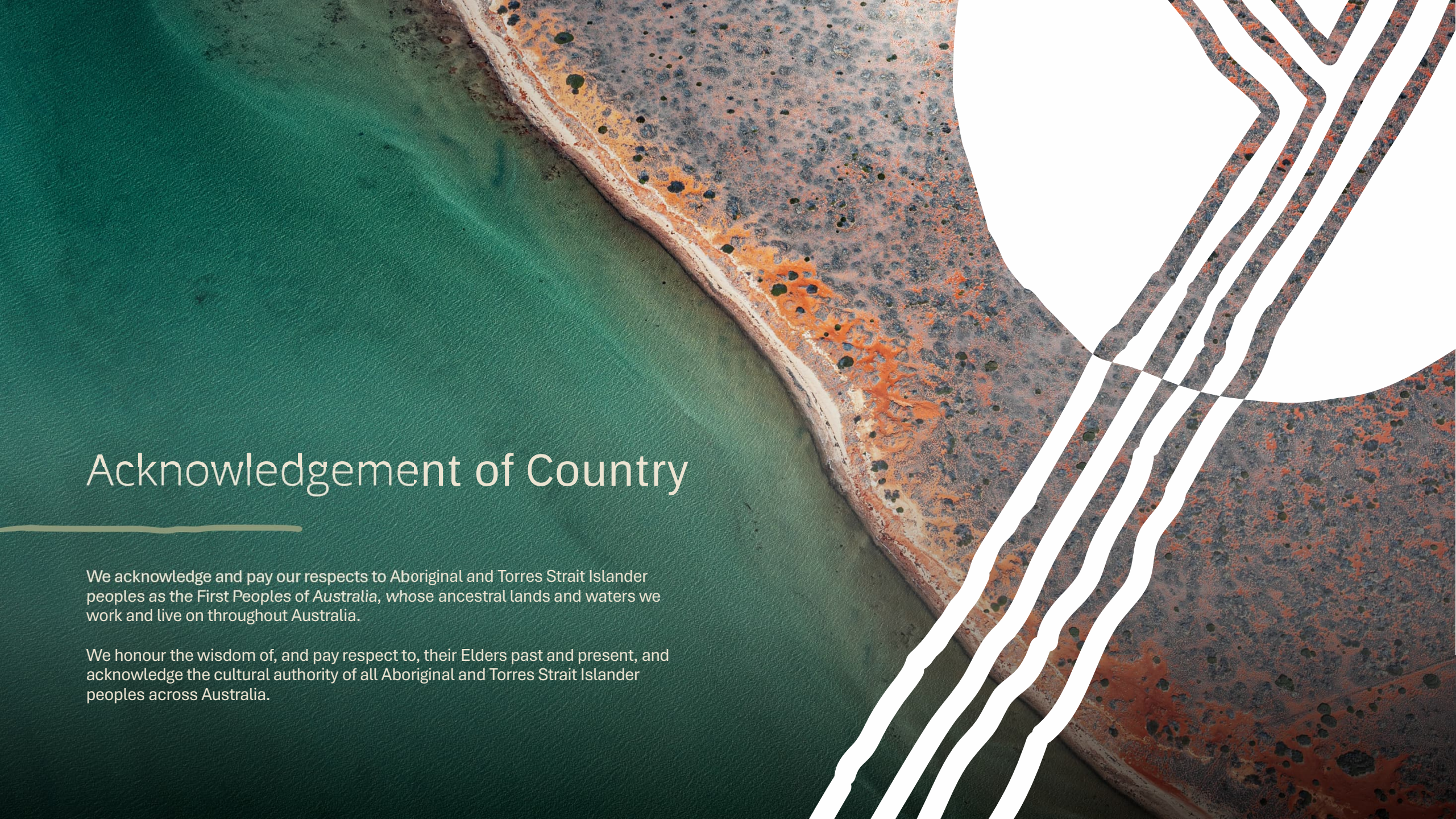


# Grant Writing

Gavin Brown & Kirrilaa Johnstone

May 2026



# Acknowledgement of Country

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We acknowledge and pay our respects to Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, whose ancestral lands and waters we work and live on throughout Australia.

We honour the wisdom of, and pay respect to, their Elders past and present, and acknowledge the cultural authority of all Aboriginal and Torres Strait Islander peoples across Australia.

