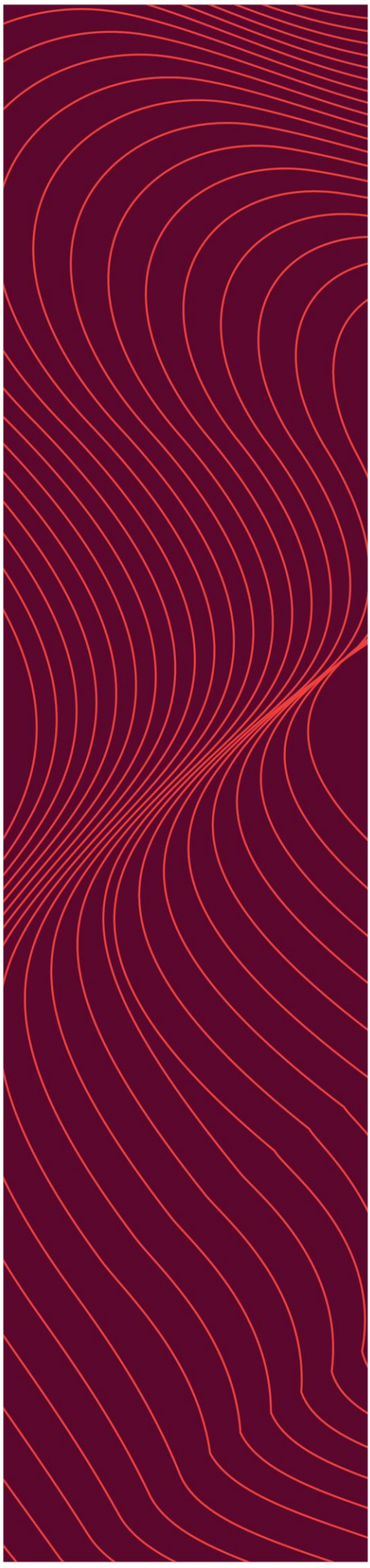
LATROBE CITY COUNCIL

Latrobe City Supply Chain Resilience and Readiness Program Guidelines

October 2026



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Background

The Latrobe City Supply Chain Resilience and Readiness Program (the Program) was established to support businesses to identify opportunities to transition their business activity into new and emerging sectors in response to industry transition across Latrobe City.

The Program aims to help Latrobe City businesses, particularly small and medium enterprises affected by industry change, adapt and diversify their operations and pursue opportunities in the industry transition sector. This will strengthen business resilience and adaptability, prepare businesses for emerging regional demand and help retain regional jobs.

This program is administered by Latrobe City Council.

Latrobe City Supply Chain Resilience and Readiness Program Summary

The Program provides two stages of funding to help local businesses affected by industry transition to pursue new opportunities. Funding supports the development of Business Resilience Plans and, subject to eligibility, its implementation:

1. **Stage 1 - Business Resilience Plan**
   Eligible businesses may receive up to $10,000 (excluding GST) to engage a Qualified Service Provider (QSP) to develop a Business Resilience Plan.
2. **Stage 2 – Implementation**
   Businesses with identified transition opportunities may then apply for up to $50,000 (excluding GST) to implement recommendations from their Business Resilience Plan.

Businesses that complete a Business Resilience Plan but do not progress to Stage 2 may use the plan to support applications for external funding or investment. The plan will provide tailored specialist advice to strengthen resilience and build capacity to pursue emerging opportunities.

Eligibility requirements

1. The business[1] must:
   a) Be a legally structured small to medium sized business with an active Australian Business Number (ABN) and have held that ABN on and from 1 July 2021.
   b) Be an employing business registered for Goods Services Tax (GST) and with WorkSafe Victoria[2].
   c) The business must have its main business location, as registered on its ABN, within Latrobe City and provide a product or service to the industry located in the municipality.
   d) Demonstrate the business has been affected by the industry transition in Latrobe City through its supply of products or services to businesses within impacted sectors.

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1 A business must be a legal entity. Trustees may apply on behalf of a Trust and partners on behalf of partnerships, see Section 6. Sole Traders and Partnerships are eligible to apply if they are employing staff and registered with WorkSafe Victoria. Where required by relevant and applicable legislation, be registered with responsible regulators, including; Australian Securities and Investments Commission (ASIC); the Australian Charities and Not-for-profits Commission (ACNC) for charities and not-for-profits; and Consumer Affairs Victoria (CAV) for incorporated associations.

