



Australian Government  
Department of Education,  
Skills and Employment

# Introduction to the Business Assistance Package 2022

Part of a modular training resource





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The document must be attributed as the (Introduction to the Workforce Australia 2022 business assistance package).



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## Understanding the impact

**This Module is for general information purposes only and has not been designed to take account of individual circumstances. It is strongly recommended that you seek independent professional advice, for example appropriate legal, financial and tax advice.**

### Purpose of the package

This Chapter is the Introductory Module of the Workforce Australia Business Assistance Package 2022 (Package).

The current Deeds with providers of jobactive (including New Business Assistance with NEIS), New Employment Services Trial, Transition to Work, Career Transition Assistance, Employability Skills Training will cease on 30 June 2022 subject to transition provisions.

Workforce Australia will commence from 1 July 2022.

This Package is designed to offer support to current providers of employment services whose ongoing business may be affected by the outcomes of the recent tender processes relating to Workforce Australia.

The Package includes tools and tips to assist you — as the Board and/or management of a Provider — to understand the implications of a tender result on the operations and future of your organisation, and to identify and address challenging business decisions as a result.

### Introductory module

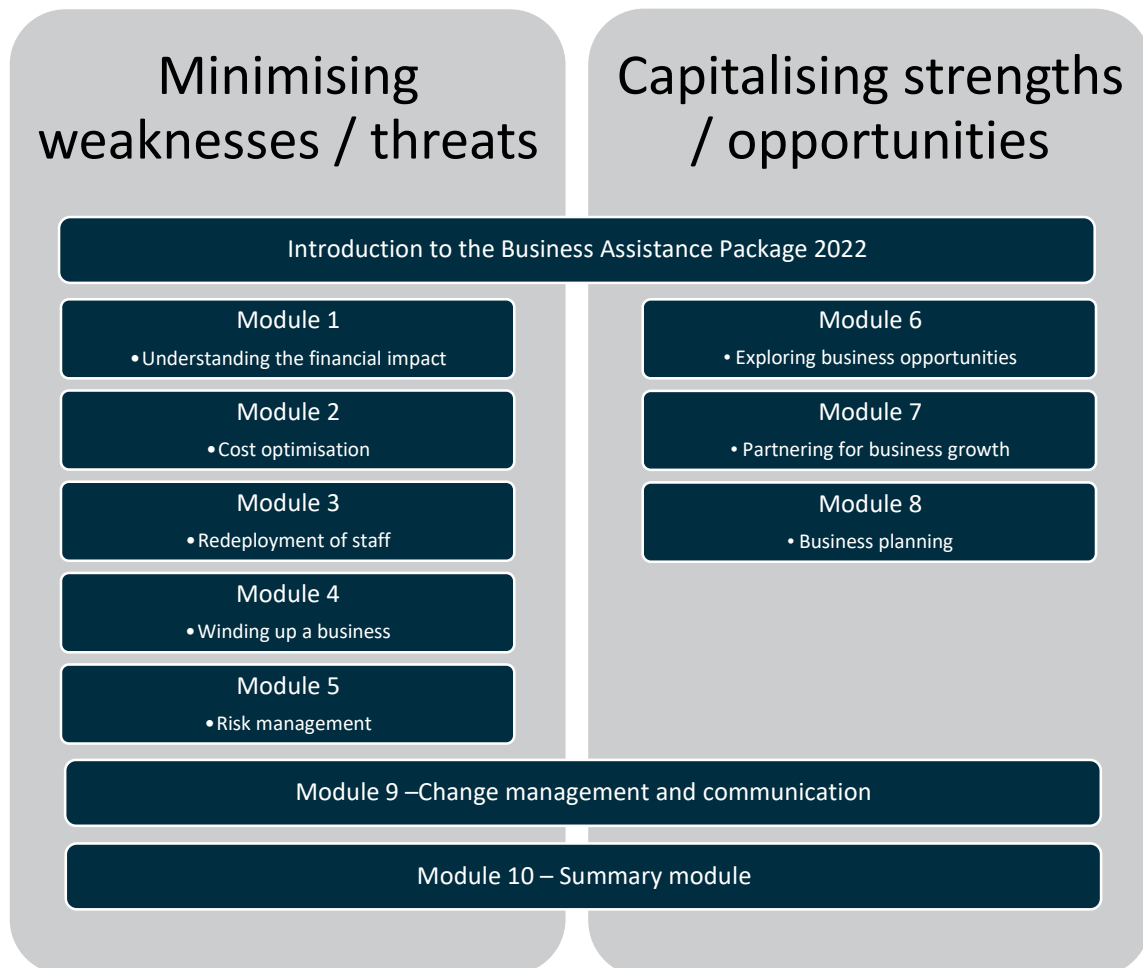
This Module assists you to assess the immediate impact of a business change on your organisation, and to map what key decisions you might need to make. Understanding the relative importance of the change is a good place to start.

