities to improve their wellbeing and engagement with government, with a focus on leadership and capacity building and promoting Indigenous culture and knowledge; and to provide funding for independent organisations that deliver similar functions
- Ranger Agreement: To make payments to the Northern Land Council as a form of rental to ensure access to the Ranger Project area for the purposes of mining and
- Registrar of Indigenous Corporations: To register, regulate and provide services that address the specific needs of Aboriginal and Torres Strait Islander corporations in improving their corporate governance.

Only two of the Components (under Program 7.4), Indigenous Capability and Development) have associated Activities.

Activity Overview

Under the Breaking the Cycle of Alcohol and Drug Abuse in Indigenous Communities Activity, the Government has committed \$20 million over three years (2011-12 to 2013-14) to assist a number of communities in remote, regional or urban areas address alcohol and substance misuse issues through the development and implementation of Alcohol and Substance Abuse Management Plans (AMP).

Communities must have an identified need and a community interest in developing local responses to alcohol and substance abuse issues. The Activity aims to make communities safer by reducing the harm caused by alcohol and substance abuse.

Through this funding, the Government is providing support for the development and implementation of evidence based, effective and sustainable AMPs. Sustainability refers to supporting selected communities to develop their capacity to maintain the benefits of their AMP beyond the life of the funding cycle and to working with these communities to create a strong sense of community ownership of their AMP.

Aims and objectives

The Breaking the Cycle of Alcohol and Drug Abuse in Indigenous Communities Activity aims to:

- Assist Indigenous communities work with government and non-government organisations to develop and implement alcohol and substance abuse management plans;
- Support community groups and non-profit organisations work at a local level in order to drive the alcohol and substance abuse management plans and support the community; and
- Provide prevention programs to tackle youth substance abuse.

The key objective is to support the development and implementation of AMPs in Indigenous communities and reduce the harm caused by alcohol and substance abuse. This is achieved through implementing a community development approach which seeks to:

- Grow the existing capacity of communities, including community leaders, to directly respond to alcohol and substance abuse;
- Build on a comprehensive community consultation and engagement process;
- Provide a flexible funding approach so communities can contribute to the decision making process about the harm minimisation activities that will be funded to support the implementation of their AMPs;
- Provide communities with access to skilled community development and brokerage practitioner support to develop and implement their AMPs; and
- Develop an AMP toolkit for use by Indigenous communities that includes information on evidence based supply, harm and demand reduction strategies and training and information to support the development and implementation of the AMP.

Participants/clients/recipients/target group

The Activity is targeted towards Indigenous families, youth and children, women and men in selected communities. Communities include metropolitan, rural and remote locations in the targeted states of Queensland, New South Wales, South Australia and Western Australia. The term community may refer to discrete Indigenous communities in remote or very remote areas, regional towns or urban centres in which there are known Indigenous populations in one particular area of a town or urban centre, and town camps.

Community Selection

The following criteria will be taken into account in a community selection and assessment process:

- Community members and stakeholders recognise there is an alcohol and substance abuse issue, have begun a process to address the issue (such as developing an AMP or community safety plan) and have requested support;
- The extent to which this issue is affecting community safety and harming people;
- There already exists a reasonable level of community governance capacity to provide a foundation on which to build the community's capacity to develop and implement an AMP;
- There are existing government and non-government programs and services available, such as family support and substance and alcohol services, to support the implementation of demand, supply and/or harm minimisation activities under an AMP;

- There is State Government support for the community/region; and
- The funding will assist any existing place based activities.

As a first priority, the following communities have been targeted to receive funding for the development of AMPs and to support the harm minimisation (demand, supply and harm reduction) strategies that are identified in their AMPs:

- Ceduna and surrounding region (South Australia);
- Mornington Island and Doomadgee (Queensland);
- Bourke/Brewarrina in the Murdi Paaki Region (New South Wales); and
- the Goldfields/Laverton region (Western Australia).

Subject to funding availability, other communities with identified alcohol and/or other substance misuse issues may also be eligible for support to implement demand, supply and harm minimisation strategies. There is also the potential to support small infrastructure projects. Appropriate land tenure requirements specified in the funding agreement will need to be met. As a first priority, the Condobolin community has been targeted to implement harm minimisation strategies.