# About *yamagigu*

## • Our vision, purpose and values

*yamagigu* is Australia's largest national First Nations consulting business. As a Supply Nation certified business, *yamagigu* is majority-owned, led, and staffed by First Nations Australians driven by our vision that **Aboriginal and Torres Strait Islander People are healthy, prosperous, and chart their own futures.**

*yamagigu* brings together market leading First Nations expertise coupled with Deloitte's global professional services to support the self-determination of First Nations communities. We exist to enable meaningful change by providing valued professional services underpinned by our core principles of **Truth, Respect and Self Determination.**

Our work is *always* guided by our values, which are deeply rooted in Aboriginal and Torres Strait Islander ways of knowing, being, and doing.

The decision to adopt the name, *yamagigu*, a Wiradyuri word meaning, "***our purpose is to go with you***," reflects a deliberate act of self-determination. This name, approved by the Wiradyuri Language Trust, underscores our commitment to enshrine our identity as a First Nations business and the trust we have built over years of service.

### About *yamagigu*

~65  
staff

**First-Nations led and staffed**  
Over 55% First Nations staff with a commitment to *always* be majority First Nations led and staffed.



**Qualified practitioners**  
From accountants, researchers, economists, scientists, designers and anthropologists, our teams bring world-class expertise.

1,800+  
projects

**Over 1,800 successful projects**  
Extensive experience delivering projects across every jurisdiction and sector over the past decade.

800+  
communities

**Over 800 Communities engaged**  
Consultation and engagement with First Nations across Australia in remote, regional, rural and urban areas.



**Together with Deloitte**  
One call away from experts across every industry and sector.

9 national  
locations

Our hubs are located across major cities to serve nationally.



### Why do we exist?

*Our purpose is to go with you.*

*We provide trusted First Nations expertise to Government, private sector and community-based clients; designing and delivering projects to improve outcomes and empower self-determination with, not for, First Nations peoples and communities.*

### Recognition and Awards



As a **Supply Nation certified** Indigenous business, *yamagigu* is majority owned, managed, and staffed by First Nations people with a passionate belief that First Nations peoples should have an opportunity to fulfill their aspirations.



**Good Design Awards Australia**  
Three-time winner of the Gold Award in Social Impact by the Good Design Awards of Australia (2017, 2022, and 2025)



**NAB Supplier Awards**  
Supplier Diversity Category Winner (2014)



**Australian Defence Industry Awards,**  
Indigenous Business of the Year Finalist (2019)



**My Business Awards,** Indigenous Business of the Year Finalist (2019)



# What we're here to talk about

- The funding landscape for ACCHSs
  - How to spot the right opportunities
  - What makes a strong application
  - How to be grant ready
  - Practical tips you can use straight away
- 

# Funding landscape overview

## Key Funding Sources

- Government grants and tenders
- Closing the Gap funding distributed through peaks
- PHNs, LHNs and other regional commissioning bodies
- Foundation and philanthropic funding
- Research and partnership funding
- Corporate and community grants
- Short-term project funding and pilot programs

## What funders are looking for

- Strong fit with the funding purpose
- Clear community need
- Evidence you can deliver
- Realistic outcomes and measures
- Good value for money
- Strong partnerships where needed
- Clear governance and low delivery risk

## Common barriers

- Short timeframes to respond
- Limited staff time and grant writing capacity
- Hard to pull together the right data quickly
- Complicated and/or unclear funding and application guidelines
- Heavy reporting and compliance requirements

# Grant readiness and writing stronger applications

## Before the opportunity lands

- Keep key data, evidence and case studies up to date
- Have core organisational content ready to reuse
- Know your service strengths, outcomes and point of difference
- Keep budgets, approvals and compliance documents organised
- Maintain referee and partner relationships

| Area                               | What to have ready                                                                                                                                          |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Organisational basics</b>       | Up-to-date organisation overview, workforce data, program descriptions, key contacts, registrations, insurances, compliance documents, financial statements |
| <b>Community need and evidence</b> | Community needs data, local service data, outcome measures, case studies, evidence of demand or service gaps                                                |
| <b>Experience and capability</b>   | Similar project examples, experience statements, staff capability summaries, partner information, referee list                                              |
| <b>Outcomes and delivery</b>       | Program logic or service model, outcome measures, delivery timeline, risk points, monitoring approach                                                       |
| <b>Budget inputs</b>               | Budget templates, on-costs, overhead approach, travel/equipment costs, review process                                                                       |

