



An Australian Government Initiative



Enterprise Connect Creative Industries Innovation Centre

Client Guidelines

September 2009

Website: www.enterpriseconnect.gov.au

Enterprise Connect Hotline: 131 791



An Australian Government Initiative



About these guidelines

The Enterprise Connect Creative Industries Innovation Centre client guidelines provide information on:

- the components of the Creative Industries Innovation Centre services
- eligibility
- how to apply, and
- the obligations of client firms.

Further information on the Creative Industries Innovation Centre can be found on our website at www.enterpriseconnect.gov.au or by contacting the Enterprise Connect hotline on 131 791.



1	INTRODUCTION AND ELIGIBILITY	4
1.1	Introduction	4
1.2	Eligibility	5
2	WHAT SERVICES ARE OFFERED?	6
2.1	Business Review service	6
2.1.1	Overview	6
2.1.2	Eligibility for Business Review	6
2.1.3	How to apply for a Business Review	7
2.1.4	Firm's obligations	7
2.1.5	Reporting	8
2.2	Tailored Advisory Services	9
2.2.1	Overview	9
2.2.2	Eligibility for Tailored Advisory Service	10
2.2.3	How to apply for Tailored Advisory Service funding	11
2.2.4	Finding a service provider	12
2.2.5	Assessment and decision	12
2.2.6	Deed of Grant	12
2.2.7	Undertaking the Tailored Advisory Service	12
2.2.8	Reporting	13
2.3	Critical dates	13
3	DELIVERY OF CREATIVE INDUSTRIES INNOVATION CENTRE SERVICES	14
3.1	Creative Industries Innovation Centre Office	14
3.2	Role of Business Advisers	14
3.3	Partner organisations	15
4	CONFIDENTIALITY	16
5	FEEDBACK ON CREATIVE INDUSTRIES INNOVATION CENTRE SERVICES	17
	APPENDIX 1 - CREATIVE INDUSTRIES INNOVATION CENTRE CONTACTS	18



1 Introduction and eligibility

1.1 Introduction

The Australian Government has committed \$50 million a year for the Enterprise Connect initiative. The initiative provides small and medium sized enterprises (SMEs) with better access to new ideas, knowledge and technologies, to enable businesses to become more innovative, efficient and competitive and to lift productivity across Australian industry.

The Creative Industries Innovation Centre (CIIC) is a key element of Enterprise Connect. The services offered by the Creative Industries Innovation Centre include:

- **Business Reviews** - delivered by skilled and experienced Business Advisers who will provide on-going support after the review to assist firms implement recommendations from the Business Review process
- **Tailored Advisory Services** - matching funding up to \$20,000 to implement changes identified through the Business Review.
- **The Researchers in Business Program** - a matching funding initiative providing up to \$50,000 dollars for SMEs to engage a researcher to help the firm develop new ideas with commercial potential
- **The Workshop Industry Intelligence & Networking (WIIN)** program. Aiming to improve awareness of relevant innovations, technologies, expertise and best practice amongst SMEs
- **Technology and Knowledge Connect** – a free service connecting the latest technology and technical knowledge to SMEs through the Enterprise Connect Business Adviser network.

Further information on these services can be found in Section 2 of these guidelines.

The Creative Industries Innovation Centre is located on the University of Technology Sydney campus in Harris St. Ultimo. . The Creative Industries Innovation Centre is run by staff of the Department of Innovation, Industry, Science and Research (Department of Innovation). Information on the roles and responsibilities of the Creative Industries Innovation Centre staff is provided in Section 3 of these guidelines.

Some Creative Industries Innovation Centre services are delivered in conjunction with Department of Innovation's partner organisation, University of Technology Sydney. UTS will be responsible for delivering complementary services. UTS were selected because of their ability to help achieve the aims of the centre and their extensive national network of consortium partners across academia, industry associations and the corporate sector.

Further information on the partner organisations is provided in Section 3 of these guidelines.

