

Enterprise Connect Defence Industry Innovation Centre

Client Information Guide

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Website: www.enterpriseconnect.gov.au

Enterprise Connect Hotline: 131 791

ABOUT THIS CLIENT INFORMATION GUIDE

The Enterprise Connect Defence Industry Innovation Centre Client Information Guide provides information on:

- the services of the Defence Industry Innovation Centre
- eligibility
- how to apply, and
- the obligations of client firms.

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

Disclaimer

Business Reviews are undertaken by Business Advisers employed either by the Commonwealth or a partner organisation. Using the information you have supplied, the purpose of the Business Review is to provide an assessment of your firm and identify areas of improvement which your firm may choose to address yourselves and/or with the assistance of Enterprise Connect Tailored Advisory Services.

As the Business Review relies upon information you have supplied and may include the views of other parties, neither the Commonwealth, partner organisations nor Business Advisers can warrant its accuracy, completeness, relevance for your purposes or that it is up-to-date. You should satisfy yourself that it is appropriate for your business needs before taking any action in reliance.

The Commonwealth, partner organisations and Business Advisers exclude all liability to the maximum extent permitted by law for any loss, damage, cost or expense suffered or incurred arising from the use of, or reliance upon, the Business Review or any actions taken by your firm in addressing issues or implementing recommendations identified as part of the Business Review, complementary services or otherwise provided separately by the Business Adviser.

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1 Introduction and Eligibility

1.1 Introduction

Enterprise Connect is a \$50 million a year Australian Government program that provides support to eligible Australian small and medium-sized businesses.

The Defence Industry Innovation Centre (the Centre) is a key element of Enterprise Connect. The Centre is supported with funding from the Defence Materiel Organisation. The services offered by the Centre include:

- **Business Review** - a top-to-bottom analysis of a firm, carried out on-site by skilled and experienced Business Advisers at no cost to the business
- **Supplier Continuous Improvement Program** – a change program that accelerates the competitiveness of the defence industry by raising the performance of its supply chains
- **Complementary Services** – individual or group initiatives to assist small and medium sized firms to grow their business with Defence and prepare them for global defence business
- **Tailored Advisory Service** – providing matching funding of up to \$20 000 to implement changes identified through the Business Review
- **Enterprise Learning and Mentoring** – informal peer-group learning sessions (Enterprise Learning) to assist clients to maintain and embed improvements set out in the Business Review; one-on-one mentoring (Enterprise Mentoring) delivered by skilled and experienced Mentors
- **Researchers in Business** – a matching funding initiative providing up to \$50 000 for small and medium sized firms to engage a researcher to help develop new ideas with commercial potential
- **Workshops, Industry, Intelligence and Networking (WIIN)** – events program aiming to improve awareness of relevant innovations, technologies, expertise and best practice amongst small and medium-sized firms
- **Technology and Knowledge Connect** – a no cost service connecting Enterprise Connect clients with the latest technology and technical knowledge

Further information on Business Reviews, the Supplier Continuous Improvement Program, Complementary Services and the Tailored Advisory Service can be found in Section 2 of this guide. More information on the Researchers in Business program, WIIN and Technology and Knowledge Connect can be found on the Enterprise Connect website: www.enterpriseconnect.gov.au.

The Defence Industry Innovation Centre is located at Level 5, 329 Thomas Street, Dandenong, Victoria. The Centre is run by staff of the Department of Innovation, Industry, Science and Research (the Department). Information on the roles and responsibilities of Centre staff is in Section 3.

1.2 Eligibility

To be eligible for a Defence Industry Innovation Centre Business Review or Supplier Continuous Improvement Program, firms must:

- possess an Australian Company Number (ACN)
- if located in Melbourne, Sydney, Adelaide, Perth or Brisbane - have a revenue or expenditure of more than \$2 million and revenue or expenditure under \$100 million in the current financial year or one of the two preceding financial years
 - Australian Bureau of Statistics maps defining the metropolitan boundaries of the above cities are available in [Appendix 2](#)
- if located in a regional area, that is, outside the above cities - have a revenue or expenditure of more than \$1.5 million and revenue or expenditure under \$100 million in the current financial year or one of the two preceding financial years
- be solvent
- have operated in Australia and filed Business Activity Statements showing ongoing trading in at least three full consecutive years
- be an Australian-based defence company that provides or have the capacity to provide defence specific goods or services in a supply chain which leads to a department of defence either domestically or internationally
- comply with its obligations under the *Equal Opportunity for Women in the Workplace Act 1999 (EOWA)*. 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.