2 Businesses operating within Victorian and registered with WorkSafe Victoria must be able to provide a their WorkCover Employer Number and WorkCover Certificate of Currency at the point of Application.

2. The following are not eligible to apply:
    a) Applicants that have an overdue debt with Latrobe City Council or that have failed to comply with the terms and conditions of any previous Latrobe City funding agreement.
    b) Commonwealth, state and local government agencies or bodies.
    c) Publicly funded research institutions.
    d) Industry associations.
    e) Franchisees, subsidiaries of larger companies and unincorporated entities
    f) Businesses whose operations are not affected by industry change within Latrobe City and who are not seeking to access opportunities associated with industry transition.
    g) Preference will be given to businesses that have not previously received grant funding from the Gippsland Supply Chain and Resilience Program as administered through the Victorian Government.
    h) Political organisations or organisations that have a political purpose.
    i) Entities that denigrate, exclude, or offend parts of the community.
    j) Current Latrobe City Council and Victoria Government employees or their immediate families.

Who can make an application?

1. The person applying must be an authorised representative of the business (such as an owner or director) or be a person given authorisation by an authorised representative to apply.
2. An incorporated Trustee can apply on behalf of a Trust, and a Partner can apply on behalf of a partnership provided that the Trustee or partnership would otherwise be eligible and be able to meet the obligations under the signed agreement.
3. If proof of identity is unable to be confirmed, the applicant will receive a follow-up email with instructions on how to provide their proof of identity details.

Who is a Qualified Service Provider (QSP)?

As part of this program, you are required to engage a QSP, defined by the following criteria.

1. The QSP is the preferred professional adviser to the business, who is qualified to deliver a Business Resilience Plan, such as:
    a) Business continuity and resilience consultants or analysts
    b) Industry transition consultants
    c) Strategic planning consultants
    d) Accounting and business advisory firms
    e) Economic development and regional development consultants
    f) Industry specific consultants.

2. Details of the work to be provided by the QSP will be required as a payment deliverable within the grant agreement.

3. The nominated QSP must:
    a) Be a professional business advisor that can demonstrate relevant experience and qualifications in business resilience, continuity planning, industry transition, strategic planning, economic development, business advisory services, or a related discipline.
    b) Operate as a business and be registered for tax purposes in Australia with an active ABN, and;
    c) Not be an employee or director of the recipient business, or an associated entity or related entity of the recipient business.

4. The applicant and the QSP must both be satisfied that the QSP has the necessary capacity, capability and expertise to deliver all components of the Business Resilience Plan, as specified in the Funding Agreement Conditions section of these Guidelines.

Grant Funding

The Program offers two stages of grant funding to help local businesses impacted by industry transition to pursue new opportunities:

Stage 1 - Business Resilience Plan
Eligible businesses may receive up to $10,000 (excluding GST) to engage a QSP to develop a Business Resilience Plan.

Funding to engage a QSP will be paid to eligible businesses in two instalments:

1. **Payment One:** Up to 70% of the grant will be paid once the Grant Agreement has been signed by both Latrobe City Council and the applicant.

2. **Payment Two:** Up to 30% of the grant will be paid after the Business Resilience Plan is completed and submitted, and evidence is provided that the QSP has been paid in full.

Stage 2 – Implementation
Businesses with identified transition opportunities may apply for up to $50,000 (excluding GST) to implement recommendations from their Business Resilience Plan.

1. Payment milestones will be established within the grant agreement for successful applications.

Eligible activities and expenditure

1. Funding to implement the Business Resilience Plan will be paid in accordance with the signed Funding Agreement. Any unspent funds or ineligible expenditure must be repaid to Latrobe City Council.
2. Grants provided under the Program are taxable, and GST applies to GST registered applicants.
3. Grant recipients are responsible for all costs exceeding the approved funding amount. Latrobe City Council is not liable for additional costs associated with developing or implementing the Business Resilience Plan.
4. Funding is not available for activities undertaken before the applicant is confirmed as eligible. Recipients must not begin developing or implementing the Business Resilience Plan until they have received and signed the Grant Agreement issued by Latrobe City Council.