Further information on Complementary Services is available from the Enterprise Connect hotline – 131791



1.2 Eligibility

To be eligible for Creative Industries Innovation Centre services, firms must:

- possess an Australian Company Number (ACN)
- have turned over between \$1 million and under \$100 million in their current financial year or at least one of the two preceding financial years
- be solvent
- have filed Business Activity Statements for at least three consecutive years
- be a creative industries firm. This includes: design, publishing, writing, architecture, photography, visual arts, television, radio, advertising, film, performing arts, music, games and interactive content.
- not have received an equivalent Business Review service, that provides a holistic analysis of the SME's business, from other government (Australian, state or territory or local) programs within the last three calendar years.
- comply with its obligations under the *Equal Opportunity for Women in the Workplace Act 1999 (EOWWA)*. Companies on the current list of non-compliant organisations, available at www.eowa.gov.au are not eligible to apply.
Note: The EOWWA currently applies to organisations with 100 or more employees.

Eligibility for each of the services is outlined in more detail in Section 2.

Groups of Firms

Creative Industries Innovation Centre services are also available to groups of firms.

For group applications, firms with a turnover of at least \$500k in at least one of the two preceding financial years may be included, however the minimum turnover for the group as a whole must be at least \$2 million in at least one of the two preceding financial years.

Eligibility for each of the services is outlined in more detail in Section 2.



2 What services are offered?

2.1 Business Review service

2.1.1 Overview

The first level of service offered through the Creative Industries Innovation Centre is a Business Review which is provided at no financial cost to the firm.

The Business Review is a comprehensive analysis of the firm, carried out on site by skilled and experienced Business Advisers. This will typically involve a total of two to three days of the firm's time. The precise timing of the engagement will be negotiated between the Business Adviser and the firm.

Business Advisers work with the client to identify and understand, for example:

- the relative strengths and weaknesses of the firm
- strategic business issues
- critical areas for business improvement, and
- potential pathways for growth.

Business Advisers will undertake a holistic analysis of the SME's business. This will include an analysis of the market the SME operates in, their facilities, management practices and internal business processes. Where appropriate, Business Advisers may use tools to help identify and analyse issues within a firm and/or to benchmark a firm's performance against other Australian or international firms.

The Business Review is a collaborative process, with the Business Adviser and key people in the firm working together to identify changes that could be made to increase the firm's productivity and competitiveness. At the conclusion of the Business Review, firms will receive a Business Review Report outlining the findings and providing advice on potential paths forward.

Tailored Advisory Services, the second level of the Creative Industries Innovation Centre services, provides financial and other assistance to help firms implement changes recommended in the Business Review Report. For more information see Section 2.2.

2.1.2 Eligibility for Business Review

All applicant firms meeting the eligibility criteria set out in Section 1.2 and Section 2.1.2 will be offered a Business Review.

What is a Creative Industries Firm?

- **The CIIC will assist firms in the following sub sectors:** design, publishing, writing, architecture, photography, visual arts, television, radio, advertising, film, performing arts, music, games and interactive content.

For companies not identified above, there is scope for other SMEs to be considered for EC services if they:

Employ a dedicated designer

Realize a significant amount of revenue from design activities.

Generated formal intellectual property from designs they have created



Group applications

Business Review services can also be provided to groups of firms which have a common business interest. Common interests may include but are not limited to:

- firms with complementary business capabilities
- firms involved in the same supply/value chain
- firms working in collaborative projects.

For group applications, the eligibility criteria outlined in Section 1.2 apply. However, firms with a turnover of at least \$500k in at least one of the two preceding financial years may be included as part of the group, on the condition that the minimum turnover for the group as a whole is at least \$2 million in the at least one of the two preceding financial years.

2.1.3 How to apply for a Business Review

A simple and short application form is located at www.enterpriseconnect.gov.au. The declaration on the form must be completed by an authorised representative of the applicant firm such as a Chief Executive Officer, Chief Financial Officer, Director, Chair of the Board, President or similar position holder.

Completed application forms can be completed on-line or can be downloaded and emailed to creativeindustries@innovation.gov.au. The Creative Industries Innovation Centre will endeavour to make a decision within two working days.

In the case where the program is experiencing high demand and there is a waiting period of greater than three months to undertake a Business Review, a waiting list will be established. Firms will be contacted by a Creative Industries Innovation Centre representative to make arrangements for a Business Review to be undertaken at the earliest possible time.