To be eligible for Defence Industry Innovation Centre Complementary Services, firms must:

- be an Australian-based defence company
- have revenue below \$100M
- provide or have the capacity to provide defence specific goods or services in a supply chain which leads to a department of defence either domestically or internationally.

The level of complementary services will be at the discretion of the Centre Director.

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

Expenditure Eligibility

Definition

For the purposes of these guidelines, expenditure refers to what the firm spends on the operations of the firm (eg salaries, wages, leasing costs, plant and equipment purchases). There will be a small number of firms that may not meet the revenue threshold as they are developing intellectual property and, having raised capital, are expending it on bringing their intellectual property to market. These firms may not have sales revenues but may have a level of expenditure that meets the required limit.

Evidence required

A firm needs to provide evidence it meets expenditure thresholds by presenting one or more of the following:

- an annual tax return
- Business Activity Statements
- independently audited financial statements
- a statement from the firm's accountant (who is a member of one of the two professional associations) attesting to the expenditure, and/or
- an annual financial report made to ASIC under Section 292 of the *Corporations Act 2001*.¹

Final Decision on Eligibility

The Program Delegate is an employee of the Department who has been empowered by the Minister or otherwise duly authorised person to administer the program. Funding decisions are made by the Program Delegate.

The Program Delegate may consider other firms and their eligibility on a case-by-case basis and has the final decision as to whether an application is approved, taking into account program funding matters.

The Program Delegate may consult with the Department of Defence on the strategic importance of the firm.

Eligibility for Centre services is outlined in more detail in Section 2.

Groups of Firms

Defence Industry Innovation Centre services are also available to groups of firms.

For group applications, firms with revenue of at least \$1 million in at least one of the two preceding financial years may be included; however the minimum revenue for the group as a whole must be at least \$4 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.

¹ This only applies to companies that ASIC define as 'large', ie a proprietary company is defined as large for a financial year if it satisfies at least two of the following statements:

- the consolidated revenue for the financial year of the company and any entities it controls is \$25 million or more
- the value of the consolidated gross assets at the end of the financial year of the company and any entities it controls is \$12.5 million or more
- the company and any entities it controls have 50 or more employees at the end of the financial year.

Large proprietary companies must prepare and lodge a financial report and a directors' report for each financial year. The accounts must be audited unless ASIC grants relief.

2 What services are offered?

2.1 Business Review service

2.1.1 Overview

The first level of service offered through the Defence Industry 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. A Business Adviser works with the client to identify and understand the firm's:

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

The Business Adviser will undertake a holistic analysis of the firm. This will include an analysis of the market the firm operates in, plant and facilities, management practices and internal business processes. Where appropriate, Business Advisers may use tools to help identify and analyse issues within firms and/or to benchmark 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 may 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.

The Tailored Advisory Service, the second level of the Centre's services, provides financial and other assistance to help firms implement changes recommended in the Business Review Report. For more information see Section 2.4.

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.

Who can access the Defence Industry Innovation Centre's services?

The Centre assists Australian-based companies that provide or have the capacity to provide defence specific goods or services in a supply chain which leads to a department of defence either domestically or internationally.

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.

Group applications are eligible if they involve separate firms that have some legitimate common business interest. Firms that only have common shareholders/directors or are related parties are not eligible as a group application. Having common ownership and/or directors is not enough for firms to be eligible for a group application.

However, firms with a revenue or expenditure of at least \$1 million in the current financial year or one of the two preceding financial years may be included as part of the group, on the condition that the minimum revenue or expenditure for the group as a whole is at least \$4 million in the current financial year or one of the two preceding financial years.

For group applications, the eligibility criteria outlined in Section 1.2 apply.

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.

Business Review application forms can be completed on-line or can be downloaded and emailed to DefenceIndustryCentre@innovation.gov.au. The Centre will endeavour to respond within two working days.