# Grant readiness and writing stronger applications

## Assess the opportunity

1. Community need — does it solve a known challenge/issue?
2. Strategic fit — does it align with our plans and direction?
3. Funding— is the funding enough to do it properly?
4. Capacity — do we have the people, partners and time to deliver it?
5. Effort vs return — is it worth the time it will take to apply and deliver?

| Assessment area                 | Key question                                                                |
|---------------------------------|-----------------------------------------------------------------------------|
| <b>Eligibility</b>              | Are we eligible and able to meet the core requirements?                     |
| <b>Community need</b>           | Can we clearly show the need and likely benefit for community?              |
| <b>Strategic fit</b>            | Does this align with our community priorities and organisational direction? |
| <b>Funding value</b>            | Is the funding enough to deliver properly and worth the effort?             |
| <b>Delivery capacity</b>        | Do we have the people, capability, time and partners to deliver?            |
| <b>Timing</b>                   | Can we prepare a strong response and deliver within the timeframe?          |
| <b>Risk</b>                     | Are the delivery, compliance, financial and reputational risks manageable?  |
| <b>Compliance and reporting</b> | Can we meet the reporting, data and contractual requirements?               |

# Grant readiness and writing strong applications

## Writing the application

- Answer the question directly
- Use clear evidence and relevant examples
- Show experience that matches the opportunity
- Make outcomes realistic and specific
- Align the budget to the proposed work
- Use referees who can speak credibly to delivery

**Clear / Visual**

**You don't always have to respond within the "Response Form" document (please see our capability on page X of attachment A)**

**Specific**

**Your response clearly reflects the evaluation criteria**

**Realistic**

**Your response clearly articulates the "how"**

**Easy to Trust**

**Your response generates trust, showing you've done this before and have the experience to do it again**

**Value**

**Your budget clearly matches the work proposed**

# Example Application: 1. Understanding the context

***'We understand what you're asking for and believe we can achieve it through driving meaningful impact to our community'***

- Clarify your understanding of the current context and sector.
- What problem, priority or gap is this response speaking to?
- What's happening in the sector that makes this complex?

## We've listened to your needs

We understand that mental health services for Aboriginal and Torres Strait Islander youth are a significant gap in the . Co-designing an Aboriginal and Torres Strait Islander Youth Mental Health Service Model requires a deep understanding of the best practice landscape for Mental Health care, clinical guidance, place-based relationships with key stakeholders and the technical expertise to design an effective and appropriate Service Model.

### What's happening?

There is a growing recognition of the mental health needs of Aboriginal and Torres Strait Islander young people in . Across the Community Controlled sector, there is consensus that the most effective and culturally safe care is led by community, grounded in cultural knowledge, and responsive to the impacts of intergenerational trauma, systemic inequities, and disconnection from culture and country.

the need for cohesive and culturally grounded approaches to supporting Aboriginal and Torres Strait Islander young people in . independent review validates our perspective that existing mental health service models remain grounded in a Western approach to care, which often fails to fully recognise the holistic wellbeing of First Nations young people.

This has resulted in the current system being difficult for Aboriginal and Torres Strait Islander young people to access and lacking in cultural safety and trust required to engage young people and their families meaningfully. This RFQ is an important step toward developing models that reflect local voices, empower community-controlled approaches, and embed cultural governance alongside clinical care. It also signals a move toward holistic, stepped-care approaches to the unique strengths and needs of Aboriginal and Torres Strait Islander young people.

### What's challenging?

Designing an effective and fit-for-purpose service model in this context is complex. It requires balancing multiple layers including: cultural responsiveness, clinical rigour, economic viability, and local relevance. For Aboriginal and Torres Strait Islander young people in , mental health services must do more than provide access to care - they must reflect and

### What do you need?

You need a culturally responsive and collaborative delivery partner that brings cultural sensitivity, clinical expertise, economic modelling capabilities, and sufficient place-based relationships to design a meaningful service model.

## Designing an impactful Service Model for Aboriginal and Torres Strait Islander youth in is important to us

Improved health equity and outcomes for First Nations people matter deeply to us. We have a strong commitment and deep understanding of

We deeply believe that mental health needs to consider the holistic wellbeing of an individual and we are committed to being part of the change in reframing to social and emotional wellbeing (SEWB).