Qualified Service Provider (QSP):

1. The business may select the type of QSP, as defined in the Who is a Qualified Service Provider section of these Guidelines, that will assist with informing future business decisions to suit its individual needs.
2. The Business Resilience Plan provided by the QSP must support one or more of the scope of services listed:
    a) Business technology systems and process certifications.
    b) Tender response assistance.
    c) Industry specific compliance requirements.
    d) New market opportunity, supply chain collaboration and partnering activities.
    e) Industry research and development.
    f) Processes, product development and skill development.
    g) Other relevant activities in line with the program objectives for the purpose of developing the Business Resilience Plan.

Business Resilience Plan Implementation:

1. Proposed resilience activities must be in line with the applicant's Business Resilience Plan. This may include but is not limited to the scope of activities listed below:
    a) Business technology systems and process certifications.
    b) Tender response assistance.
    c) Industry specific compliance requirements.
    d) Supply chain collaboration and partnering activities.
    e) New market opportunity analysis and connection.
    f) Acquisition and installation of plant and equipment.
    g) Product or process design and development.
    h) Workforce training and development required to implement new processes.
    i) Other relevant activities noted in the Business Resilience Plan aligned to the program objectives.

Ineligible expenditure

Stage 1 - Business Resilience Plan

Ineligible expenditure for the purposes of engaging a QSP includes the following expense types:

1. Tasks carried out which relate to the development of the Business Resilience Plan that have commenced or concluded prior to applying for funding from this Program.
2. Activities that could ordinarily be obtained in the usual course of business such as operating expenses, rent, stock purchases, utility payments, salaries/wages and associated entitlements, travel costs or routine maintenance.
3. Capital expenditure.
4. Financing fees, servicing creditors or personal debts and expenses.
5. The purchase, hire or lease of physical goods, plant or equipment.
6. Payment of fines or regulatory charges.
7. Any amount paid on account of goods and services tax.
8. Personal, non-business-related legal advice.

9. Any other expenditure as determined by Latrobe City Council that does not meet the Program's objectives.

Stage 2 – Implementation
Ineligible expenditure for the implementation of elements of the Business Resilience Plan includes any activity not captured in the plan and goods and services typically used in 'business as usual' functions, including:

1. Tasks carried out which relate to the implementation of the Business Resilience Plan that have commenced or concluded prior to applying for funding from this Program.
2. Activities that could ordinarily be obtained in the usual course of business such as operating expenses, rent, stock purchases, utility payments, existing salaries/wages and associated entitlements, travel costs or routine maintenance.
3. Financing fees, servicing creditors or personal debts and expenses.
4. Payment of fines or regulatory charges.
5. Any amount paid on account of goods and services tax.
6. Personal, non-business-related legal advice.
7. Expenditure as determined by Latrobe City Council that does not meet the Program's objectives.

How to apply

Stage 1 - Business Resilience Plan

1. To apply for up to $10,000 (excluding GST) to engage a QSP, the applicant is to provide:
   a) Business verification details as listed in the Eligibility Requirements section of these Guidelines
   b) A quotation and details of your QSP
   c) Provide evidence demonstrating impact to the business as a result of industry transition within Latrobe City.
   d) A Statutory Declaration from the Director or authorised representative confirming the business is affected by industry transition in Latrobe City, and that all information provided in the application is true and correct.

Stage 2 – Implementation

1. Applications for implementation of the Business Resilience Plans will be assessed with consideration to:
   a) The details outlined within the Business Resilience Plan, including the deliverables listed in the Funding Agreement Conditions and the Assessment Criteria sections of these Guidelines.
   b) Quotes to support the Business Resilience Plan implementation.
2. Council will review Business Resilience Plans and will endeavour to notify Applicants of the outcome of their application within four weeks.
3. Eligible selected Business Resilience Plans may be allocated up to $50,000 (excluding GST) towards the implementation of their Plans.

Application does not guarantee funding.
Applicants may be required to provide additional information as requested by Latrobe City Council.