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

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 with the application process or a group application, please call the Enterprise Connect Hotline on 131 791.

2.1.4 Firm's obligations

Firms undertaking a Business Review are expected to demonstrate 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. As this is a compulsory element of the Business Review, a firm's Business Review will only be completed and the firm will only be eligible for further services after core financial information is provided.

The mandatory core financial information a firm needs to provide to its Business Adviser in the course of the Business Review includes revenue/sales, exports, profits before tax/EBIT, employee numbers and total salaries and wages.

Although Business Advisers will also ask firms to provide the Profit and Loss Statement and the Balance Sheet, this extra information is not mandatory. Providing this information will enable Business Advisers to conduct a tailored and holistic review of the firm. Business Advisers will ask for the firm's financial information for the past three years and any forecasts available.

2.1.5 Reporting

Following the completion of the Business Review, clients may be asked to participate in an ongoing review of Enterprise Connect services to assess their impact and quality. This may include participating in periodic surveys. Participation greatly assists the program, but is not compulsory.

2.2 Supplier Continuous Improvement Program

The Supplier Continuous Improvement Program is a change program that accelerates the competitiveness of the defence industry by raising the performance of its supply chains.

This Program is derived from the United Kingdom's SC21 (Supply Chains for the 21st Century) defence and aerospace programme and it is part of the broader Enterprise Connect Continuous Improvement Program suite of services offered to small and medium sized firms.

International competition, combined with industry pressures, requires rapid improvement in the effectiveness of Australia's supply chains. This improvement is necessary to ensure that industry continues to deliver competitive solutions for customers whilst maintaining profitable business growth.

The Supplier Continuous Improvement Program framework uses a number of common sense diagnostic tools to identify areas for improvement within firms. These tools are focused on the following outcomes:

- Modernised supply chain relationships
- Improved business communications
- Increased efficiency and simplification
- Increased innovation

The result will be a Continuous Sustainable Improvement Plan which contains improvements relevant to all a firm's key customers.

2.3 Complementary services

2.3.1 Overview

The Centre aims to assist small and medium-sized firms in:

- growing their business with Defence
- improving their defence business
- preparing them for global defence business

Support in these areas can be provided by seminars, workshops and general advice from the network of Defence Industry Innovation Centre Business Advisers. However, the prime objective of lifting productivity and improving competitiveness will generally require a more focussed change programme.

The Centre's support to a defence small and medium sized firm in creating and implementing a Defence Industry Change Plan is available to all eligible firms, who have not had similar support in the last 12 months.

The Defence Industry Change Plan should have clear tangible outcomes which result in a change for the small and medium sized firm over a period of time no greater than 12 months. Outcomes could include winning an initial contract, defence relevant qualification, generation of a new defence product offering, a step change in productivity or launching into overseas business.

The Plan would focus the firm on the relevant defence opportunity, recommend realistic and achievable goals, facilitate closer connections to market players and provide access to new ideas and technologies.

The Plan is not dependant on a holistic appraisal of the firm in the same way as a Business Review - it is a more focussed plan on delivering a specific change output. The focus of the Plan is to implement change and as such will require a more hands-on approach from the Business Adviser throughout the implementation period.

Where appropriate the Plan could be applied to a natural defence firm cluster, particularly where a group of firms have formed a teaming arrangement for a specific opportunity.

Please contact Centre staff to confirm eligibility using contact details in Appendix 1.

2.4 Tailored Advisory Service

2.4.1 Overview

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

Tailored Advisory Service grants 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 Service 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 (ie board structures) Developing formal business plans and review business model Developing key performance indicators Franchising 	<p>Advertising and Marketing</p> <ul style="list-style-type: none"> Strategic marketing Communication strategies, marketing plans, distribution channel management Market research Sales team performance and management Customer relationships and retention Creating a capability to respond to tenders
<p>Human Resources (HR) 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, developing an HR Strategy or CEO and/or senior management undertaking an HR training course and development Human resources planning 	<p>Production/Operational</p> <ul style="list-style-type: none"> Structure and factory lay-out Advice on investment in new equipment Value stream mapping (process flow) Inventory management Process improvements (Lean auditing, reducing down time, error reduction) Technology Lean manufacturing Water and energy efficiency Waste stream management Research and Development planning
<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 cash-flow 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 Training staff in ISO standards recognition, developing documentation and processes to meet these standards Customer support systems including systems to record and action customer feedback
<p>Exploring New Markets</p> <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 (ie price or quality basis) 	<p>Environmental</p> <ul style="list-style-type: none"> Improving efficiency through awareness Carbon pollution reduction Environmental waste identification and reduction Environmental auditing