There is a significant gap in mental health services for Aboriginal and Torres Strait Islander youth, largely stemming from the dominance of Western approaches to mental health and workforce limitations. These frameworks often fail to account for the broader, interconnected aspects of wellbeing that are central to Aboriginal and Torres Strait Islander people. Rather than focusing solely on clinical diagnoses or individual pathology, there is a need to reframe the conversation around SEWB, a holistic concept that acknowledges the cultural determinants of health: the importance of culture, Country, kinship, and community, as well as the social determinants of health.

As a partnership, we bring the necessary expertise and cultural sensitivity to support a meaningful shift in how youth mental health is understood and delivered. We will co-design a SEWB model alongside communities, in a way that reflects the lived realities, strengths, and aspirations of Aboriginal and Torres Strait Islander young people . By drawing on our experience working across sectors and our understanding of the complex infrastructure that surrounds these services, we can help create a model that is not only holistic and culturally grounded, but also sustainable and capable of driving real, long-term change.

We work with Aboriginal and Torres Strait Islander young people in every day and know first-hand how drastically appropriate SEWB supports impact for the better.

Location  
specific data

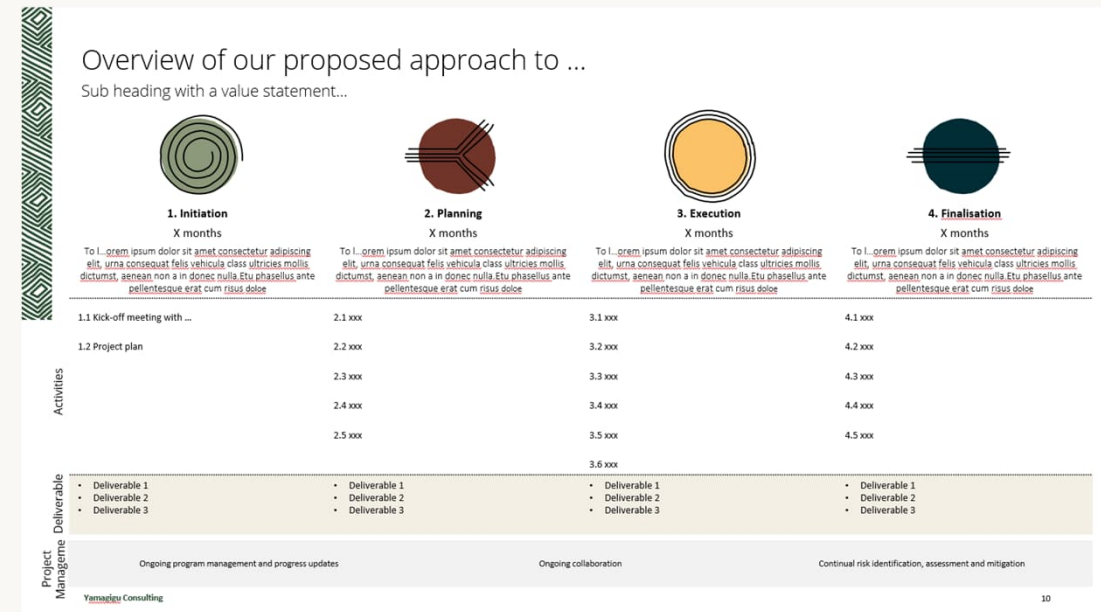
Case Study

photo

# Example Application: 2. Approach on a page

***'We have deeply considered how we could deliver this and have created a fit for purpose approach'***

- Display your approach in a graphical 1-pager.
- What are the main stages of your project?
- What are the activities that sit underneath each stage?
- Is the approach clear, practical and easy to follow?



# Activity

## Designing a high-level approach

### Scenario

You are applying for funding to deliver an 18-month AOD program for youth.

### Activity instructions

Individually or in small groups, use the framework from the previous slide to design your high-level approach.

Consider:

- What are the key phases of work?
- What activities would sit under each phase?
- Could you explain this approach clearly to a funder?

Keep it simple and practical. The aim is to show a clear approach to delivery.