For group applications, each firm will need to submit an application form. The lead firm in the group application will submit a cover sheet that lists the names and ACNs of all the firms in the group. The cover sheet must also show how the firms in the group have a common business interest. The Business Review process can be tailored to the specific needs and interests of the firms in the group application.

Firms accepted for a Business Review must agree to a commencement date with the Business Adviser. If the firm and its Business Adviser have not agreed on a commencement date within two months of the firm's application being accepted, the firm may need to reapply.

The Business Review must be completed within six months of work commencing otherwise the firm's application will lapse.

For assistance during the application process or with a group application, please call the [Enterprise Connect Hotline on 131 791](tel:131791).

2.1.4 Firm's obligations

Firms undertaking a Business Review are expected to have management commitment to the service. This may include (controlled) access to firm information, access to key personnel, and a willingness to undertake the Tailored Advisory Service if appropriate.

All Business Reviews involve some analysis of key financial information for the current and previous years as this often provides a powerful insight into firm performance. This is a compulsory element of the Business Review. Generally firms are expected to provide three consecutive years of financial data to the Business Adviser.



An Australian Government Initiative



2.1.5 Reporting

Following completion of a Business Review, firms will be required to complete a simple one page report template detailing their level of satisfaction with the service provided and the review process.

The report template will be provided to firms at the completion of the Business Review. It can also be downloaded at www.enterpriseconnect.gov.au. ([put exact location here](#))

Firms will also be required to complete a short report on the outcomes of implementing Business Review recommendations. Reports are due 12 months and 24 months after the completion of the Business Review. Templates will be provided after completion of the Business Review.



2.2 Tailored Advisory Services

2.2.1 Overview

Tailored Advisory Services enable a firm, or group of firms, to engage one or more specialist consultants to implement changes identified in the Business Review.

Tailored Advisory Services will reimburse firms for half of the cost of engaging a consultant, up to a maximum of \$20,000 (excluding GST). Grants can span several projects and more than one consultant within the \$20,000 maximum. Grants will be paid at the completion of all projects covered by a Tailored Advisory Service application. Matching funding from the client firm must be in cash, and cannot be sourced from another government program. In-kind contributions will not be accepted as part of the firm's contribution.

Tailored Advisory Services funds are provided to help firms implement recommendations in the Business Review Report. This may include one or more of the areas listed in the table below.

<p>Strategic Business activities</p> <ul style="list-style-type: none"> • Formulating and implementing business goals • Supply chain integration and management • Clustering • Corporate governance issues (i.e. board structures) • Formal business plans • Developing key performance indicators • Franchising • Mentoring • Review Business Model • Government Grants 	<p>Advertising and Marketing</p> <ul style="list-style-type: none"> • Strategic marketing and planning • Communication strategies, marketing plans, distribution channel management • Market research • Sales team performance and management • Customer relationships and retention • Government Tenders
<p>Human Resources issues</p> <ul style="list-style-type: none"> • Succession planning • Cultural changes / change management • Access to specialist skills • Leadership training, staff turnover and skilled staff retention • Staff skills audits, recruitment and development • Human Resources planning 	<p>Innovation /Production/Operational</p> <ul style="list-style-type: none"> • Research and Development Planning • Feasibility Forecasting for NPD • Structure and factory lay-out • Advice on investment in new equipment • Value stream mapping (process flow)
<p>Financial Management issues</p> <ul style="list-style-type: none"> • Planning, directing, monitoring, organising and controlling monetary resources • Accounting systems (financial reporting) • Forecasting and cashflow management • Liquidity and debtor/creditor management 	<p>Internal Systems</p> <ul style="list-style-type: none"> • Administrative Processes, Quality Assurance and Compliance • Occupational Health & Safety • Risk management • ISO standards recognition • Customer support systems including systems to record and action customer feedback



Exploring New Markets	Environmental
<ul style="list-style-type: none"> • Identification of new markets, sector analysis and market development • Industry research and market appraisal (identifying contacts, language barriers etc) • Competition strategy (i.e. price or quality basis) 	<ul style="list-style-type: none"> • Improving efficiency through environmental awareness • Greenhouse friendly certification from the Federal Government Greenhouse Friendly initiative • Carbon Pollution Reduction • Environmental tax concessions etc • Environmental waste identification and reduction • Environmental auditing
Product and Service Development	
<ul style="list-style-type: none"> • Intellectual Property issues • Diversification and product innovation 	