Product and Service Development	
<ul style="list-style-type: none"> • Strategic Intellectual Property (IP) plans including IP protection methodology and advice and general IP advice regarding differentiation of product design • Diversification and product innovation 	

2.4.2 Eligibility for Tailored Advisory Service

In addition to meeting the basic eligibility criteria set out in Section 1.2, applicants must have completed a Business Review in the preceding six months. 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 and the recommendations are still relevant.

Firms have a maximum of 14 months from the date the Deed of Grant is executed to complete all Tailored Advisory Service projects contained in the Deed of Grant.

The core principle behind Tailored Advisory Service support is that it should build the internal capability of the firm – not just fix a problem or support activities which are a part of the ordinary operations of a business.

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 cannot 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 which are part of the ordinary operations of the firm 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
- the cost of conferences
- any work in registering domestic or international patents and fees or charges associated with registering intellectual property
- the costs of ISO or other industry standard 3rd party certification
- general legal advice
- estate planning or legal advice associated with this
- the cost of membership to industry organisations
- recruitment activities
- the costs of export missions
- the costs of relocating machinery
- purchasing off-the-shelf software
- training or workshops in basic IT skills
- software costs associated with the administrative functions of the firm normally carried out in the normal course of business (e.g. finance, administration, sales, payroll, HR, stock control, project costing etc).

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 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 revenue greater than \$1 million 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.

2.4.3 How to apply for Tailored Advisory Service funding

Firms applying for a Tailored Advisory Service grant must have completed a Enterprise Connect Business Review.

Applicant firms should identify service providers that have appropriate expertise to implement the findings in a Business Review. Firms must 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 Centre staff can assist firms to identify service providers in their area.

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 Service 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.

and

- a second quote from another service provider (unless an exception to this has been recommended by the Centre Director and approved by the Program Delegate).

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 Service 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 Defence Industry Innovation Centre) can be emailed to enterpriseconnect@innovation.gov.au.

2.4.4 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 requested from the applicant if:

- only one service provider proposal is submitted
- the focus/approach in the proposal is not consistent with the issues identified in the Business Review
- there are concerns about the quality of the proposed consultant or project
- a conflict of interest exists
- the activities are ineligible
- the proposal does not represent value for money.

If the eligibility criteria are met the firm will be offered a Tailored Advisory Service grant, provided that program funds are available. Queries regarding the status of an application can be directed to the Enterprise Connect Hotline on 131 791, a Business Adviser or emailed to enterpriseconnect@innovation.gov.au.

2.4.5 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.

Note: Grant funds for Defence Industry Innovation Centre clients are provided by the Defence Materiel Organisation.

2.4.6 Undertaking the Tailored Advisory Service

Tailored Advisory Service project activities must not be commenced prior to being approved by the Commonwealth, as the Commonwealth is unable to retrospectively approve grant funding. Firms that start their project/s without receiving an executed Deed of Grant from the Commonwealth do so entirely at their own risk. Firms cannot claim grant payment without having an executed Deed of Grant in place and their project/s completed.

Once the firm has received a copy of the executed Deed of Grant, the firm must agree on a commencement date with its Tailored Advisory Service provider/s. The commencement date will occur when the first meeting between the firm and the consultant takes place.

The project must commence within two months of receiving the executed Deed of Grant. If the firm and consultant have not agreed on a commencement date within two months of the firm's application being approved, the firm may need to reapply.

Firms have a maximum of 14 months from the date the Deed of Grant is executed to complete all Tailored Advisory Service projects contained in the Deed of Grant.

2.4.7 Reporting

Firms are required to report on the outcomes of their Tailored Advisory Services project. An evaluation report is due at the end of the project and further reports are due 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.