15 minutes

# Example Application: 3. Team and People

***'Our people are reliable, experienced and committed to driving change, their skills etc set us up for success'***

- Draft a “teams” slide that shows who your delivery team will be on 1-page.
- Does this show we have the right people for the work?
- Are roles, skills and relevant experience clear?
- Would a funder feel confident in this team?
- Write out CVs for all key personnel that will be involved in delivery.

## Profile – Gavin Brown



Title: Partner  
Email: gavbrown@deloitte.com.au

**Profile overview**  
Gavin is a Wiradjuri man, born in Wellington, New South Wales and is the CEO, co-founder and co-owner of Yamagigi Consulting - a business which is majority owned, led and staffed by Indigenous Australians.

Gavin has become a trusted adviser to the public and private sector, and Indigenous throughout Australia. He was the only private sector member of the Referendum En Group with the Federal Government, a member of Business Council of Australia's Indigenous Leadership Group. He has led the development of the design capability within yamagigi that is multi-award winning - including two Good Design Awards.

**Qualifications and memberships**

- CEO, Co-Founder and Co-Owner of Yamagigi Consulting
- Member, Voice to Parliament Referendum Engagement Group
- Member, Business Council of Australia's Indigenous Leadership Group
- Adjunct Professor, Jumbunna Indigenous Research Institute, University of Technology, Sydney

**Skills and capabilities**

- Strategy and reform
- Indigenous community co-design and consultation
- Indigenous Design methodology
- Indigenous economic development
- Project Leadership and Quality Assurance
- Business strategy, design and building

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### Relevant experience

**Movember – Australian Community Assistance Partner:** yomogigu is currently working with the global Movember organisation to assist Community organisations to submit proposals for consideration and long term investment. yomogigu will work alongside the chosen parties to help them articulate their way of working, consider and implement data collection and reporting aligned to this, and assist the organisation in being ready for an evaluation. This evaluation will occur both at the organisation level, and the country level, with NZ and Canada also involved at the same time.

**Community Readiness Assessment Pathway and Tools – Department of Aboriginal and Torres Strait Islander Partnerships (CLD):** yomogigu was engaged by the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) to co-design a framework and supporting resources and/or tools to assess the readiness of communities for local decision making bodies. Through a process of co-design, yomogigu identified that communities were already prepared for local

## Our experience and understanding of the services requested

We have proposed a multidisciplinary project team combining expertise from yomogigu and Deloitte Access Economics:

## Overview of team's capability

More information about our proposed team is included in section 4, and detailed CVs for each team member are available in Appendix C.

Yamagigi Consulting

### Quality and Assurance

The project leadership team will guide the overall approach and be responsible for the progress and quality assurance of deliverables.



**Ching Tan**  
Yomogigu Partner, Digital & Transformation Lead

Team Member

### Project Leadership

The management team will lead the key activities of the project and ensure that the evaluation is designed with culturally appropriate and robust research methods.

Team Member

Team Member

Team Member

### Core Delivery team

The core delivery team will be responsible for the day-to-day management of project activities and provide project delivery support. This includes scheduling and facilitating consultations, undertaking data synthesis and supporting the drafting of all deliverables.

Team Member

Team Member

Team Member

Team Member

Team Member

# Example Application: 4. Demonstrating experience

***'Our organisation has done this type of work successfully before, you can trust us to deliver'***

- Does this show relevant experience, not just general capability?
- What other projects have you worked on that are relevant or similar?
- Display them all in a graphical 1-pager, and how they link to the overarching evaluation criteria.
- Write out your citations in more detail to explain the situation, approach and outcomes.
- Would a funder read this and trust us to deliver?