Funding for the activity

The Minister for Families, Housing, Community Services and Indigenous Affairs has overall responsibility for the Breaking the Cycle Activity. From 2011-12 to 2013-14, approximately \$20 million in funding is available.

The Activity has three service delivery components that will be funded depending on community need. This section provides information on each component. More detailed information on the eligible activities is in the following section.

1. Funding a lead service provider in each community to deliver community capacity building and brokerage services to:

- Develop and implement an evidence based, effective and sustainable AMP that contributes to safer communities/regions by addressing the harm resulting from alcohol and substance abuse. It is important to note that in some communities/regions AMP is not a term that Indigenous people feel comfortable with and the name can be changed to suit community preferences;
- Establish an effective and representative Community Steering Committee (CSC), or work with an existing effective and representative committee, that directly responds to the harm caused by alcohol and substance misuse and contributes to the decision making processes in the development and implementation of the AMP;
- Promote the AMP processes and network with others stakeholders and service providers and establish referral pathways and/or service linkages.

2. Panel arrangement funding for service providers to support the implementation of AMPs in priority communities:

- To deliver harm minimisation activities, including community capacity building and development; education and skills training; prevention programs to tackle youth alcohol and/or substance abuse; intake and assessment services; information, referral and resource development; and community support.

3. Funding/support for additional communities:

- To deliver harm minimisation activities that meet the community need to tackle alcohol and substance abuse, subject to the availability of funding.

Eligible and ineligible activities

Lead service provider activities: The lead service provider will be the key support organisation for the Indigenous community in the development and implementation of an evidence based, effective and sustainable AMP that contributes to safer communities. The success of this activity will be the core measure of the service provider's performance.

The *National Drug Strategy 2010-2015* (<http://www.nationaldrugstrategy.gov.au>) is focused on harm minimisation. The Strategy's three pillars of harm minimisation are demand, supply and harm reduction.

The AMP will be based on these three pillars, the *National Drug Strategy: Aboriginal and Torres Strait Islander Peoples Complementary Action Plan 2003-2009* (www.health.gov.au), and other best practice and explicitly address the harm resulting from alcohol and substance abuse through, at a minimum:

- Focusing on the health, well-being and safety needs of community members who are victims of the harm caused by alcohol and substance abuse;
- Acknowledging evidence based alcohol consumption guidelines as the benchmark for assessing alcohol consumption and encourage this as a target;
- Identifying and acknowledging substance misuse in the community and the evidence base for addressing this;
- Ensuring that there are evidence based strategies to address alcohol and substance abuse and to address demand, supply and harm reduction; and
- Ensuring that there are evidence based strategies to provide appropriate notice to all community residents of the outcomes of the AMP.

An AMP Toolkit (with associated health promotion material) and a community leadership training package is provided by FaHCSIA to support the lead service provider in their role.

In this process the lead service provider must augment and build community capacity and assist the community/region in developing and implementing sustainable, evidence based strategies to achieve benefits for children, families and the community in general. The lead service provider must not duplicate existing services. Community capacity building services include the provision of support for community-initiated activities to address alcohol and substance abuse issues. This may involve community education, service promotion and networking with other stakeholders, and liaison and promotion to other services. The lead service provider must ensure that referral pathways and/or service linkages are established with all relevant services in the community/region, such as Personal Helpers and Mentors and Family Mental Health Support Services funded service providers.

The lead service provider will establish and support a CSC (or work with an existing, effective committee) that guides and contributes to the development and implementation of the AMP. CSC members include:

- A balance of Indigenous community members and interests, including women, men and youth, clan groups and traditional owners, and drinkers and non-drinkers; and
- FaHCSIA and state government representatives.

It is anticipated that a balance of business (for example, publicans and liquor outlets representatives) and other community representatives will be invited to attend CSC meeting in order to gain an understanding

of the issues faced by the community and to work cooperatively with the community on finding and implementing solutions.