2.5 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 Service applicants must have completed an Enterprise Connect Business Review 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.
- Tailored Advisory Service project activities must not be commenced prior to being approved by the Commonwealth, as the Commonwealth is unable to retrospectively approve grant funding.
- Firms must agree on a commencement date with their service provider/s within two months of the execution date of the Tailored Advisory Service Deed of Grant.
- Firms have a maximum of 14 months from the date the Deed of Grant is executed to complete all Tailored Advisory Service projects contained in the Deed of Grant.

2.6 Enterprise Learning and Mentoring

2.6.1 Overview of Enterprise Learning and Mentoring

Enterprise Learning and Mentoring is a value-add service which follows on from the Business Review. The objectives of Enterprise Learning and Mentoring are to:

- help embed a culture of change within the business
- guide business through the implementation of the internal recommendations arising from the Business Review
- support management through the continuous improvement process.

Note: Enterprise Learning and Mentoring is currently a pilot initiative and may not be widely offered within the program.

2.6.2 Enterprise Learning

Enterprise Learning workshops involve informal peer-group learning sessions delivered by skilled and experienced Facilitators. The workshops assist firms to take the next steps to implement the recommendations in their Business Review. Firms will learn from the experience of an exemplar business and from subject experts.

The exemplar firm is one that has successfully implemented Business Review recommendations and is willing to share this knowledge and the benefits of the change process with other firms.

Enterprise Learning workshops will involve approximately six to ten firms who have completed a Business Review. The workshops will generally run for half a day and will focus on a particular improvement issue.

Areas of improvement may include:

- Strategic business activities
- Leadership and organisational culture
- Product and service development
- Production/operational improvement
- Advertising and marketing
- Environmental management
- Exploring new markets
- Financial management
- Human resource management
- Internal systems improvement

An example of an Enterprise Learning workshop may include the following:

Timing	Session	Person Responsible
~ 2 hours	Welcome and introduction to session and Host Firm	Facilitator
	Attendee introductions	Facilitator
	Presentation – Host Firm’s story with emphasis on the improvements related to the specific topic for the session (eg human resources, Lean)	CEO/equivalent Host Business
	Site tour	CEO/equivalent Host Business
	Q&A – meal/refreshment break	Facilitator and CEO
~ 2 hours	Introduction to Subject Expert	Facilitator
	Presentation of practical tools and techniques client firms can use to implement in their own workplaces	Subject Specialist
	Q&A, evaluation, wrap up	Facilitator

2.6.3 Eligibility for Enterprise Learning

To be eligible for Enterprise Learning, businesses must have:

- completed an Enterprise Connect Business Review
- Enterprise Learning identified as a ‘For Action by the Firm’ recommendation in their Business Review
- applied for the program within twelve months of completing an Enterprise Connect Business Review
- Be invited to attend by an Enterprise Connect Centre.

Enterprise Learning workshops are run on a demand basis and are provided at no cost to the business.

2.6.4 How to access Enterprise Learning

Enterprise Learning workshops are by invitation only and specific to Enterprise Connect clients. There is no formal application process for Enterprise Learning. Enterprise Learning workshops are scheduled by Enterprise Connect Centres. The steps to access Enterprise Learning are as follows:

1. A Firm interested in Enterprise Learning should discuss this option with its Business Adviser.
2. The Business Adviser identifies Enterprise Learning as an internal recommendation in the Business Review.
3. The Centre invites the firm to participate in a workshop that relates to priority recommendations in its Business Review.

2.6.5 Enterprise Mentoring

Enterprise Mentoring involves one-on-one mentoring by an independent and skilled Mentor. The Mentor will guide the business to implement the internal recommendations in its Business Review.

Once a month for six months, the Mentor will meet with the firm at its location for 1.5 hours to discuss and act on key impediments to implementation. A Mentor will:

- set the agenda for what the client wants to achieve in consultation with the client and in alignment with internal Enterprise Connect recommendations;
- provide guidance and assist the firm to implement the key internal recommendations from its Business Review.