| How our experience helps you                                                                        |           |                       |                       |                       |
|-----------------------------------------------------------------------------------------------------|-----------|-----------------------|-----------------------|-----------------------|
| We know what matters to you, and we have worked with other clients to support those same ambitions. |           |                       |                       |                       |
| LOGO                                                                                                | Program 1 | Evaluation criteria 4 | Evaluation criteria 4 | Evaluation criteria 4 |
|                                                                                                     |           | ★                     | ★                     | ★                     |
| LOGO                                                                                                | Program 2 | Evaluation criteria 4 | Evaluation criteria 4 | Evaluation criteria 4 |
|                                                                                                     |           | ★                     | ★                     | ★                     |
| LOGO                                                                                                | Program 3 | Evaluation criteria 4 | Evaluation criteria 4 | Evaluation criteria 4 |
|                                                                                                     |           | ★                     | ★                     | ★                     |
| LOGO                                                                                                | Program 4 | Evaluation criteria 4 | Evaluation criteria 4 | Evaluation criteria 4 |
|                                                                                                     |           | ★                     | ★                     | ★                     |
| LOGO                                                                                                | Program 5 | Evaluation criteria 4 | Evaluation criteria 4 | Evaluation criteria 4 |
|                                                                                                     |           | ★                     | ★                     | ★                     |
| Yamazaki Consulting                                                                                 |           |                       |                       |                       |
| Project Name                                                                                        |           |                       |                       |                       |
| Client                                                                                              |           |                       |                       |                       |
| Client Situation                                                                                    |           |                       |                       |                       |
| Situation, background and context                                                                   |           |                       |                       |                       |
| Our Approach                                                                                        |           |                       |                       |                       |
| Our approach and methodology                                                                        |           |                       |                       |                       |
| Project Outcomes                                                                                    |           |                       |                       |                       |
| • Outcomes for the client, Community, or other key stakeholders                                     |           |                       |                       |                       |

# Activity

## Brainstorming previous examples of work

### Scenario

Think about the work your organisation has already done that demonstrates relevant experience, capability and results.

### Activity instructions

Individually or in small groups, brainstorm previous examples of work that could be used to show relevant experience and delivery capability.

Choose 2-3 examples and note down the key points about each.

For each example consider:

- What was the project, program or service?
- Who funded it?
- What did your organisation do?
- What made it successful?
- Why would this example help a funder trust you?



10 minutes

# Example Application: 5. Value for money

***'Our application provides value for money and is based on our approach and the following assumptions'***

- Does the budget clearly match the work proposed?
- Is it clear why this is a realistic and efficient use of funding?
- Make sure you include assumptions such as whether travel is included

## Our proposed pricing

In line with the RFQ, we have broken down our proposed fee across our 4-phase project approach. The total proposed fee for this engagement is \$ XXX,XXX (incl. GST). This fee reflects a bringing together of our expertise in engagement and co-design to deliver your strategy. We welcome the opportunity to further tailor this scope to align with your internal priorities and budget, if required.

### Pricing by project phases

| Phase                                                                                                                                               | Cost             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>Initiation</b> Set the project up for success and establish the foundation for the new strategy                                                  | \$XX,XXX         |
| <b>Planning/Engagement</b> Conduct strategy development workshops to inform the first draft strategy                                                | \$XX,XXX         |
| <b>Execution</b> Drafting of the Strategy, testing and validation of the draft strategy, ensuring appropriateness and buy in for the Final Strategy | \$XX,XXX         |
| <b>Finalisation</b> Deliver the Final strategy                                                                                                      | \$XX,XXX         |
| <b>Total (excluding GST)</b>                                                                                                                        | <b>\$XXX,XXX</b> |
| GST                                                                                                                                                 | \$XX,XXX         |
| <b>Total (including GST)</b>                                                                                                                        | <b>\$XXX,XXX</b> |

### Assumptions

- Project commences w/c 11 August 2026. Delays to this will place the delivery date of 30 December 2026 at risk.
- Our fee assumes the number of consultations included in our approach; we welcome discussion to increase, or decrease, our number of consultations and amend our fee to reflect.
- Any travel outside of Sydney CBD will be agreed in advance and charged at cost in addition to our project fee.
- Any delay to provision of feedback on deliverables beyond timelines outline in our approach may put the following project timelines at risk.
- The cost for engagement assumes of 2 x face to face and 2 x virtual

# Activity

## Who are we and why us?

### Activity instructions

In small groups or pairs, use the canvas handout to draft a short response that explains:

- who you are
- what you do
- who you work with
- why your approach matters
- what makes your service credible and distinctive

Keep it simple and practical. The aim is not polished wording. The aim is to get clear on the core message you want funders to understand.



15 minutes

# Wrap Up

## Practical tools and tips

- Opportunity assessment checklist
- Standard clarification questions for funders
- Grant readiness checklist
- Organisational value canvas

## Key Takeaways

- Be selective about which opportunities you pursue
- Good applications start before the opportunity lands
- Strong responses are clear, specific and evidence-based

For any questions, contact us [kirrilaaj@deloitte.com.au](mailto:kirrilaaj@deloitte.com.au)