



Australian Government

Department of the Environment

Green Army Programme Draft Statement of Requirements Consultation Process

Indicative Timeline

| | |
|------------------------------------|---|
| 21 January 2014 | Release of draft Statement of Requirements |
| 21 January 2014 to 4 February 2014 | Consultation period |
| 4 February 2014 | Closing date for comments on draft Statement of Requirements |
| First quarter of 2014 | Release of Request for Tender for the Green Army Programme 2014 |

Purpose of the Consultation Process

The Department is releasing this draft Statement of Requirements for the Green Army Programme 2014–2017 for the purpose of obtaining feedback from stakeholders and potential tenderers about the operationalisation of the proposed Programme design, as described in the SOR. By seeking feedback on the draft SOR, the Australian Government hopes to benefit from industry expertise and ensure that the SOR describes the best way of delivering the Programme.

The Australian Government will consider all feedback provided via this process and may make modifications to the draft SOR in light of those responses.

Once the SOR has been finalised, it will be incorporated into tender documentation. The Australian Government intends to invite eligible organisations to submit a proposal in response to a Request for Tender in early 2014. **Do not lodge a tender in response to this draft Statement of Requirements.**

Detailed information on the tender process and the evaluation method, including selection criteria, will form part of the RFT. Organisations wishing to tender for the Programme will be required to register with AusTender to access all RFT documentation. Registration will be available through the AusTender website at www.tenders.gov.au. It will be a requirement of the RFT that tenders must be lodged through AusTender. Interested parties should check AusTender regularly throughout February and March 2014.

Detailed information on the process for selecting Green Army projects will be provided in Project Guidelines which will be made available in the coming weeks. A priority for investment through initial rounds of the Programme will be Green Army election commitments. More than 150 projects were announced by the Government during the 2013 election.

What you need to do to participate in the consultation process

Participation in the consultation process is voluntary and will not affect your eligibility to submit a tender in response to any future RFT.

The general design parameters for the Programme have been determined. The Australian Government is seeking your comments on possible issues, mechanisms and suggestions to improve the operationalisation and delivery arrangements detailed in the draft SOR. In particular, the Australian Government is seeking views on:

- a. managing projects and the coordination and deployment of Green Army teams to a wide range of geographical areas;
- b. provision of opportunities for structuring training programs that offer a breadth and depth of opportunities to Participants with diverse backgrounds and education needs; and
- c. maintaining the health and safety of Green Army Teams and Participants while they are engaged in the Programme.

Responses can be submitted in any format, and should be in writing to:
greenarmy@environment.gov.au.

Please do not attempt to provide comments via telephone or request any meetings to discuss the draft SOR. Responses should be no more than 2500 words. All submissions should include a cover sheet, available on the Department's website: www.environment.gov.au. When referring to text in the draft SOR, please identify the line number against the line on which you are commenting, or the number of the first line in the paragraph to which you are referring. No attachments will be considered in reviewing your response.

The Department will remove the draft SOR from its website on 4 February 2014, and asks that you provide any feedback before that date to ensure it can be adequately considered.

How the Australian Government will use your feedback

The Australian Government will consider responses and may use them to inform the RFT so that it may be better aligned with industry capabilities.

The Australian Government will not formally evaluate responses, provide feedback or conduct any short listing process as a result of this consultation process.

Terms governing participation in the consultation process

By participating in the Process and providing a response, you will have acknowledged and agreed the following terms governing the Process:

1. Confidentiality and use of information

Respondents must identify any information contained within their response which they consider should be treated as confidential and provide reasons for the request.

The Australian Government will only consider a request for confidentiality where:

- a. the information to be protected is identified in specific rather than global terms;
- b. the information is by its nature confidential; or
- c. disclosure would cause detriment to the parties concerned.

The Department is subject to the legislative and administrative accountability and transparency requirements of the Australian Government, including disclosure to the Parliament and its Committees. Notwithstanding any obligation of confidentiality, the Department may disclose, or allow at any time the disclosure of, any information contained in or relating to any response:

- a. to its advisers, employees or internal management for purposes related to the application and assessment processes, including to evaluate or otherwise assess applications and manage any resultant arrangements;
- b. to the responsible Minister;

- c. in response to a request by a House or a Committee of the Parliament of the Commonwealth of Australia;
- d. within the Department, or with another agency, where this serves the Australian Government's legitimate interests;
- e. where the information is authorised or required by law to be disclosed, noting that information submitted to the Australian Government is subject to the *Freedom of Information Act 1982* (Cth) and its requirements; or
- f. where the information is already in the public domain otherwise than due to a breach of any relevant confidentiality obligation by the Australian Government.

In submitting a response, respondents consent to the Australian Government using the information submitted for the above mentioned purposes, for developing and administering the Green Army Programme (including the further development of the draft SOR) and any other incidental or related purpose, including to provide respondents with updates on the Green Army Programme. The Australian Government will store and use the personal information collected by it in compliance with its obligations under the *Privacy Act 1988* (Cth).

Respondents may access or correct personal information by either emailing the Department at greenarmy@environment.gov.au or sending a letter to the Department's postal address: Green Army, GPO Box 787 Canberra, ACT 2601.

2. Consideration of responses limited to consultation process

Responses to the draft SOR will only be considered in relation to this consultation process and will not be used or considered in the evaluation process as part of any subsequent RFT process.

3. No prejudice to any future Request For Tender process

Participation in this consultation process is voluntary and will not impact on the ability of a person to participate in any subsequent RFT process, nor will participation in this consultation process provide any advantage or disadvantage in any subsequent RFT process.

4. Intellectual property rights

Respondents retain ownership of any intellectual property rights in their response but in submitting a response grant to the Australian Government a perpetual, irrevocable, world-wide, royalty free, non-exclusive licence to use, reproduce, adapt, modify and communicate the content of the response for developing and administering the Green Army Programme (including the further development of the draft SOR) and any other incidental or related purpose.

Further information

For further information on the consultation process, please contact the Department of the Environment on the Green Army hotline 1800 780 730 or email greenarmy@environment.gov.au.