Key dates

Applications close on the following dates:

- **Stage 1 - Business Resilience Plan:** Thursday 10 December 2026 at 11:59pm (AEST)
- **Stage 2 – Implementation:** Wednesday 24 March 2027 at 11:59pm (AEST)

Assessment criteria

1. Applicants must confirm that their business:
   a) meets all eligibility criteria at the time of application.
   b) agrees to comply with the Program conditions.
   c) meets all employer obligations under the National Employment Standards.
2. Applications will be assessed based on the information and evidence provided. Only complete applications submitted to Latrobe City Council will be assessed.
3. Applicants must ensure that all business registration details are current and accurate at the time of application. Information provided in an application may be shared with and verified by relevant State and Commonwealth government agencies and regulatory bodies, including the Australian Business Register (ABR), Australian Securities and Investments Commission, Australian Charities and Not-for-profits Commission, Consumer Affairs Victoria, and applicable Qualified Service Provider registration or membership bodies.
4. In determining eligibility, Latrobe City Council may consider factors including:
   a) Duplicate applications by a Trustee and a Trust.
   b) Misleading or inaccurate information provided in an application or public registers.
   c) Any adverse findings by a government agency or local council regarding a business or its operation.
   d) Whether a business is or has been notified that it will be placed under external administration.
   e) Whether there is a petition for bankruptcy or to wind up or deregister a company or business, and
   f) Whether steps are being taken to deregister the company or business (including cancellation or lapse in registration of any relevant permit).
5. Applications will be carefully considered and assessed against the eligibility criteria. Latrobe City Council may, in its absolute discretion, determine whether:
   a) The applicant's business is eligible for the grant;
   b) Industry transition in Latrobe City is likely to have a material impact on the applicant's business.
6. Latrobe City Council may request additional information or clarification to support the assessment process. Applications may be declined if eligibility requirements are not met or if sufficient information is not provided within the required timeframe.
7. Assessment of applications across the Program is final and there is no ability to appeal Council's decision.
8. Business Resilience Plans will also be assessed against the criteria and weighting below. All supporting information provided will be considered.

Criteria	Benchmark	Weighting

Stage 1 - Business Resilience Plan		
Business Description	Clearly articulated description of the business, the product/service delivery and the business' position within the supply chain and industry sector.	10%
QSP and Impacts	QSP's qualifications and experience in the industry sector, business resilience planning and/or business sustainability planning and other relevant information that demonstrates the QSP's suitability for this role. Describe how your business has been or will be impacted as a result of industry transition. Provide evidence which demonstrates the impacts to your business caused by transition in your industry sector. Ability to deliver on time and within budget	30% 50% 10%
Stage 2 – Implementation: Invited to apply		
Resilience Plan	Does the proposed Business Resilience Plan address all deliverables listed in these Guidelines: 1. Diagnostic Assessment to provide a current baseline. 2. SWOT Analysis 3. Summary report highlighting areas to improve the business. 4. Strategic Roadmap, including: a) A final prioritised list of opportunities for implementation b) Quotes to support business plan implementation, which represent fair market value	50%
Value for money	Has there been any additional funding secured, or jobs maintained or created as an outcome from the implementation of the Business Resilience Plan. What other economic benefits as a result (productivity etc)	30%
Deliverability and timeline	The proposed resilience plan can be delivered within the agreed timeframe. The budget for the resilience activities is feasible. Appropriate service providers have been identified, where relevant.	20%

Outcome notification

1. Latrobe City Council will endeavour to notify Applicants of the outcome of their application within four weeks of application closure.
2. Processing and outcome notification may take longer if additional information or evidence is needed to verify or validate the application.
3. Latrobe City Council may at any time remove a business from the application or assessment process, or terminate an agreement if, in Latrobe City Council's opinion, association with the business may bring Latrobe City Council, a Councillor, a Minister or the Victorian Government in disrepute.

Funding agreement conditions

Agreement Requirements

1. Offer and Grant Agreement:

a) Latrobe City Council will send successful applicants an Offer Letter and Grant Agreement.

b) Applicants will have 10 business days from the date of the offer to execute (sign) the Grant Agreement with Council. The offer may be withdrawn if the Grant Agreement is not executed within the timeframe given above.

c) An offer of funding is not binding on Latrobe City Council unless and until both Council and the applicant execute the Grant Agreement (fully executed).

d) The applicant must not commence the grant funded activities prior to execution of the Grant Agreement by both the applicant and Council, unless otherwise agreed by Latrobe City Council.

e) The Grant Agreement details all funding obligations and conditions, including, but not limited to:

    i. Payments,
    ii. Funding use,
    iii. Grant activity deliverables,
    iv. Monitoring and milestones,
    v. Reporting and acquittals,
    vi. Audit,
    vii. Termination conditions.

f) Once the Grant Agreement has been fully executed, the grant recipient (successful applicant/business) will be required to commence the grant funded activities within the agreed timeframe, otherwise Latrobe City Council has at its absolute discretion the option of terminating the agreement.