Within the Mentor/firm relationship, the firm will commit to a simple action plan and advice against defined outcomes. Importantly, the Enterprise Mentoring program is designed to suit the varying requirements of businesses. Some Mentors may be asked to mentor the Managing Director/CEO, whereas others may be asked to mentor a small team of senior-level managers (influential decision makers). The emphasis is on acting on the Business Review to enable change and continuous improvement.

2.6.6 Eligibility for Enterprise Mentoring

To be eligible for Enterprise Mentoring, businesses must have:

- completed an Enterprise Connect Business Review
- Enterprise Mentoring identified as an internal recommendation in their Business Review
- undertaken an Enterprise Learning workshop or lodged an application for/been approved for a Tailored Advisory Service grant
- applied for the program within twelve months of completing an Enterprise Connect Business Review
- sufficient Tailored Advisory Service grant funding remaining to cover the cost of a Mentor.

Eligible businesses will have costs covered within the maximum Tailored Advisory Service grant funding eligibility of \$20 000. Costs are dependent upon the choice of mentor. There is no matching funding requirement for Enterprise Mentoring costs.

Firms undertaking Enterprise Mentoring will need to demonstrate management commitment to the service. This includes giving the mentor access to the Business Review and access to key personnel. This is a compulsory element of the Mentoring program.

Conditions:

1. Firms cannot spend more than 40 per cent (\$8 000) of their Tailored Advisory Service grant on Enterprise Mentoring unless prior written approval has been granted by the Enterprise Connect Program Delegate (Program Delegate).
2. Where organisations fail to demonstrate a commitment for change, the Program Delegate has the discretion to refuse applications for Enterprise Mentoring. This decision will be made in consultation with the Business Adviser.

2.6.7 How to access Enterprise Mentoring

If the Business Adviser identifies Enterprise Mentoring as a 'For Action by the Firm' recommendation in the client's Business Review, the next steps for the business are to:

1. Request the Mentor profile list from its Business Adviser
2. Meet with approximately two to three short-listed Mentors (with Business Adviser if available). Selection is based on identifying the Firm's continuous improvement needs and the Mentor's expertise
3. Apply for a Tailored Advisory Service grant or engage in an Enterprise Learning workshop
4. Download the application form from www.enterpriseconnect.gov.au, complete and email it to elm@innovation.gov.au with a request to engage in Enterprise Mentoring.

The application form will be used to determine eligibility for the Enterprise Mentoring program.

2.6.8 Role of the Mentor

A Mentor's primary objective is to guide the firm through the implementation of the recommendations in the Business Review Report.

The Mentor will share experiences and knowledge, provide an unbiased perspective and act as a sounding board for the client firm. The Mentor will introduce the client to principles and resources that can be used to assist in implementing the key recommendations and the development of key business skills. The Mentor will assist in a non-directive manner, acting as a facilitator rather than as teacher or trainer. The Mentor will:

- in consultation with the client firm, set the agenda for where the client wants to be in six months
- instil confidence in the firm to build on achievements and strive for greater things
- seek to encourage and embed a culture of change and continuous improvement within the firm
- encourage self-reliance.

At the firm's request, the mentor will sign a confidentiality agreement with the firm that covers issues of conflict of interest.

The Mentor will not:

- actively participate in solving client problems
- direct, or instruct, the client in *specific* actions to be taken
- undertake tasks that would normally be considered part of a Tailored Advisory Service consultant's role.

In instances where the firm is seeking advice on potential Tailored Advisory Service consultants, the Mentor *must* refer this query on to the relevant Business Adviser. The Business Adviser can provide the firm with contact details of potential Tailored Advisory Service consultants.

Mentors can also be Tailored Advisory Service consultants. However, they (including their organisations) cannot provide Tailored Advisory Service to clients they have serviced through the Enterprise Mentoring program unless prior written approval has been received from the Enterprise Learning and Mentoring Program Manager (approval is only likely to be granted in exceptional circumstances eg remote locations).

On the completion of the mentoring service, a firm is able to engage the same mentor and/or organisation for further consultancy work providing that the expense wholly resides with the firm.

A firm can utilise a mentor (from the Enterprise Learning and Mentoring panel) with whom it has had a previous business relationship provided that in the process of lodging an application for Enterprise Mentoring, this relationship is declared in writing to the Enterprise Learning and Mentoring Program Manager (email: elm@innovation.gov.au).