This Introductory Module serves to:

- introduce the Package
- explain the contents of the Package
- offer a framework and tools to help you to assess the initial impact of the business change on your organisation.

## Package content

The following diagram describes the Modules that form the whole Package. The Modules are designed to assist you to minimise weaknesses and threats and capitalise on strengths and opportunities in the context of dealing with a business change.



## Business result matrix

The Business Result Matrix below can be used to map where your organisation might be sitting.



Where would you map your organisation on this matrix?

An organisation sitting in quadrant 4 might be faced with the issue of having to wind up their organisation, whereas an organisation in quadrant 1 might be seeking new business opportunities from other sources. Strategies to deal with these scenarios are introduced in Modules 1–9.

Another way to assess the impact is to quantify the revenue change to your business.

What percentage of revenue has your business lost?

Depending on how your organisation is placed, you might be faced with a number of important decisions, some which need to be made immediately and others over the coming period.

Many of these decisions will need to be considered at the same time to create a holistic picture. As an initial starting point to focus your decision-making, consider a high-level Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

The purpose of a SWOT is to:

- assess the current situation.
- develop goals and objectives.
- evaluate strategic options.
- identify barriers to growth or change.

A SWOT analysis is a quick tool, which can be used to organise your thinking around a wide range of issues your business might currently be facing

The Modules in this Package are designed to assist you to address and manage potential ‘weaknesses and threats’ and assist you in exploring and capitalising on ‘opportunities and strengths’ for your business. The Modules have been structured along these two themes as demonstrated in this Introductory Module. The Modules can be summarised as follows:


- Modules 1–5 address ‘weaknesses and threats’.
- Modules 6–8 address ‘strengths and opportunities’.
- Module 9 addresses change management and communication strategies.
- Module 10 summarises the Package and includes tools and templates referred to throughout the Package.

The SWOT analysis framework is used throughout the Package as a quick tool to map business issues and to help collate the range of issues your organisation may be faced with.

The following table further explores questions you might need to consider while assessing the impact of the business change. This will also assist you to communicate to those stakeholders relevant to your business such as your Board, staff, employers, job seekers, other funding agencies and the Department of Education, Skills and Employment. This range of questions is an alternate means of triggering and teasing out the range of issues your organisation might be facing. These questions are all addressed in the following Modules to assist with understanding how the SWOT analysis framework can be used to manage the impact of business change.

**Table 1: Business change impact**

Impact	Issues and questions to explore
<b>Strategic/Governance</b>	<ul style="list-style-type: none"> <li>• Does the Board understand the impact on the business?</li> <li>• Is there a plan to consider a new strategy moving forward?</li> <li>• Are there other business partners that might assist you?</li> <li>• In the worst case scenario is insolvency a potential issue?</li> <li>• Is a transition plan required to manage the transition period? This might include a people strategy and understanding of existing contracts (leases, other service contracts, etc.).</li> <li>• What are the potential risks (for example, key staff leaving)?</li> </ul>
<b>Financial</b>	<ul style="list-style-type: none"> <li>• Is the financial impact understood?</li> <li>• Is this understood for the transition period (April to June 2022) and then beyond July 2022?</li> <li>• Has a new budget been developed?</li> <li>• Can new revenue streams be explored?</li> <li>• Can costs be optimised in the short term and longer term?</li> <li>• If redundancies are required, do you understand the true costs?</li> </ul>
<b>Regulatory</b>	<ul style="list-style-type: none"> <li>• Do you understand your employment contracts and the industrial relations environment you need to adhere to?</li> </ul>



Impact	Issues and questions to explore
	<ul style="list-style-type: none"> <li>• Do you understand the taxation environment in relation to redundancies?</li> <li>• Do you understand your obligations under your overarching operating environment (for example, Incorporated Association Act, Constitution, Company Act), particularly in relation to insolvency or voluntary wind up?</li> </ul>
<b>Business Model</b>	<ul style="list-style-type: none"> <li>• What is the impact on your business model?</li> <li>• What is the impact on delivery sites?</li> <li>• What is the impact on aligned services that you may offer?</li> </ul>
<b>People and Culture</b>	<ul style="list-style-type: none"> <li>• How are you communicating the impact to staff?</li> <li>• If staff are impacted, how can you support them to find alternate employment?</li> <li>• How is the change management process being managed?</li> <li>• Do you understand the transition process for Workforce Australia 2022 and the impact on job seekers?</li> </ul>