Contents

- 1 Chapter One – Overview 8
 - 1.1 Introduction..... 8
 - 1.2 Key Programme Administrative Components..... 8
- 2 Chapter Two – Statement of Requirements: The Green Army Programme 11
 - 2.1 Introduction..... 11
 - 2.2 Objectives of the Programme 11
 - 2.3 Participant Eligibility..... 11
 - 2.4 Number of Placements available Nationally 11
 - Note: Numbers are not cumulative..... 12
 - 2.4.1 Placements 12
 - 2.4.2 Replacement of Participants 12
 - 2.4.3 Indigenous Participants 13
 - 2.4.4 Participant Management..... 13
 - 2.4.5 Referral to the Programme 13
 - 2.4.6 Initial Screening and Assessment 13
 - 2.4.7 Initial contact..... 14
 - 2.4.8 Participation 15
 - 2.4.9 Personal Leave..... 15
 - 2.4.10 Managing Participants’ behaviour 15
 - 2.4.11 Participant Allowance..... 16
 - 2.4.12 Participant compliance..... 16
 - 2.5 Green Army Projects 17
 - 2.5.1 Types of Green Army Projects..... 17
 - 2.5.2 Project assessment..... 17
 - 2.5.3 Project start-up..... 18
 - 2.5.4 Project delivery..... 18
 - 2.5.5 Work clothes 19
 - 2.6 Team Supervisors 19
 - 2.7 Training..... 20
 - 2.8 Monitoring and managing projects..... 21
 - 2.8.1 Risk Management..... 21
 - 2.8.2 Work health and safety 21
 - 2.8.3 Criminal record checks 22
 - 2.9 Transport 23
 - 2.10 Insurance 23
 - 2.11 Information Technology 23
 - 2.12 Payments to Service Providers..... 24

| | | |
|--------|---|----|
| 2.12.1 | Costs | 24 |
| 2.12.2 | Service Fees | 24 |
| 2.12.3 | Payment Structure..... | 24 |
| 2.13 | Performance Framework..... | 24 |
| 2.13.1 | Measurement of Performance, Service Delivery and Compliance | 24 |
| 2.13.2 | Key Performance Indicators (KPIs) | 25 |
| 2.13.3 | Reporting and data management | 26 |

GLOSSARY OF TERMS

| | |
|--|---|
| Allowance | the allowance paid to Participants during their participation in a Green Army Team. |
| AS4801 2001 | the Australian Standard for implementing a work health and safety management system. It sets out the requirements for the system and is often used for auditing and certification purposes. |
| Deed | deeds of standing offer to be entered into between the Commonwealth and Service Providers for the Programme under which service orders for Service Providers to deliver Green Army Projects will be issued. |
| Department | the Australian Government Department of the Environment. |
| Employment Services Provider | agencies that provide various kinds of support to job seekers Such agencies include but are not limited to: Job Services Australia, Harvest Trail, Disability Employment Services and the New Enterprise Incentive Scheme. |
| Green Army Project | a work schedule proposed by a Project Sponsor and approved by the Australian Government of between 20 and 26 weeks to be undertaken by a Green Army Team. |
| Green Army Team | a team comprised of one Team Supervisor and up to nine Participants. |
| National Entitlement | the National Training Entitlement provides the right for every Australian older than compulsory secondary school age and younger than aged pension age to access government subsidised training for their first Certificate III qualification. |
| National Partnership Agreement on Skills Reform | an agreement between the Australian Government and the states and territories which will contribute to reform of the Vocational Education and Training (VET) system to deliver a productive and highly skilled workforce which contributes to Australia's economic future, and to enable all working age Australians to develop the skills and qualifications needed to participate effectively in the labour market. |
| Participant | an Australian citizen or permanent resident aged 17-24 who is engaged to participate in a Green Army Team to work on a Green Army Project delivering environment and/or heritage conservation outcomes within the community. |
| Participant Agreement | an agreement between the Service Provider and the Participant in relation to the Programme, including provisions about the Allowance and Training. |
| Placement | a placement in the Programme means the placement of a Participant: <ul style="list-style-type: none"> • in one or more Projects; • for up to 26 weeks; • for 30 hours per week (that is, full-time); and • that includes opportunities to receive accredited Training. |
| Programme | the Green Army programme, a key component of the Clean Land initiative designed to build a standing environmental workforce of young Australians to undertake environmental and heritage conservation projects. |
| Programme Guidelines | guidelines intended to describe in detail how the Programme will be implemented, including requirements about reporting, Placement |

| | |
|--|---|
| | management, Participant engagement, and other Programme documentation such template Project Agreements and work health and safety plans. The Programme Guidelines will be completed prior to an RFT and included in the tender documentation. |
| Project Agreement | an agreement between the Service Provider and the Project Sponsor about the Green Army Project they will work together on. |
| Project Guidelines | guidelines used to communicate project proposal requirements and to assess project proposals for recommendation to the Minister for the Environment to become Projects under the Programme. The Project Guidelines are under development and will be released in the first quarter of 2014 along with the first call for proposals under the Programme. |
| Project Sponsor | organisations such as local councils, community groups or natural resources management organisations which are successful in being awarded the services of a Green Army Team to assist with environment and/or heritage conservation activities. |
| Registered Training Organisations | training providers registered by the Australian Government's Australian Skills Quality Authority (or, in some cases, a state regulator) to deliver vocational education and training services. RTOs are recognised as providers of quality-assured and nationally recognised training and qualifications. |
| RFT | request for tender for the procurement of Service Providers for the Programme. |
| Service Provider | organisations engaged by the Australian Government to deliver services in relation to Green Army Projects under the Programme. |
| Single and Teenage Parents National Partnership Agreement | an agreement between the Australian Government and the states and territories which has the objective of improved job readiness of single and teenage parents in receipt of parenting payment through participating in training with a view to increasing their workforce participation. |
| SOR | statement of requirements for the procurement of Service Providers for the Programme. |
| Team Supervisor | a person employed by the Service Provider to: manage a Green Army Team in undertaking the activities involved in a Green Army Project; and to train and/or supervise Participants. |
| Training | vocational and skills training accredited under the Australian Qualifications Framework. |

1 **1 CHAPTER ONE – OVERVIEW**

2 **1.1 Introduction**

3 The Federal Minister for the Environment's *Plan for a Cleaner Environment* is central to the
4 Government's vision for a stronger Australia.

5 The Government's focus for the environment is to deliver practical change at the local level. The Clean
6 Land Plan will help clean up and revegetate urban environments including creek and river banks, with
7 the help of the Green Army and other complementary reforms to strengthen natural resource
8 management and Landcare delivery. The Government will also simplify environmental approvals to cut
9 duplication and end delays, while maintaining high environmental standards.

10 The Government, in the context of the 2013 election, made a commitment to establish a Green Army
11 Programme. The Programme will commence from 1 July 2014 and is a key component of the Clean Land
12 initiative. By 2018-19, it will build to a standing environmental workforce of 15,000 young Australians
13 per annum to provide real and practical solutions to cleaning up riverbanks and creek beds, revegetating
14 sand dunes, revegetating mangrove habitats, and a host of other environmental and/or heritage
15 conservation projects.

16 The Government is investing \$300 million between 2013-14 and 2016-17 in the Programme, which will
17 not just deliver tangible benefits for the environment, but will boost workforce training and productivity
18 by providing meaningful, practical and hands-on environmental skills and experience for thousands of
19 Australians.