2.2.2 Eligibility for Tailored Advisory Service

In addition to meeting the basic eligibility criteria set out in Section 1.2, applicants must have completed a Creative Industries Innovation Centre Business Review in the preceding six months or an equivalent process approved by a Creative Industries Innovation Centre Director. This six month period can be extended to twelve months where the firm can demonstrate that it commenced work implementing the recommendations in the Business Review report within six months of the date of the report.

The core principle behind Tailored Advisory Service support is that it should build the internal capability of the firm – not just fix a problem.

Tailored Advisory Services projects can only cover issues or recommendations identified in the Business Review Report. All projects must address areas of expertise that are new to the firm and must not be part of the ordinary operations of the firm. If the firm can not show that the expertise is new to the firm and/or that it will leave the firm with increased internal capabilities then the application may be rejected.

The following activities are **not** eligible for assistance:

- Costs associated with applying for other Government funding/assistance
- Fees for services provided by related parties such as companies with common shareholdings or directorship with the customer, individuals, employees or immediate family related to the customer
- Salaries for staff
- Australian, State and Local Government fees and charges
- In-house running expenses i.e. standard accounting fees, office expenses
- Purchase of plant and equipment
- Sales promotion and advertising
- Activities which are part of the ordinary operations of the business.



Groups of Firms

Groups of firms may apply for a Tailored Advisory Service grant.

Applications for a group-based Tailored Advisory Service grant will be considered against the following criteria:

- group application participants should have participated in the Business Review service or an equivalent to the satisfaction of the Creative Industries Innovation Centre Director and
- the proposed scope of work for a group-based Tailored Advisory Service must flow from the opportunities identified in the Business Reviews undertaken for the firms in the group.

An application from a group of firms is eligible to receive up to \$20,000 (excluding GST) in matching funding for each firm in the group that meets the eligibility requirements for an individual Business Review. Matching funding of up to \$10,000 (excluding GST) is available to firms with annual turnover greater than \$500k in at least one of the two preceding financial years but less than the relevant minimum threshold for an individual Business Review.

Subsets (one or some) of the firms involved in a group application may progress from the Business Review stage to the Tailored Advisory Service. Firms that participate in the Business Review as a group do not need to participate in the Tailored Advisory Service as a group, provided they still meet the relevant eligibility criteria.

2.2.3 How to apply for Tailored Advisory Service funding

Firms applying for a Tailored Advisory Services grant must have completed a Creative Industries Innovation Centre Business Review or a business review that is deemed equivalent by a Creative Industries Innovation Centre Director. Firms should contact the Creative Industries Innovation Centre to seek advice on the suitability of a non Creative Industries Innovation Centre business review before submitting an application.

Applications must be received within six months of the date of the Business Review report unless the firm can demonstrate that it commenced work implementing the recommendations in the Business Review report within six months of the date of the report. In this case applications must be received within twelve months of the date of the report.

A Tailored Advisory Services application will be deemed incomplete and will not be assessed if it does not include:

- a separate project proposal/quote from the preferred service provider, which is acceptable to the firm, outlining:
 - the areas identified in the Business Review to be addressed
 - changes to be implemented
 - services to be provided, including a break-up of key activities to be undertaken
 - delivery time frames
 - costs, and payment schedule (including hourly or daily rates)
 - the estimated number of consulting hours or days for each of the key activities
 - the expected benefits of the project and how they will be measured and
 - the key personnel who will undertake the project work.
- all other quotes, where more than one quote has been obtained.

The firm must:

- declare any previous work it has commissioned from the proposed consultant
- show that the service provider is bringing new areas of expertise to the firm and



- show that the work involved is not part of the ordinary operations of the firm.

The Tailored Advisory Services application form can be downloaded at www.enterpriseconnect.gov.au.

A completed application form, preferred service provider proposals and business review report (if the Business Review was not provided through the Creative Industries Innovation Centre) can be emailed to enterpriseconnect@innovation.gov.au.