The CSC will be led by Indigenous community members and must be closely linked with other Indigenous community governance groups and relevant government and non-government leadership groups. The broad role of the CSC is to be determined by the Indigenous community. With the agreement of the Indigenous community, non-Indigenous people that are respected by Indigenous community may also play a lead role. At a minimum the CSC's role should include developing the AMP, guiding the implementation of the approved AMP and making funding recommendations to the Department to support the identified demand, supply and harm reduction strategies. The AMP will be submitted to the Minister for Families, Housing, Community Services and Indigenous Affairs for approval. Formal terms of reference and minuting protocols are required and partnership principles such as equal capacity, defined as equal resources, equal knowledge, expressed through access to equal levels of information or shared learning, should be applied.

Panel arrangement service provider activities: Where required, a service provider panel will be established in each of the communities/regions. The services purchased from panel members must support the strategies identified in the AMP and must not duplicate existing services. Service providers appointed to the panel are not guaranteed funding, as communities choose services based on the strategies identified in their AMP.

To be eligible for membership of the service provider panel, providers must be:

1. An organisation that provides services through qualified and/or experienced specialists;

or

2. A consortium of organisations or individual providers that collectively and collaboratively provide services through qualified and/or experienced specialists.

The service provider panel members and services engaged to support communities where AMP services are required may deliver one or more activities listed in *Table 1: Panel arrangement service provider activities*. The development and delivery of services is based on the particular target group/area of need, with a focus on harm minimisation.

Table 1: Panel arrangement service provider activities

Type of demand, supply and/or harm reduction activity	Description of service
Community Capacity Building and Development	Community capacity building and development assists communities to become resilient and sustainable in order to achieve benefits for families, children, youth, women, men and all community members. It includes community education, service promotion and networking with other stakeholders and services provided to support community initiated activities, and bring community leaders together through activities such as conferences and forums. Community capacity building may also include liaison and promotion to other services with a view to establishing referral pathways and / or service linkages. The aim of community capacity building must be to achieve benefits for individuals and the broader community.
Education and Skills Training	A session, either one-off or as part of a series of sessions, that is focused on client education in the context of alcohol or substance abuse supply, demand or harm reduction strategies.
Prevention programs to tackle youth alcohol and/or substance abuse	<p>Youth services may encompass a diverse range of activities that incorporate youth viewpoints into the design and delivery of programs and services such as:</p> <ul style="list-style-type: none"> • support services for youth who are homeless or at risk of becoming homeless; • outreach services for 'street kids' and disengaged youth; • diversion activities including arts, culture and sporting activities; • assistance to source accommodation options; • education workshops (such as health, alcohol, drugs, education options); • parent support services for young people; • access to showers, laundry, food, mail, storage of belongings, computers and telephones; • support for education, training and employment opportunities and leadership programs; and • initiatives aimed at children and young people that help reduce overall family stress, enable children and young people to reach their potential and provide support for those exhibiting risk factors for developing mental illness. Risk factors may include poverty, trauma, homelessness, history of family violence, drug and/or alcohol abuse in the family and poor school attendance.
Intake and assessment services	<p>The initial process of meeting with the client/group during which the practitioner gathers information to address the client's presenting needs as well as the client's willingness and readiness to engage in service delivery. Opportunities for referral to another service or to a concurrent / parallel service may also be identified at this stage.</p> <p>Intake and assessment – group: takes place prior to group-based activity. The activity structure and / or desired activity outcomes are usually somewhat defined. The process may focus on identifying specific needs of the individuals within the group and how the</p>

Type of demand, supply and/or harm reduction activity	Description of service
	activity may best meet those needs within the defined structure / outcomes.
Information and Referral	Information and referral processes must account for the service delivered (e.g. face to face, telephone and/or online), the type of contact with the service (e.g. seeking information or wishing for more in-depth services) and the skill level of staff (e.g. point of first contact staff, support workers, practitioners, etc). Referral can include supported referral services that address clients disengaging from services due to the difficulty of retelling their stories and service histories.
Community Support	Specific identified tasks that relate to the development and implementation of an AMP in a community may include, providing community leadership training, project management, fostering continuous development processes and supporting governance structures and processes.

Fees

Breaking the Cycle Activity services are, at the service provider's discretion, permitted to charge fees to clients wishing to utilise the service/s. While service providers may charge fees, clients must not be refused service or referred to other organisations on the basis of incapacity to pay fees. Where fees are charged, service providers must:

- publically display their fees policy;
- inform clients of this policy; and
- inform clients that they will not be refused service if they are unable to pay the fee.