20 **1.2 Key Programme Administrative Components**

21 The Programme will be a voluntary 'opt-in' programme initially available to young Australians aged
22 between 17 and 24. Participation in the Programme will be available to a diverse spectrum of young
23 people, including Indigenous Australians, school leavers, gap year students and graduates. The
24 Programme may be used as a feeder programme for Indigenous Rangers.

25 The Programme will be delivered by Service Providers under a deed of standing offer with the Australian
26 Government for the Programme.

27 The Government is seeking to engage one or more Service Providers nationally or in each State and
28 Territory.¹ Service Providers may cover one or more States/Territories or may have national coverage to
29 deliver the key components of the Programme as outlined in the SOR.

30 Broadly, the Government is looking for organisations (or organisations in a consortium or partnership
31 arrangement) that have a track record in the delivery of on-ground environment and/or heritage
32 conservation work, as well as offering opportunities for Training to Participants. Organisations or
33 consortia that tender may vary in geographic coverage, but must be able to provide the full range of
34 services within their business model.

¹ The Australian Capital Territory may be combined with New South Wales, as required.

35 In summary, the Service Providers will be required to provide the services listed below (see Chapter Two
36 for more detail):

- 37 • recruit, establish and manage Green Army Teams of up to nine Participants and one Team
38 Supervisor;
- 39 • work with potential Project Sponsors to develop project proposals for approval by the Minister
40 for the Environment;
- 41 • deploy and supervise Green Army Teams to work on approved Green Army Projects;
- 42 • record and report to the Australian Government on administrative and environmental/heritage
43 outputs and outcomes;
- 44 • disburse Allowances to all Participants; and
- 45 • offer and promote opportunities for Training.

46 Service Providers will be required to work with a range of Project Sponsors in the community to
47 implement environmental projects that will protect environment and heritage assets.

48 Project proposals will be submitted to the Australian Government by Project Sponsors for assessment
49 against Project Guidelines. The Australian Government will assess project proposals approximately every
50 six months.

51 The final project selection will be at the discretion of the Minister for the Environment in line with the
52 policy objectives of the Australian Government.

53 Upon approval, proposals from Project Sponsors will become a Green Army Project. The Australian
54 Government will allocate Green Army Projects to Service Providers to deliver in collaboration with the
55 Project Sponsor. Service Providers will be expected to deliver Green Army Projects in any location
56 nationally or within their nominated State/s or Territory/s.

57 A diagram of the Programme administrative components is provided at Figure 1.

58 Service Providers will be responsible for recruiting, establishing and managing Green Army Teams across
59 Australia to engage in approved Projects, alongside communities, to support local environment and
60 heritage protection and restoration activities, consistent with regional, national and international
61 priorities of the Government.

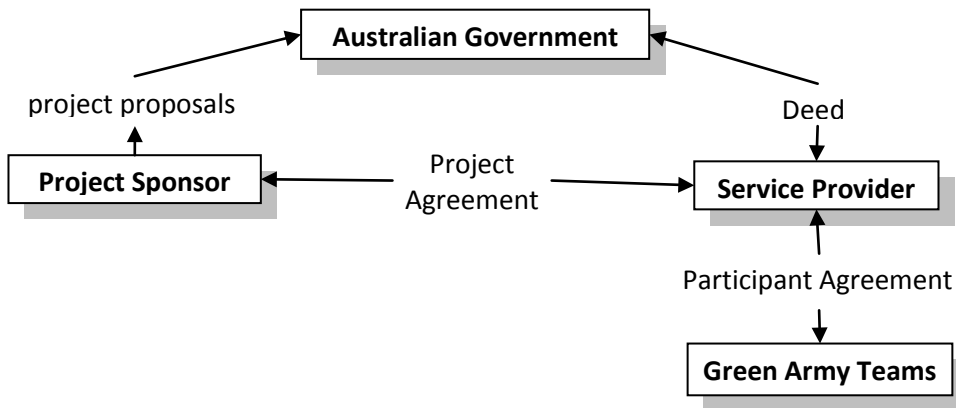
62 Up to nine eligible Participants and at least one Team Supervisor will constitute a Green Army Team.

63 Participants will receive an Allowance while participating in the Programme, and will also have the
64 opportunity to undertake Training. The Service Provider will be responsible for the disbursement of
65 Allowances and provision of Training.

66 Green Army Projects will run for between 20 and 26 weeks.

67 The Programme will commence from 1 July 2014 with 250 Green Army Projects and approximately
68 2,500 people² undertaking on-the-ground environmental activities in the first financial year. By 30 June
69 2017 the Programme will have had 1,500 Green Army Projects and 15,000 Placements undertaken. The
70 Programme will scale up to 15,000 Placements and 1,500 projects in 2018-19.

² This includes both Participants and Team Supervisors



71

72 **Figure 1: Administrative components for the Green Army Programme**

73 **2 CHAPTER TWO – STATEMENT OF REQUIREMENTS: THE GREEN ARMY**
74 **PROGRAMME**

75 **2.1 Introduction**

76 This chapter describes the activities that Service Providers will be required to deliver if entering into a
77 Deed with the Commonwealth for the Programme and issued with service orders under the relevant
78 Deed.

79 Successful tenderers will become Service Providers, and be required to commence delivery of the
80 Programme from 1 July 2014 and the Deed will continue until 30 June 2017, with an option for the
81 Commonwealth to extend the terms of the Deed for a period of up to a further two years.

82 **2.2 Objectives of the Programme**

83 The Programme aims to help address local or national environment and heritage conservation
84 challenges with projects guided by community interests and needs. The Programme aims to help
85 communities to connect with their local landscapes and engage young people directly in community
86 conservation projects. The Programme may also help to enhance outcomes for Indigenous Participants
87 and communities and deliver benefits to regional communities.

88 The following strategic objectives will be delivered through the Programme:

89 ***Strategic Objective 1: Environmental Conservation***

90 Support the delivery of environment and heritage conservation outcomes at the local, regional and
91 national level.

92 ***Strategic Objective 2: Community Engagement***

93 Green Army Teams work cooperatively with community groups and organisations to repair and
94 conserve environmental and heritage values in the community.

95 ***Strategic Objective 3: Green Army Participants***

96 Engage and deploy young Australians to participate in Green Army Teams having highest regard for
97 Participant safety, wellbeing, personal need and development.

98 ***Strategic Objective 4: Experience, Skills and Training***

99 Provide Participants with opportunities to undertake training recognised under the Australian
100 Qualifications Framework in a range of areas which increase their skills and qualifications.

101 **2.3 Participant Eligibility**

102 The Programme is available to a diverse spectrum of young Australians (initially 17-24 years), including
103 Indigenous Australians, school leavers, gap year students and graduates.

104 The Programme will be open to Australian citizens or permanent residents aged 17-24 years (at the time
105 of Project commencement).

106 Eligibility to participate in the Programme will be determined by Service Providers against eligibility
107 criteria outlined under the Programme Guidelines developed by the Australian Government prior to
108 referral to a Placement within a Green Army Team.