2.2.4 Finding a service provider

Applicant firms should identify service providers that have appropriate expertise to implement the findings from a Business Review. Firms are encouraged to seek proposals from more than one service provider. This will help determine a preferred approach and a competitive price. Proposals must be obtained prior to lodging an application.

Business Advisers or Creative Industries Innovation Centre staff can assist firms to identify providers in their area.

2.2.5 Assessment and decision

Applicants can expect to receive a decision within two weeks of submission of a complete application.

The application may be rejected or additional information may be requested from applicant firms if:

- only one service provider proposal is submitted,
- the focus or approach in the proposal is not consistent with the issues identified in the Business Review or
- the proposal does not represent value for money.

A Creative Industries Innovation Centre Director may also cancel or reject an application if there:

- are concerns about the quality of the proposed consultant or project
- is a conflict of interest or
- are other issues (e.g. fraud) that threaten the viability of the project.

If the eligibility criteria are met, the firm will be accepted for a Tailored Advisory Services grant, unless there are no program funds available. If there are insufficient funds available to fund all eligible applications, a waiting list will be established on a first come, first served basis.

Any questions regarding the status of an application can be directed to the Enterprise Connect Hotline 131 791, a firm's Business Adviser or emailed to enterpriseconnect@innovation.gov.au.

2.2.6 Deed of Grant

Successful applicants will be required to sign a Deed of Grant. The Deed of Grant is a legal contract between the grantee and the Commonwealth which sets out the responsibilities of both parties. A sample Deed of Grant can be downloaded at www.enterpriseconnect.gov.au.

2.2.7 Undertaking the Tailored Advisory Service

Approved Tailored Advisory Service applicants must agree on a commencement date with their Tailored Advisory Service provider/s. The commencement date will occur when the first meeting between the firm and the consultant takes place. If the firm and consultant have not agreed a commencement date within two months of the firm's application being approved, the firm may need to reapply.



Firms should not commence their Tailored Advisory Service project until they receive an executed copy of the Deed of Grant. The Tailored Advisory Service must be completed within twelve months of work commencing.

2.2.8 Reporting

Firms are required to report on the outcomes of their Tailored Advisory Services project. Reports are due 30 days, 12 months and 24 months after the completion of the project as set out in the Deed of Grant. Information contained in the reports will be treated as commercial-in-confidence and will assist in the evaluation of Enterprise Connect services.

Report templates will be provided at the completion of the project. They can also be downloaded at www.enterpriseconnect.gov.au.

2.3 Critical dates

Applicants should be aware of the following critical dates in the application process.

- Firms accepted for a Business Review must agree to a commencement date with a Business Adviser within two months of the firm's application being approved. If this does not occur, the approval will lapse and the firm may need to reapply.
- The Business Review must be completed within six months of work commencing.
- Tailored Advisory Services applicants must have completed a Creative Industries Innovation Centre Business Review or an equivalent process approved by a Creative Industries Innovation Centre Director in the preceding six months before applying. This may be extended to twelve months where, within six months, work commenced implementing the recommendations of the Business Review.
- Successful Tailored Advisory Service applicants should not commence project activities until they receive an executed copy of the Deed of Grant from the Commonwealth.
- Firms must agree on a commencement date with their service provider/s within two months of the execution date of the Deed of Grant.
- A Tailored Advisory Service project must be completed within twelve months of work commencing. If a firm undertakes several projects, then the last project must be completed within twelve months of the commencement of the first project.



3 Delivery of Creative Industries Innovation Centre Services

3.1 Creative Industries Innovation Centre Office

The Creative Industries Innovation Centre Office will often be the first point of contact for firms seeking advice on Creative Industries Innovation Centre services.

The Creative Industries Innovation Centre office staff perform a number of duties including:

- ensuring all enquiries on services and applications for Creative Industries Innovation Centre services have a response within one working day
- matching firms with appropriate Business Advisers
- helping to identify providers of Tailored Advisory Services
- working with partner organisations to advertise and hold events for firms and
- providing quality assurance for services delivered via consultants and contractors.

Creative Industries Innovation Centre staff are available to assist applicants with advice and access to Creative Industries Innovation Centre services. Please feel free to contact the Creative Industries Innovation Centre with any enquiries or issues. Creative Industries Innovation Centre contacts are available in Appendix 1.