Activity links and working with other agencies and services

In delivering this activity, FaHCSIA works with other Commonwealth agencies, State Government departments, Indigenous communities and the National Indigenous Drug and Alcohol Committee (NIDAC). Service providers must establish links and strong working relationships with relevant stakeholders to ensure the services required to develop and implement the AMP are delivered to the target community.

Specialist requirements (e.g. Legislative requirements)

Funding recipients must comply with all relevant Commonwealth, State and Territory legislation.

Information technology

Applicants require access to an internet enabled computer to access information about the Breaking the Cycle Activity and to submit their application through the Electronic Submission Website (eSub Online). eSub Online is the Australian Government website that enables electronic submissions for some Indigenous programs. To use eSub Online, you need to download and complete an eSub registration form and then fax to the number provided on the form. For enquires about becoming an eSub user call 1800 440 944.

Activity performance and reporting

FaHCSIA monitors the performance and outcome data of the Breaking the Cycle Activity. Reporting is based on key performance indicators. Data is collected through the Grant Management System (GMS), directly from providers, and through external evaluation processes.

The performance indicators for the Breaking the Cycle Activity are:

- The extent to which the Alcohol and Substance Abuse Management Plan is contributing to a safer community/region by reducing the harm resulting from alcohol and substance abuse;
- Number and type of services delivered to support the development and implementation of the AMP and number of clients accessing these services;
- Proportion of community members and stakeholders satisfied with services; and
- Number of training and employment opportunities offered to Aboriginal and Torres Strait Islander people.

The Immediate, Intermediate and Service Quality Outcomes for the Breaking the Cycle Activity are:

Immediate outcomes:

- Community leaders are engaged and contribute to decision making and AMP implementation to support AMP outcomes;
- Clients have improved knowledge and skills to reduce alcohol and substance abuse and harmful behaviours and an understanding of alcohol consumption levels associated with an increased risk to health and social wellbeing;
- Communities are satisfied and engaged;
- Services are integrated and coordinated; and
- Services are family focused and achieve harm-reduction and improved positive behaviours.

Intermediate outcomes:

- Community AMP harm reduction targets are on track; and
- Individuals have increased capacity to participate in employment, education, training and community/social activities.

Service quality outcomes:

- Planning and services are inclusive and community driven.

Reporting

As part of government reporting and accountability requirements and in order for the Department to meet its legislative responsibilities, service providers are required to submit a range of reports. The funding agreement stipulates the frequency and nature of reporting required. A report template is provided by FaHCSIA. Standard accounting, record-keeping and reporting by service providers must be in accordance with the terms of the Program Guidelines and the FaHCSIA funding agreement.

Application Process

Overview of the Application Process

There are three selection processes in total: for the lead service provider in each community/region; for membership of the service provider panel in each community/region; and for service providers to support communities where AMP services are required. FaHCSIA may also choose to use one or more of the following selection processes to fund suitable projects:

An **open competitive** selection process is open to all providers operating in the market place. Open processes are advertised through the media, the FAHCSIA Internet site and other sources in order to attract as much interest as possible.

and/or

A **restricted** selection process is used where there are few providers available due to highly specialised services being required, there are geographical considerations, specific expertise is required or there are time constraints.

and/or

A **direct** selection process where an approach is made directly to an existing, high performing provider to expand their current service delivery activities or deliver new services. It involves assessment of provider's current performance and an assessment of a provider's capacity to deliver an expanded service or capability to deliver a new service through use of selection criteria.

The type of selection process applied in a community/region or for a service delivery component will be based on an analysis of the service provider network in each community/region and consultation with communities. The community and potential service providers will be notified of the selection process through community consultation and engagement and the information will also be available on the Breaking the Cycle Activity website at www.fahcsia.gov.au.

The selection criteria below will apply regardless of the type of selection process.

Selection Criteria

The selection criteria for the lead service provider, service provider panel and for service providers to support communities where AMP services are required are in Table 2.