109 **2.4 Number of Placements available Nationally**

110 A national total of 15,000 Placements will be available in the Green Army Programme over the period of
111 the Deed (1 July 2014 – 30 June 2017). The profile of numbers of placements for each financial year is
112 outlined in Table 1.

113 Subject to the level of business awarded, Service Providers will be required to deliver a wide geographic
114 spread of Projects for each financial year of their appointment. The total number of Placements
115 expected for each financial year is shown in Table 1.

116 **Table 1: Placements and Green Army Projects**

| | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|----------------------------|----------------|----------------|----------------|----------------|----------------|
| Placements | 2,500 | 5,000 | 7,500 | 11,500 | 15,000 |
| Green Army Projects | 250 | 500 | 750 | 1,150 | 1,500 |

117 **Note:** Numbers are not cumulative.

118 **2.4.1 Placements**

119 A Placement in the Programme means the placement of a Participant:

- 120 • in one or more Projects;
- 121 • for up to 26 weeks;
- 122 • for 30 hours per week (that is, full-time); and
- 123 • which includes opportunities to receive accredited Training.

124 Part-time Placements of between 15 and 29 hours per week may be considered under exceptional
125 circumstances on a case-by-case basis for Participants. Negotiation and approval of part-time
126 arrangements in accordance with the Programme Guidelines will be the responsibility of the Service
127 Provider.

128 Ideally Participants will participate in one Project in order to complete a Placement. There will be
129 flexibility however, in accordance with Programme Guidelines, to complete a Placement across a
130 number of Projects where required.

131 Upon completion of a Placement, Participants will be eligible to apply for subsequent Placements,
132 however priority will be given to those who have not yet commenced a Placement and meet the
133 eligibility criteria.

134 Participants who turn 25 years of age during their Placement will be allowed to complete the
135 Placement. Participants must be aged 17 years or older at the commencement of the project.

136 Programme activities are not a guarantee of ongoing training or employment opportunities or
137 outcomes.

138 **2.4.2 Replacement of Participants**

139 It is acknowledged that Participants may exit the Programme mid-Placement.

140 Where this occurs, the Service Provider should typically seek to fill the empty Placement with a new
141 Participant. Filling a vacated Placement will not be mandatory if the Service Provider can demonstrate
142 that the Project can still be completed according to plan.

143 Where a Participant is replaced, the Service Provider will negotiate with the new Participant regarding
144 possible opportunities for Training that can be completed within the remaining weeks allocated to that
145 Placement. In addition, at the end of the Project, the Participant will be given the opportunity to
146 complete their 26 weeks by joining another Project.

147 **2.4.3 Indigenous Participants**

148 The Service Provider will be required to work with Indigenous organisations and Participants in the
149 delivery of the Programme.

150 The Australian Government considers that good quality engagement with Indigenous organisations and
151 people consists of cultural awareness, building connection, capacity and trust, and promoting dialogue.
152 Communication should occur in a manner that is appropriate to the relevant Indigenous culture.
153 Interactions should be clear, open and honest, and needs and expectations clearly identified and
154 addressed where possible. Indigenous intellectual property is expected to be protected and
155 precautions taken not to encroach on customary laws wherever possible.

156 Wherever possible, Service Providers are required to structure Green Army Teams and work
157 programmes to accommodate the legitimate needs of Participants, such as needs arising from cultural
158 sensitivities and familial responsibilities. Service Providers are also required to conduct cultural
159 awareness training where Green Army Teams have Indigenous and non-Indigenous Participants or
160 where activities concern Indigenous communities, heritage or places.

161 **2.4.4 Participant Management**

162 Service Providers will be required to develop and implement a strategy to recruit sufficient and suitable
163 Participants and Team Supervisors for approved Projects.

164 The Government is looking for targeted and innovative recruitment strategies and processes that
165 maximise opportunities to target and engage a diverse range of potential Participants and Team
166 Supervisors.

167 **2.4.5 Referral to the Programme**

168 Prospective Participants may apply to join the Programme by approaching a Service Provider directly or
169 may be referred to the Programme by:

- 170 • Department of Human Services;
- 171 • a Job Services Australia Provider;
- 172 • a Disability Employment Services Provider; and/or
- 173 • a Remote Jobs and Communities Programme Provider.

174 Referral does not guarantee participation. All potential participants will be required to meet the
175 eligibility criteria, and will be assessed against Participant selection criteria. These criteria will be
176 available in the Programme Guidelines.

177 **2.4.6 Initial Screening and Assessment**

178 Service Providers will be responsible for assessing prospective Participants against the Programme
179 Guidelines.

180 Service Providers will also be responsible for the development of a selection process to consider the
181 suitability of prospective Participants for a Placement in consultation with the Australian Government.

182 Service Providers are responsible for recruiting Participants by regularly promoting the availability of
183 Green Army Projects and calling for applications from interested young people.

184 Criteria may include (but are not limited to):

- 185 i. proximity to project locations; and
186 ii. ensuring, as far as possible, that Participants are a mixture of relevant ages, gender and
187 backgrounds, including their education, employment and training experience.

188 To be eligible to participate in the Programme, prospective Participants will also be required to give
189 their consent to a criminal history check, if it is required (see Section 2.8.3.)

190 **2.4.7 Initial contact**

191 Once a potential Participant has been assessed as suitable for a Placement, the Service Provider will be
192 responsible for:

- 193 • discussing the options available under the Programme and the services that will be provided;
- 194 • confirming the potential Participant's identity (including citizenship status);
- 195 • assessing the need for a criminal history check (see Section 2.8.3);
- 196 • where a criminal history check is required, ensuring that this is undertaken and that the results
197 of the check are considered as further evidence for the suitability or otherwise of the potential
198 Participant for a Placement. The potential Participant must not commence their Placement until
199 the results of the check have been considered;
- 200 • ascertaining whether the Participant requires additional support, such as an interpreter,
201 assistance in accessing Green Army Project sites, or other assistance to address any other
202 sensitivities;
- 203 • considering the potential Participant's career aspirations, training needs in relation to the
204 Programme, and career goals (see Section 2.7, Training), including whether recognition of prior
205 learning may be an option;
- 206 • negotiating a Participant Agreement which outlines:
 - 207 • the expected start and end dates of the Project;
 - 208 • the Project activities, including opportunities for training, and the support or assistance that
209 will be provided; and
 - 210 • rights and responsibilities of the Service Provider and the Participant;
- 211 • ensuring that any relevant Participants notify the Department of Human Services of their
212 commencement of any Placement where they are in receipt of income support such as Newstart
213 Allowance or Youth Allowance within fourteen days of that commencement;
- 214 • obtaining the Participant's consent to deposit the Allowance into their nominated bank account.