3.2 Role of Business Advisers

Business Advisers play a central role in the delivery of the program. Their functions include:

- identifying eligible firms that would potentially benefit from the Business Review service
- providing Business Reviews to client firms
- working with the client to interpret the findings of the Business Review, including the final report
- assisting firms to locate and engage providers of Tailored Advisory Services on behalf of the client firms
- helping firms with advice as they embark on implementation, including through the Tailored Advisory Service
- providing client management services after completion of the Business Review and
- promoting Enterprise Connect services to potential firms.

The contact list of Business Advisers is available at www.enterpriseconnect.gov.au.



3.3 Partner organisations

The following organisation has partnered with the Department of Innovation to provide some specific Enterprise Connect services:

University of Technology Sydney (UTS)

The primary partner organisation is the University of Technology Sydney (UTS) who has a consortium of University Partners including:

- Charles Darwin University
- Griffith University
- Monash University
- University of Canberra
- University of Newcastle
- University of South Australia
- University of Sydney
- University of Tasmania
- University of Western Australia
- University of Wollongong

In addition, UTS have developed consortium arrangements with creative industry associations across Australia along with major corporations to assist them in the delivery of complementary services.

For details on Creative Industries Innovation Centre complementary services call the Enterprise Connect hotline on 131791



4 Confidentiality

The Department of Innovation, Industry, Science and Research (**Department**) will use the information provided by firms to enable provision of Enterprise Connect services to you, and for the administration and further development of Enterprise Connect.

Your information may be disclosed within Enterprise Connect between the Department and its Business Advisers for the purposes of providing Enterprise Connect services. It may also be disclosed as permitted or required by law, or in response to questions posed by the Minister, Parliament or its committees.

Business Advisers will provide a statement of confidentiality to each firm they work with. The Business Review Report will not be provided to anyone outside Enterprise Connect, without your written consent, unless permitted or required by law.

There will be regular public announcements of successful applicants. The public announcement will include broad details of an application, for example, the identity of the successful applicant, the value of the assistance and/or grant and a brief description of the purpose of the assistance and/or grant. Firms concerned about confidentiality should discuss it with the Creative Industries Innovation Centre.

The use and disclosure by the Australian Government of information provided by you for Enterprise Connect is regulated by the relevant provisions and penalties of the *Public Service Act 1999*, the *Public Service Regulations*, the *Privacy Act 1988*, the *Crimes Act 1914* and the general law.

Restrictions on the disclosure of information gathered by Enterprise Connect and its business advisers, or provided by you (the client) during the course of a Business Review do not apply to any information:

- (a) which is now in or later comes into the public domain or which is obtainable with no more than reasonable diligence from sources other than the parties;
- (b) which is required or authorised by law to be disclosed to any person who is authorised by law to receive the information;
- (c) required to be submitted to a court, arbitrator, mediator or administrative tribunal in the course of proceedings before them to which the disclosing party is a party;
- (d) which is shared by the Department within its organisation, where relevant to the legitimate interests of the Commonwealth;
- (e) which is disclosed to or by the responsible Minister in response to a request by a House or Committee of the Parliament of the Commonwealth of Australia, or the Australian National Audit Office (ANAO); or
- (f) which is required to be published in accordance with Commonwealth government and procurement requirements.



An Australian Government Initiative



5 Feedback on Creative Industries Innovation Centre Services

Firms are encouraged to provide feedback on the Creative Industries Innovation Centre services. This will assist the Department of Innovation to better target the services offered to firms.

If a firm has a complaint, the Creative Industries Innovation Centre is the first point of contact. Firms can also call the Enterprise Connect hotline on 131 791.

If you are not satisfied with the complaint resolution procedure, you can contact the:

General Manager
Enterprise Connect
Department of Innovation Industry Science and Research
GPO Box 9839
CANBERRA ACT 2601.



An Australian Government Initiative



APPENDIX 1 - Creative Industries Innovation Centre contacts

New South Wales

Enquiries:

Phone: 131791

Email: creativeindustries@innovation.gov.au

Web: www.enterpriseconnect.gov.au