Table 2: Selection criteria

<p>Criterion 1 – Describe your proposed service at the community or region level, including how it will be made operational to achieve the Breaking the Cycle Activity’s aims and objectives within available funding for that community/region.</p>	
<p>Service Delivery Model</p>	<p>The response should include:</p> <ul style="list-style-type: none"> • The service delivery locations where you are proposing to deliver services and alcohol and substance abuse issues that the community is experiencing. You may target one or more of the following locations: <ul style="list-style-type: none"> - Ceduna and surrounding region (South Australia); - Mornington Island and Doomadgee (Queensland); - Bourke/Brewarrina in the Murdi Paaki Region or Condobolin (New South Wales); and - The Goldfields/Laverton region (Western Australia). • A description of how you propose to deliver the service, including the range of methods proposed to engage with the community and specific strategies you will use to engage with children and youth; • How you will manage and store information including client information; and • <i>If you are applying for lead service provider funding</i>, your response should also include: <ul style="list-style-type: none"> - How your organisation will work with the community to identify community leaders, establish a CSC or work with an existing committee, and consult with the community to ensure that all voices are heard; - How your organisation will work collaboratively with local organisations and ensure that service provider panel services are selected in a transparent and unbiased way.
<p>Criterion 2 – Demonstrate your organisation’s experience in developing, delivering, managing and monitoring effective programs for Aboriginal and Torres Strait Islander people with aims and objectives similar to the Breaking the Cycle Activity.</p>	
<p>Organisation Experience</p>	<p>The response should include:</p> <ul style="list-style-type: none"> • The type of organisation (for example, a multi-disciplinary organisation or consortium of organisations or individual providers) and a description of services provided, including the range of clients served; • The period over which the services were provided; and • A description of how you monitored progress towards achieving the desired outcomes.
<p>Criterion 3 – Demonstrate the ability of your organisation/s to provide services to the eligible Indigenous communities and community members.</p>	

Program Specific	<p>The response should include a description of how you will ensure that services will support the Service delivery principles for programs and services for Indigenous Australians (www.fahcsia.gov.au). Key principles for this Activity are:</p> <ul style="list-style-type: none">• Indigenous engagement principle: Engagement with Indigenous men, women and children and communities should be central to the design and delivery of programs and services;• Access principle: Programs and services should be physically and culturally accessible to Indigenous people recognising the diversity of urban, regional and remote needs;• Accountability principle: Programs and services should have regular and transparent performance monitoring, review and evaluation. <p>The response should also address your organisation's capacity to:</p> <ul style="list-style-type: none">• Respond sensitively to alcohol and substance abuse issues in the selected Indigenous community/communities;• Implement strategies to obtain and maintain relevant up-to-date information about alcohol and substance abuse issues and demand, supply and harm reduction strategies and how this information will be effectively provided to community members; and• Implement strategies to build or maintain links with other support services.
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Criterion 4 – Demonstrated expertise, experience and qualifications of staff to achieve quality outcomes in delivering Breaking the Cycle Activity services.	
Qualification of Service Delivery Staff	<p>The response should include:</p> <ul style="list-style-type: none"> • The number of staff proposed for providing services at the community/regional level, their roles and responsibilities, their qualifications, expertise and experience, and their employment status; • How you will ensure that employment and training opportunities are offered to Aboriginal and Torres Strait Islander people; • Details of recruitment and training strategies that will assist your organisation to meet program requirements; and • Organisational chart of the Breaking the Cycle Activity service.
Criterion 5 – Demonstrated ability of your organisation to manage programs or services to a high standard and to achieve and measure quality outcomes.	
Management Capability	<p>The response should include:</p> <ul style="list-style-type: none"> • A description of your organisation’s management structure, including (if required) how roles and responsibilities will be agreed with consortium members or auspiced organisations; • Indicative establishment plan and timetable; and • Your method to measure and report on the performance indicators, and immediate, intermediate and service quality outcomes in section on Activity performance and reporting.

How to submit an application

To apply for selection under this process, applicants will need to access the eSub website at:

<https://apps.indigenous.gov.au/eSub/PublicPages/Login.aspx/>, complete the application form and respond to selection criteria. Applications must be received by the closing date and time.

The Department will not issue Application Forms or accept completed applications by fax.

The Department reserves the right to amend the Guidelines (including prior to the execution of any Contract). In making such amendments, FaHCSIA may, but is not obliged to, consult with contracted parties prior to the implementation of any change. Contracted providers will be advised of such changes in writing and updated Guidelines will be made available on the FaHCSIA website.