215 The Participant Agreement must be in a form approved by the Australian Government and be signed
216 and dated by both the Participant and the Service Provider before each Participant commences the
217 Placement. A Participant will be considered to have commenced in the Programme when the Participant
218 Agreement is signed.

219 **2.4.8 Participation**

220 Participants will be required to participate in a Placement for 30 hours per week for 20-26 weeks.
221 Placements, including any Training where provided, will not exceed 30 hours per week for 20-26 weeks.
222 Maximum hours of attendance in a Placement will be six hours per day, including short breaks of at least
223 15 minutes every morning and 15 minutes every afternoon. Participants are allowed a lunch break of at
224 least one hour. The lunch break is not counted in the six hours of attendance per day.
225 Part-time Placement hours of between 15 and 29 hours per week, may be negotiated under exceptional
226 circumstances on a case-by-case basis in accordance with the Programme Guidelines.
227 The Service Provider must record evidence of attendance to ensure that Participants are meeting the
228 minimum requirements outlined in their Participant Agreement, including hours of attendance and
229 standards of behaviour (see section 2.4.12, Participant compliance). The Australian Government may
230 request evidence of Participant attendance.

231 **2.4.9 Personal Leave**

232 If a Participant is unable to attend their Project due to illness, the Service Provider must continue to
233 provide them with the Allowance (see section 2.4.11, Participant Allowance) for up to a maximum of 10
234 days during the Placement subject to:

- 235 • a maximum of three consecutive days of absence where the Participant has not provided a
236 medical certificate; and
- 237 • a maximum of five days in total during their Placement where the Participant has not provided a
238 medical certificate.

239 Service Providers will be required to refund to the Government fees budgeted for Allowances that are
240 not paid (or are repaid by Participants).

241 Further details regarding Participants' personal leave entitlements will be specified in the Programme
242 Guidelines.

243 **2.4.10 Managing Participants' behaviour**

244 A code of conduct will be developed by the Australian Government. The Service Provider will be
245 responsible for ensuring that the code of conduct is distributed to, and understood by, all Participants
246 upon commencement.

247 In delivering the Programme, Service Providers will be required to develop and implement strategies to
248 monitor and address behavioural issues of Participants during their Placements, consistent with the
249 code of conduct, including (but not limited to):

- 250 i. unauthorised non-attendance;
- 251 ii. aggressive or intimidating behaviour (such as sexual, physical or mental harassment, fighting,
252 bullying or persecution)
- 253 iii. disruptive behaviour (including behaviour that disrupts team cohesion);
- 254 iv. non-performance of allocated Green Army Project roles (including training); and
- 255 v. influence or possession of alcohol or drugs.

256 Service Providers will also be required to establish and document processes to ensure that Participant
257 behaviour, particularly disruptive and threatening behaviour, is effectively monitored and handled,
258 including exiting the Participant from the Programme where necessary (see section 2.4.12, Participant
259 compliance). In addition, Service Providers must establish and document processes to ensure that
260 Participants' grievances are effectively dealt with in a timely manner. Service Providers must make these
261 processes available to the Australian Government upon request.

262 Service Providers must employ suitably experienced Team Supervisors who can, during any counselling
263 or disciplinary processes, sensitively address Participants' needs. Service Providers will also be required
264 to ensure that a suitably experienced Team Supervisor is available to deal with sensitive matters of
265 Participants.

266 Service Providers must ensure that Green Army Participants are supervised at all times when engaged in
267 Green Army Project activities at a ratio of not less than one Team Supervisor to nine full time Green
268 Army Participants.

269 **2.4.11 Participant Allowance**

270 Participants will be paid an Allowance of between \$10.14 and \$16.45 per hour.

271 Service Providers will be responsible for disbursing the Allowance to Participants, with adjustments
272 where a Participant has not completed the required six hours in one day.

273 For each Project, the Government will provide a component of the project fees specifically for the
274 purpose of paying the Allowance (see Section 2.12.2, Service Fees). This component of the project fees
275 must be held by the Service Provider in a separate bank account. Any interest earned on this account
276 may only be used for the purpose of paying the Allowance. Any funds under this component of the
277 project fees that remain at the end of a Green Army Project must be reported to the Government within
278 14 days of the completion of that Green Army Project and any unspent project fees must be repaid
279 annually.

280 The Service Provider will be required to pay the Allowance to Participants on a fortnightly basis in
281 arrears, directly into the Participant's nominated bank account. Service Providers must have sound
282 processes in place to ensure the timely and accurate payment of the Allowances to Participants,
283 including processes for appropriately handling Participants' queries regarding their Allowance.

284 Service Providers must make adjustments to the Allowance for non-attendance in line with the 'No
285 show No Pay' policy outlined below (also see section 2.4.12, Participant compliance).

286 Hours of attendance records must be kept by the Service Providers.

287 The Allowance will be regarded as income by the Australian Taxation Office. As a result, Service
288 Providers will be required to deduct taxation from the Allowance and forward this amount to the
289 Australian Taxation Office. Service Providers will also be required to issue Participants with a fortnightly
290 statement of the amount of funds they will be receiving and an annual payment summary meeting all
291 requirements under taxation legislation.

292 There are no requirements for superannuation contribution for Participants.

293 **2.4.12 Participant compliance**

294 Service Providers must use a 'no-show-no-pay', 'three strikes' approach to managing Participants'
295 attendance.

296 For each day that a Participant does not attend the Project for any part of a day without giving the Team
297 Supervisor prior notice of a reasonable excuse the Participant will lose that day's Allowance (or the
298 hours missed where a part-day absence has occurred). Service Providers must ensure they make the
299 appropriate deductions from the Participants' Allowance, and provide formal notice to the Participant
300 that this has occurred.

301 Where a Participant has had three occurrences of non-attendance without a reasonable explanation
302 (including part-day absences), the Participant will immediately be exited from the Programme.

303 Service Providers can also immediately exit Participants from the Programme where a Participant is
304 found to be in serious breach of the code of conduct in the Participant Agreement.

305 Behavioural issues (see section 2.4.10, Managing Participants' behaviour) should be addressed by
306 disciplinary counselling. Three such occurrences must also result in the Participant being exited from the
307 Programme.

308 Where a Participant exits the Programme and the Participant was previously on income support, the
309 Service Provider must advise the Department of Human Services.

310 **2.5 Green Army Projects**

311 **2.5.1 Types of Green Army Projects**

312 The Programme aims to fulfil its strategic objectives through undertaking Green Army Projects targeted
313 to protect our environment and heritage assets at the local scale while contributing to the Australian
314 Government's overarching conservation objectives and international obligations through activities such
315 as:

- 316 a. propagation and planting of native seedlings;
- 317 b. weed control;
- 318 c. re-vegetation and regeneration of local parks and reserves;
- 319 d. habitat protection and restoration, including cleaning up waterways, re-vegetation of
320 sand dunes and mangroves, and creek bank regeneration;
- 321 e. foreshore and beach restoration;
- 322 f. construction of boardwalks and walking tracks to protect local plants and wildlife;
- 323 g. cultural heritage restoration, including Indigenous heritage;
- 324 h. signage to improve interpretation of heritage sites;
- 325 i. conservation maintenance of heritage sites; and
- 326 j. restoration of heritage gardens or landscapes.