2. Grant recipients must participate in program evaluation activities, including surveys and requests for information, for up to 12 months after project completion. Information collected will be used to measure program outcomes, assess impact, and inform future program design and delivery.

3. The approved grant amount is a fixed funding contribution. Where the recipient is registered for GST and provides a valid tax invoice, the approved grant amount will be paid plus GST. Any project costs, including GST where applicable, that exceeds the approved grant amount plus GST are the responsibility of the grant recipient. No additional funding will be provided for any other costs that exceed the approved grant amount plus GST.

    a) Applicants registered for GST are responsible for managing any GST obligations associated with the grant and should seek their own taxation advice.

    b) Applicants not registered for GST or who are exempt from GST but may need to provide an Australian Tax Office (ATO) Statement by a Supplier, should seek their own taxation advice and may find further information here: https://www.ato.gov.au/Forms/Statement-by-a-supplier-not-quoting-an-ABN/.

4. In line with the terms within the grant agreement, businesses that have been awarded the grant funding, must provide evidence of grant funding spent (acquittal), no later than:

    a) **Stage 1 - Business Resilience Plan:** 11:59pm (AEST) Wednesday 24 March 2027.

    b) **Stage 2 - Implementation:** 11:59pm (AEST) Tuesday 30 November 2027

5. Latrobe City Council may at its absolute discretion, request further evidence of the grant funding spent. Types of further evidence requested may include but is not limited to timestamped photos of goods purchased.

Deliverables

Resilience Plan developed by a QSP and submitted to Latrobe City Council, are to include the following methodologies for consistency:

1. Diagnostic Assessment to provide a current baseline.
2. SWOT Analysis
3. Summary report highlighting areas to improve the business.
4. Strategic Roadmap, including:
    a) A final prioritised list of opportunities for implementation
    b) Quotes to support business plan implementation, which represent fair market value
5. Timeline for delivery: projects are expected to be delivered and acquitted by 11:59pm (AEST) Tuesday 30 November 2027.
6. Invoices from the Qualified Service Provider for delivering the Business Resilience Plan.
7. Risk mitigation matrix
8. A Statutory Declaration from the Director or authorised representative confirming that the Business Resilience Plan has been completed by the Qualified Service Provider, and that all information provided in the application is true and correct.

Eligible businesses may be invited to apply for an additional grant agreement awarding the business in up to $50,000 (excluding GST) to implement elements outlined in their plan.

Reporting Requirements

In line with the terms within the grant agreement, the grant recipient will:

1. Submit completed acquittal reporting requirements by the following dates:
    - **Stage 1 - Business Resilience Plan:** 11:59pm (AEST) Wednesday 24 March 2027
    - **Stage 2 - Implementation:** 11:59pm (AEST) Tuesday 30 November 2027
2. Participate in Program evaluation activities, including surveys and requests for additional information.

Program evaluation provides valuable insights into the Program's impact and supports continuous improvement in the design and delivery of effective grant programs in Victoria. Businesses may be asked to participate in evaluation activities for up to 12 months after the Program has been completed.

Compliance and Audit

1. Grant recipients may be subject to audit by Latrobe City Council or its representatives on the accuracy of their application, accounting records relating to the Business Resilience Plan, and use of government funds, at the request of Latrobe City Council, for a period of three years from receipt of payment.
2. If any information in the application is found to be false or misleading (as determined by Latrobe City Council in its discretion), or the grant payment is not applied in accordance with the terms of funding as set out in these guidelines and the application, the grant payment will be repayable on demand.
3. It is an offence under the *Oaths and Affirmations Act 2018* (Vic) for a person to make a statement in a statutory declaration that they know to be untrue.
4. If the grant recipient fails to demonstrate completion of the development or implementation of the Business Resilience Plan, Latrobe City Council may require the refund of the whole or part of the grant.

5. If the grant recipient fails to provide evidence of the grant funding spent for the implementation of elements within the Business Resilience Plan, reflected within the executed grant agreement, Latrobe City Council may require the refund of the whole or part of the grant.