Questions and Answers during the Application period

The Department only responds to requests for information that seek clarification of issues to allow a better understanding of the requirements of the Application Form and Application Guidelines.

A Breaking the Cycle Activity questions and answers facility is available. Questions received during the Application Period are answered within three working days during the Application Period. All questions and answers are available at www.fahcsia.gov.au. Applicants should email questions to the dedicated mailbox at breakingthecycle@fahcsia.gov.au

Questions after the application period

The Department will *not* accept or respond to any applicant's requests for information or correspondence about the status or progress of their application after the application period.

Closing date and time

Applications will open at 8:30am on Tuesday, 6 March 2012 and close at 2:00pm on Friday, 10 April 2012 AEST. The applications must be received by FAHCSIA within the application period to be considered.

Application Acknowledgement

Unless prior agreement has been reached with FaHCSIA an application will not be considered lodged until it is received by FaHCSIA. The applicant will receive email notification from FaHCSIA within 24 hours of an application being lodged correctly. If the applicant has not received notification in this timeframe, the applicant should contact FaHCSIA to confirm that the form has been lodged correctly.

Advice to unsuccessful applicants: The Department provides advice to unsuccessful applicants in writing (noting applications must have been submitted by the closing date). Unsuccessful applicants are given the opportunity to seek feedback on their application.

Special Conditions applying to this Activity

Nil.

Contact information

Contact information for the Activity are:

- Addresses - <http://www.fahcsia.gov.au/contactfahcsia/Pages/ContactDept.aspx>
- Telephone - <http://www.fahcsia.gov.au/contactfahcsia/Pages/ContactDept.aspx>
- Website - <http://www.fahcsia.gov.au/Pages/default.aspx>
- Esub - <https://apps.indigenous.gov.au/eSub/PublicPages/Login.aspx/>
- Email - [breakingthecycle@fahcsia.gov.au/](mailto:breakingthecycle@fahcsia.gov.au)

Glossary

Substance Abuse Management Plan (SAMP) and/or an Alcohol Management Plan	A SAMP is different to an Alcohol Management Plan in that it is jurisdictionally-specific in the Northern Territory (NT) and designed to address volatile substance abuse. A SAMP in the NT is a management plan that is legislated under the Volatile Substance Abuse Prevention Act 2005. Although it can cover other substance abuse, an Alcohol Management Plan usually covers alcohol misuse in communities, and is not limited to Indigenous communities.
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs.
Funding Agreement	FaHCSIA funding agreements are performance based, legally enforceable agreements between the Australian Government and the service provider/funding recipient that sets out the terms and conditions governing the funding.
Grants Management System (GMS)	The Grants Management System is a Whole of Government approach to online funding agreement management utilised when managing Indigenous specific funding for clients.
Indigenous	Refers to Aboriginal and Torres Strait Islander People.
Indigenous Capability and Development Program (ICAD)	ICAD supports a range of programs, activities and services that aim to improve outcomes for Indigenous people.
Indigenous community	The term 'community' may refer to discrete Indigenous communities in remote or very remote areas, to regional towns or urban centres in which there are known Indigenous populations in one particular area of a town or urban centre, and to town camps.
Substance	These definitions, taken from several online dictionaries, can be used to broadly define the term 'substance' in relation to 'substance abuse'. An element, compound or mixture; a material of a particular kind or constitution; 'Any substance possessing to a high degree the predominant properties of a plant or drug or other natural product from which it is extracted'.
Substance Abuse	Commonly defined as the improper, illegal or excessive use or ingestion of a substance which causes intoxication or affects the human body in an intoxicating manner. A dictionary definition states that substance abuse is: 'The overindulgence in and dependence on an addictive substance, especially alcohol or a narcotic drug. Also called chemical abuse'. However, the use of the term 'addictive' and 'intoxicating' or mood-altering can be contentious, when you consider the following conundrum: there are substances that can be abused for their mood-altering effects that are not 'drugs' at all — such as inhalants and solvents — and there are drugs that can be abused that have no mood-altering or intoxication properties, such as anabolic steroids or EPO. Therefore, substance abuse becomes a very broad term that encompasses the excessive,

illegal or harmful use of any substance, usually for mood or body-altering purposes.