327 The Australian Government aims to have a wide geographic spread of Green Army Projects. Green Army
328 Projects may be located in regional and remote areas and/or on or near culturally significant sites. Some
329 Green Army Projects may require special approvals under state, territory or Commonwealth legislation
330 before project work can be undertaken. It is the responsibility of the Project Sponsor to arrange any
331 such approvals prior to the deployment of a Green Army Team to the Green Army Project.

332 **2.5.2 Project assessment**

333 A range of organisations may submit project proposals. Organisations submitting proposals will be
334 considered the Project Sponsor (case by case consideration will be given to Service Providers wishing to
335 submit their own proposals). Eligibility and other requirements for Project Sponsors will be outlined in
336 Project Guidelines.

337 Service Providers will be required to work with prospective Project Sponsors to encourage them to bring
338 forward proposals. Service Providers are encouraged to assist Project Sponsors with the development of
339 proposals, to ensure the proposal aligns with requirements specified in the Programme Guidelines, and
340 to ensure their viability as a potential Green Army Project.

341 Project Sponsors will submit proposals directly to the Australian Government for assessment.
342 The Australian Government will assess proposals on a merit basis against criteria outlined in the Project
343 Guidelines. Consideration will be given to, for example, the:

- 344 • environmental and/or heritage benefits of the proposal;
- 345 • proposal's contribution to the local community;
- 346 • suitability of the proposal to enhance skills and training for Participants; and
- 347 • the ability of the Project Sponsor to cover costs associated with the proposal that are not
348 otherwise covered by the Programme.

349 Final project selection will be at the discretion of the Minister for the Environment.

350 The Australian Government may also request the development of proposals from Service Providers,
351 depending on local need and demand (for example, in response to natural disasters or other
352 circumstances).

353 Detailed information on the process for selecting Green Army projects will be provided in Project
354 Guidelines which will be made available in the coming weeks. A priority for investment through initial
355 rounds of the Programme will be Green Army election commitments. More than 150 projects were
356 announced by the Government during the 2013 election.

357

358 **2.5.3 Project start-up**

359 Upon approval and where relevant, the Australian Government will allocate Projects to the Service
360 Providers with whom the Project Sponsor developed the proposal in order to deliver the Green Army
361 Project in collaboration.

362 Service Providers will be expected to deliver Projects in any location consistent with the Deed and
363 subsequent service orders.

364 Service Providers will be responsible for entering into a Project Agreement with Project Sponsors. The
365 Project Agreement will outline the roles and responsibilities of each party and will specify any monetary
366 or in-kind support that will be contributed by the Project Sponsor, as well as key deliverables and key
367 performance indicators.

368 Where a Service Provider has submitted a project proposal, funds for the delivery of the Project must
369 not be used as their contribution to the Project.

370 **2.5.4 Project delivery**

371 The Service Providers will be responsible for delivering the Green Army Project with the Project Sponsor
372 in line with the Project Agreement.

373 The Service Provider will be responsible for selecting and deploying a Green Army Team to deliver the
374 Green Army Project. The Green Army Team will consist of up to nine eligible Participants and at least
375 one Team Supervisor.

376 A single Green Army Project may require more than one Green Army Team, depending on its size and
377 scope.

378 **2.5.5 Work clothes**

379 Participants will be required to wear specified work clothing while participating in Green Army Projects
380 and will be responsible for taking care of work clothing issued to them. Service Providers will be
381 required to supply and provide Participants with the specified work clothing, consisting of at least:

- 382 a. one pair of steel-capped work boots;
383 b. one broad-brimmed hat;
384 c. one pair of work gloves;
385 d. one pair of heavy duty long pants; and
386 e. at least two long-sleeved shirts.

387 Service Providers will also be required to provide the following as required:

- 388 a. wet weather protection; and
389 b. jumpers or jackets to Participants in cold climates.

390 For each Project, the Government will provide a component of the project fees specifically for the
391 purpose of work clothing. Service Providers will be required to ensure that Participants wear the
392 specified work clothing during all Green Army Project activities and to ensure that Participants take care
393 of, and have responsibility for, the work clothing issued to them. Participants will be invited to keep
394 these, if desired.

395 Where equipment is issued to a Green Army Participant (see section 2.8.2, Work health and safety),
396 Service Providers should take reasonable steps to ensure this equipment is returned when the
397 Participant exits the Programme.

398 **2.6 Team Supervisors**

399 Service Providers will be required to engage suitably qualified Team Supervisors.

400 Team Supervisors may be outside the 17-24 year age bracket but must be at least 18 years of age.

401 Detailed criteria for Team Supervisors will be outlined in Programme Guidelines.

402 Service Providers will be responsible for employing the Team Supervisors directly, and therefore
403 managing the employment relationship including with regard to wages, performance, leave,
404 superannuation, taxation, workers compensation and insurance.

405 Team Supervisors will be paid under a relevant award, such as the Gardening and Landscaping Services
406 Award.

407 Team Supervisors should have relevant qualification and experience to supervise Participants, including:

- 408 • a current First Aid Certificate; and
409 • accredited work health and safety training.

410 Service Providers will be responsible for ensuring that consent is gained for criminal records checks for
411 all candidates who wish to be Team Supervisors. Service Providers will be responsible for arranging the
412 criminal record check and assessing the suitability of the candidate for a Team Supervisor role based on
413 the results of the criminal record check (see Section 2.8.3). Team Supervisor must not commence in the
414 Programme without the relevant checks and qualifications being verified.

415 Team Supervisors will primarily be responsible for the oversight of Participants, such as in relation to
416 work health and safety, attendance, and supervision.

417 Team Supervisors may also be responsible for a number of other functions where they are appropriately
418 skilled or qualified including mobilisation, training and accreditation, reporting, mentoring and personal
419 development depending on the nature of the project, its location and the specific needs of Participants.

420 Team Supervisors should have demonstrated experience in managing a diverse spectrum of young
421 people, including young people in need of cultural, linguistic, and disability assistance, as appropriate.
422 Team Supervisors will need to undertake Indigenous cultural awareness training, as required.

423 **2.7 Training**

424 In addition to on-the-job training, a key element of the Programme is the provision of opportunities for
425 vocationally oriented accredited Training, delivered by a Registered Training Organisation under the
426 Australian Qualifications Framework.