Probity and Decision-making

1. Latrobe City Council makes every effort to ensure the grant application and assessment process is fair and undertaken in line with the published Program guidelines.
2. Applications will be assessed by an assessment panel against the Program eligibility and assessment criteria. Where the Program is oversubscribed, applicants may be offered a grant amount lower than that requested, as determined through the assessment process.
3. Latrobe City Council reserves the right to amend these guidelines and application terms at any time, and as it deems appropriate.
4. Latrobe City Council may request the applicant provide further information should it be necessary to assess an application to the Program's policy objectives, or for such purposes as fairness, transparency, accountability, integrity or to mitigate risks.
5. Latrobe City Council staff work to the Staff Code of Conduct.
6. Latrobe City Council may at any time decline an application from a business or cease the assessment or approval process, or terminate an agreement if, in the Council's opinion, association with the business may bring Latrobe City Council, a Councillor, Minister or the Victorian Government into disrepute.

Conflict of Interest for Applicants

1. A conflict of interest is a situation in which someone has competing professional or personal interests or duties.
2. Applicants must advise the Latrobe City Council of any real, potential, or perceived conflict of interest relating to a project for which is has applied for funding.
3. Latrobe City Council staff adhere to the *Local Government Act 2020* in relation to Conflict of Interest.

Privacy Statement

1. Any personal information provided for the purposes of this Program will be used by Latrobe City Council for the purposes of assessing eligibility, Program administration, Program review, evaluation, and auditing.
2. When applying for a grant, the applicant consents to sharing their information with the Qualified Service Provider/s for the purpose of delivering the services and with each and any relevant State and Commonwealth Government department and agency for the purpose of assessing applications.
3. If there is an intention to include personal information about a third party in the application, the applicant must ensure the third party is aware of and consents to the contents of this privacy statement.
4. Any personal information about the applicant or a third party will be collected, held, managed, used, disclosed or transferred in accordance with the provisions of the *Privacy and Data Protection Act 2014* (Vic) and other applicable laws.
5. Enquiries about access to personal information, or for other concerns regarding the privacy of personal information, please contact Latrobe City Council's Privacy Officer on 1300 367

700 or at PO Box 264 MORWELL VIC 3840. Latrobe City Council's privacy policy is also available via the Latrobe City Council website.

Other Information about this Program

Complaints and feedback

1. Any complaints or feedback you have about this grant opportunity may be made in relation to:

   a) the timelines of the process

   b) communication provided by the Latrobe City Council

   c) adherence to the published Program guidelines

Send your feedback to Latrobe City Council via the methods detailed on the Latrobe City Council website.

Glossary

Term	Definition
Acquittal	The process of providing evidence that grant funds have been used in accordance with the funding agreement and approved project activities. Some examples of evidence used within this reporting can include invoices and receipts from the purchase of goods and services.
Application	The application submitted by the business to the Latrobe City Council for funding under the Program for the development or implementation of the Business Resilience Plan.
Applicant or business	The legal entity specified in the application (this is not the Qualified Service Provider).
Business Resilience Plan	The plan prepared for the applicant by the nominated Qualified Service Provider as part of the Latrobe City Supply Chain Resilience and Readiness Program.
Diagnostic Assessment	Provides a financial analysis to assist with identifying the business's current level of resilience by providing a snapshot overview of what is currently happening within that business, its impact of change, opportunities and strategies to plan for the future.
FTE	Refer to the number of *full-time equivalent* employees employed by the business.
Grant	The funding provided by Latrobe City Council to the Recipient under an Agreement that is part of the Application for the development or implementation of the Business Resilience Plan.
Guidelines	This document.
Industry change	A broad term that refers to any change occurring within an industry sector.
Industry transition	The process of moving from the current operational state to a new operational state. It is more strategic and transformational, compared to industry change.
Latrobe City Council or Council	Latrobe City municipality represented by Latrobe City Council.
Person applying	An authorised representative of the business (such as an owner or Director) who can execute contracts and legally bind the business or be a person given authorisation by an authorised representative to apply.
Program	The Latrobe City Supply Chain Resilience and Readiness Program.
Qualified Service Provider	An eligible professional service provider selected by the Recipient to provide a Business Resilience Plan to the business.
Recipient	The business as specified in the Application where the application has been accepted by Latrobe City Council, by the issue of a formal notification of success.

Term	Definition
Resilience activity/activities	The activities undertaken in accordance with the Business Resilience Plan for the purposes of the grant.
Risk Mitigation	Identifying, planning, developing strategies to reduce the likelihood or impact of potential threats to the business.
SWOT Analysis	Analysis of a business that explores its Strengths, Weaknesses, Opportunities and Threats (SWOT)