427 Service Providers who are Registered Training Organisations and have the required qualifications in
428 scope, may deliver the Training directly. Alternatively, Training may be delivered by the Service Provider
429 through a subcontract or consortium arrangement with a Registered Training Organisation that has the
430 required qualification in scope. Training providers should be accredited for a minimum period of
431 12 months prior to engaging in work under the Programme and be able to demonstrate previous and
432 ongoing experience in delivering training. In all cases where Training is offered to a Participant, the
433 Service Provider is responsible for ensuring that that the training satisfies the requirements under the
434 Australian Qualifications Framework and in a format that best meets the needs of the Participant.

435 The Training component of the Programme will be negotiated with each Participant as part of the
436 Participant Agreement.

437 As part of their Placement and where appropriate, Participants may be provided with the opportunity to
438 undertake Training for:

- 439 • a Certificate I or Certificate II (or part thereof) qualification; or
- 440 • skill sets from a Certificate III, IV, Diploma or Advanced Diploma.

441 Training may be undertaken in areas such as work-readiness, conservation and land management,
442 heritage conservation, leadership, project and human resource management, workplace health and
443 safety, and trades (for example heritage trade skills).

444 Training in first aid and work health and safety must be included for all Participants within the first two
445 weeks of each Green Army Project. Participants without these basic training requirements must not
446 commence activity until completed.

447 The Service Provider will:

- 448 a. ensure all training is delivered in line with the Participant Agreement;
- 449 b. assist the Participant to obtain recognition of prior learning where available;
- 450 c. provide mentoring support to Participants throughout the training;
- 451 d. monitor Participant attendance in training; and
- 452 e. report on training outcomes.

453 Where Training is offered, it is not necessary for Participants within one Green Army Team to all
454 undertake the same training. Instead, training should accommodate a range of interests and skill sets
455 and consider the literacy, numeracy, employability and cultural needs of Participants.

456 Training must meet the individual needs of Participants including Indigenous Participants and
457 Participants from culturally and linguistically diverse backgrounds.

458 There must be no cost to the Participant for their participation in the Programme.

459 Fees paid to Service Providers will include that for the delivery of the Training where offered. As such,
460 tuition fees must be paid for out of the fees paid to the Service Provider by the Australian Government
461 for all Training delivered under the Programme. Government subsidised training places cannot be used
462 for Training delivered under the Programme.

463 A Participant must not use their National Entitlement training place (available to eligible working age
464 Australians through the National Partnership Agreement on Skills Reform) or the entitlement through
465 the Single and Teenage Parents National Partnership Agreement.

466 If a Participant is engaged with an Employment Services Provider and would benefit from additional
467 training following their participation in the Programme, including additional literacy and numeracy
468 training, Service Providers should report this to the relevant Employment Services Provider at the
469 conclusion of the Programme.

470 **2.8 Monitoring and managing projects**

471 **2.8.1 Risk Management**

472 To ensure that risks are identified and suitable measures are in place to reduce impacts, the Service
473 Provider will be required to develop a risk management plan for delivering the Programme to be
474 approved by the Australian Government.

475 In addition, a risk assessment for each Project (including work health and safety risk) must be completed
476 by the Service Provider with input from the Project Sponsor. The risk assessment must identify, manage
477 and report risks that take into account the particularities of individual projects, including in relation to
478 recruitment, training and education, on-ground project management, Green Army Team management
479 and mobilisation, and administrative arrangements. Service Providers must make the risk assessment/s
480 available to the Government upon request. Projects must not commence prior to the completion of the
481 risk assessment plan.

482 **2.8.2 Work health and safety**

483 Service Providers must:

- 484 a. have a work health and safety management system that adheres to AS4801;
- 485 b. ensure that work health and safety issues are a primary concern and are addressed in a
486 Programme work health and safety management plan and site/project specific work health and
487 safety plans (including activity safety analysis and other relevant documentation);
- 488 c. consult with Project Sponsors and any other stakeholders who have shared responsibility for the
489 work health and safety of Green Army Teams on the development of project specific work
490 health and safety plans;
- 491 d. ascertain and meet the work safety standards of the relevant Commonwealth, state or territory
492 authorities for particular activities;
- 493 e. ensure that all team members have undertaken relevant work health and safety training (for
494 example, induction to work on site, training to use hazardous equipment);

- 495 f. make available necessary safety equipment to each Green Army Project, in sufficient quantities
496 to provide for all Participants in that project, including:
- 497 i. hard hats;
 - 498 ii. hearing protection;
 - 499 iii. eye protection;
 - 500 iv. sun protection;
 - 501 v. insect repellent and
 - 502 vi. other equipment required to meet safety regulations and guidelines and the
503 requirements of the Service Providers workers' compensation insurer;
- 504 g. ensure that each Green Army Team, at all times, has access to a mobile telephone, two-way
505 radio or other means of emergency communication;
- 506 h. provide each Project with a first aid kit which must be reviewed and restocked on a regular
507 basis;
- 508 i. structure the work plan for each day in such a way that the Green Army Team travels to a toilet
509 site during the luncheon period and/or during other breaks; and
- 510 j. ensure that Participants have access to a supply of drinkable water at all times.

511 Further information on what will be expected from Service Providers in relation to the welfare and
512 safety of Participants will be provided in the Programme Guidelines.

513 The Government will commission regular audits of Green Army Projects and Service Provider
514 compliance. This may include examination of project progress, work health and safety protocols of the
515 Service Provider on project sites, and Participant satisfaction and welfare. Service Provider and their
516 Team Supervisors will be required to participate in these audits as requested by the Government or its
517 contracted auditor.

518 **2.8.3 Criminal record checks**

519 All Team Supervisors must undertake appropriate criminal records checks prior to being recruited.

520 All Participants on a Green Army Team must undertake appropriate criminal records checks where there
521 is a participant under the age of 18 years on the Green Army Team, and/or where they will come into
522 contact with children, the elderly and/or other classes of vulnerable persons.

523 Criminal records checks must be finalised prior to a Participant or Team Supervisor commencing on a
524 Green Army Project.

525 Service Providers remain responsible for familiarising themselves with the criminal records check
526 regime(s) applicable to the State/Territory jurisdiction(s) in which they operate and the projects they
527 deliver.

528 Service Providers will need to source an appropriate organisation to conduct the checks.

529 **2.9 Transport**

530 Service Providers will be required to ensure that all Participants are transported to Training and Green
531 Army Project sites in vehicles with a seat belt or harness for each Participant. At all times (adverse
532 circumstances notwithstanding) the Team Supervisor must operate the vehicle. In cases of emergency
533 where the Team Supervisor is unable to operate the vehicle, a Participant in a Green Army Team with a
534 current driver's licence appropriate for the type of vehicle may operate it in order to secure assistance.

535 Where Participants have personal transport issues preventing them from travelling to a designated
536 meeting point, the Service Provider should consider extending transportation to Participants to enable
537 them to attend the Project and all Training where offered.

538 Vehicles must be appropriate for safely transporting Green Army Teams as required including but not
539 limited to the following requirements:

- 540 a. less than ten years old;
- 541 b. serviced regularly in accordance with the manufacturer's specifications and have a service log
542 maintained;
- 543 c. capable of carrying all Participants and supervising staff together;
- 544 d. at all times carrying a first aid kit; and
- 545 e. at all times carrying such vehicle self-rescue equipment as Service Providers consider necessary in
546 the circumstances of each Green Army Project.

547 **2.10 Insurance**

548 Service Providers will be required to obtain and maintain the following insurances:

- 549 • public liability insurance not less than \$10 million per occurrence;
- 550 • workers' compensation;
- 551 • motor vehicle insurance;
- 552 • compulsory third party motor vehicle insurance;
- 553 • personal accident insurance; and
- 554 • products liability insurance for its own employees.

555 The Government will purchase personal accident and products and public liability insurance to cover
556 Participants in the Programme.

557 In the event of an incident causing injury to a Participant or third party, or damage to a third party's
558 property by a Participant, the Service Provider will be required to complete an incident report and
559 submit it to the Government and/or insurer within a specified timeframe.

560 **2.11 Information Technology**

561 Service Providers may be required to have access to, and use, government IT systems, which may
562 include websites and/or transactional systems.

563 The Australian Government will advise and give Service Providers sufficient advance notice and training
564 regarding access to any such systems.

565 **2.12 Payments to Service Providers**

566 **2.12.1 Costs**

567 Costs directly associated with Green Army Teams, such as training costs, Participant Allowance, Team
568 Supervisor wages, transportation to and from Project sites and materials associated with Participant
569 requirements such as safety clothing and first aid kits will be met by the Service Providers.

570 Potential Project Sponsors are required to demonstrate, as part of their project proposals, that all other
571 project costs have been secured. Such costs may include seedlings and fencing materials. Project
572 Sponsors are encouraged to seek to lease appropriate transportation vehicle/s and large equipment,
573 rather than purchase these.

574 **2.12.2 Service Fees**

575 Service Providers will be paid a fee for providing the services detailed in this SOR, subject to the Deed
576 and subsequent service orders to be entered into between the Service Provider and the Australian
577 Government. Service Providers may be required to bank parts of its fee in separate bank accounts
578 according to an approved budget for monitoring and reporting purposes. An example is fees budgeted
579 to be disbursed as Allowances for Participants.

580 The Australian Government will pay Service Providers a project fee per Green Army Project (see below)
581 that includes:

- 582 a. Participants' Allowance; and
583 b. fees for the Service Provider's delivery of the services (including Team Supervisor wages and
584 costs associated with Green Army Teams such as work clothing, equipment and transport).

585 Service Providers may be required to deal with any interest earned on fees budgeted for allowances in a
586 manner directed by the Government.

587 The Australian Government has estimated an indicative average price of \$192,500 per Project (all
588 inclusive), averaged across the Programme. *During the RFT process, the response schedule will allow for*
589 *provision of differential pricing for Green Army Projects delivered across urban/peri-urban, regional and*
590 *remote areas.*

591 **2.12.3 Payment Structure**

592 The Australian Government will use a project based payment structure as follows:

- 593 • start up 40%;
594 • 13 week 20%; and
595 • completion 40%

596 **2.13 Performance Framework**

597 **2.13.1 Measurement of Performance, Service Delivery and Compliance**

598 Throughout the period of the Deed, the Australian Government will monitor, measure and evaluate
599 Service Providers' performance against the requirements of the contract, including the key performance
600 indicators (KPIs) (see section 2.13.2, Key Performance Indicators).

601 All information gathered by the Australian Government may be used to assess Service Providers'
602 performance and compliance with the Deed. Performance in both the administration and management
603 of Placements, including Participant Allowance, will be monitored.

604 The Deed will also require Service Providers to supply information to the Government for Programme
605 evaluation purposes.

606 To inform Programme monitoring, the Australian Government will undertake client satisfaction and
607 post-Programme monitoring surveys as part of its assessment of service delivery and quality. Participant
608 complaints will also be investigated by the Australian Government.

609 The Australian Government will monitor and assess Service Providers' performance both against the
610 Deed and in comparison with other Service Providers.

611 If a Service Provider is not performing adequately against its Deed and the Performance of other Service
612 Providers, the Australian Government may take various measures including, but not limited to, seeking
613 repayment of advance payments, withholding payments, reducing the number of contracted
614 Placements or Projects, and termination. All performance and compliance information will also be
615 considered in future tendering exercises.

616 **2.13.2 Key Performance Indicators (KPIs)**

617 KPIs will be used to assess Service Provider performance during the Deed.

618 Service Providers will be required to submit regular reports in accordance with the payment of service
619 fees indicating how the Service Provider has met the KPIs in the context of the Projects conducted.

620 *KPI 1 (Efficiency)*

621 KPI 1 will measure that:

- 622 • Green Army Projects (including the delivery of any Training where offered) commenced and
623 were completed on time, in accordance with timeframes agreed between the Service Provider,
624 the Project Sponsor and the Australian Government;
- 625 • Participants and Green Army Teams are deployed to commence Projects on the nominated start
626 date, as agreed between the Service Provider, the Project Sponsor and the Australian
627 Government;
- 628 • Green Army Project budgets are adhered to and acquitted as per Guideline requirements; and
629 • Participant Allowance is paid on time and accurately reflects attendance.

630 *KPI 2 (Effectiveness)*

631 KPI 2 will measure:

- 632 • that Projects achieve the outcomes agreed between the Service Provider, Project Sponsor and
633 the Australian Government;
- 634 • that Participant attendance is monitored and behavioural and safety issues are managed across
635 Green Army Projects;
- 636 • the number of Green Army Projects commenced and successfully completed;
- 637 • the number of Participants referred to the Programme and successfully placed in Green Army
638 Projects; and
- 639 • the number of Participants who successfully complete Training.

640 *KPI 3 (Quality)*

641 KPI 2 will measure:

- 642 • feedback from Project Sponsors and stakeholders demonstrates the quality of services
643 delivered; and
- 644 • feedback from Participants and Team Supervisors regarding the quality of services delivered.

645 **2.13.3 Reporting and data management**

646 Reporting and data management requirements will be set out in the Deed. Service Providers will be
647 required to provide regular reports to the Government for monitoring and audit purposes. Such
648 requirements may include:

- 649 a. progress reports covering information such as recruitment and project progress, compliance,
650 and achievements;
- 651 b. Participant details and participation survey;
- 652 c. reporting on project biodiversity and heritage outcomes including tangible measurables (e.g.
653 number of trees planted) for each Green Army Team every two months;
- 654 d. end of project reports, including financial reports;
- 655 e. reporting on KPIs;
- 656 f. other ad hoc reports required due to any non-compliance, incidents or hazards; and
- 657 g. additional reports as required.