2.6.9 Approval of Enterprise Mentoring applications

Authority to recommend an applicant for Enterprise Mentoring resides with the Enterprise Learning and Mentoring Program Manager. Authority to award final approval of an application for Enterprise Mentoring is delegated to an officer (the Program Delegate) in the Department by the Minister for Innovation, Industry, Science and Research. The Program Delegate will have the final decision in determining the eligibility, scope, terms and conditions of the Enterprise Mentoring program.

Importantly, the provision of Enterprise Mentoring funding is subject to available program funds and Commonwealth policy. The Program Delegate will not approve an application for Enterprise Mentoring if the application cannot be accommodated following an assessment of:

- the Enterprise Mentoring funding sought under an application
- commitments of program funds in the current financial year
- commitments in future years
- program funds currently available.

In addition, the Program Delegate may make policies of general application, and other guidelines and decisions in relation to the administration of Enterprise Connect, which may affect the awarding of Enterprise Mentoring funding.

A decision on the success of an application will ordinarily be provided within two weeks of:

- (i) the date of receipt of a completed application or
- (ii) the date of receipt of any additional information requested by the Department, whichever is the later.

A successful applicant for Enterprise Mentoring must agree to a commencement date with the Mentor within 14 days of notification of the application being approved by the Program Delegate.

Any questions regarding the status of an application can be directed to the Enterprise Connect Hotline on 131 791 or emailed to enterpriseconnect@innovation.gov.au.

Unsuccessful applicants may contact the Department (using contact details in Section 5) to discuss the reasons why they were not eligible for Enterprise Mentoring funding.

2.6.10 Enterprise Mentoring Reporting

Mentors will be required to submit to Enterprise Connect a report on each firm they mentor. The report will record progress against the predefined objectives that have been agreed between the Mentor and firm. A copy of this report will be made available to the firm.

Note: In circumstances where the firm is failing to derive any value or, for various operational reasons, is unable to act on the mentoring, the Program Delegate has the discretion to terminate the mentoring relationship. This action will be taken in consultation with both the Mentor and the firm.

3 Delivery of Defence Industry Innovation Centre Services

3.1 Defence Industry Innovation Centre Office

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

The Centre office staff perform a number of duties including:

- ensuring all enquiries and applications for Centre services have a response within two working days
- matching firms with appropriate Business Advisers
- working with contractors to advertise and hold events for firms.

Please feel free to contact the Centre with any enquiries or issues. Defence Industry Innovation Centre contacts are available in Appendix 1.

3.2 Business Advisers

3.2.1 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 or other Complementary Services
- 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 Service on behalf of the client firms
- helping firms with advice as they embark on implementation, including through the Tailored Advisory Service
- undertaking Supplier Continuous Improvement Program assessments
- providing Complementary Services
- promoting Enterprise Connect services to potential firms.

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

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, Enterprise Connect partner organisations and the Department of Defence 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.

A firm may request the Business Adviser to 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.

The Enterprise Connect partner organisations are bound by strict confidentiality agreements which prevent them from disclosing client information without prior written approval of the Commonwealth and the consent of clients.

There will be regular public announcements of successful Tailored Advisory Service and Enterprise Learning and Mentoring 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 this with the Centre.

The Defence Materiel Organisation will require access to some of the information a firm supplies for grant reporting requirements to meet the requirements of the Commonwealth Procurement Guidelines.

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.

5 Feedback on Defence Industry Innovation Centre Services

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

If you want to provide feedback or have a complaint contact:

- the Centre in the first instance (see Appendix 1) or
- the General Manager if you are not satisfied with the complaint resolution procedure:

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

APPENDIX 1 - Defence Industry Innovation Centre contacts

Centre Director: Tony Quick
Phone: (03) 9215 2650
Email: defenceindustrycentre@innovation.gov.au
Web: www.enterpriseconnect.gov.au
Hotline: 131 791

APPENDIX 2 – Australian Bureau of Statistics Maps

The following maps are taken from the Australian Bureau of Statistics (ABS) Australian Standard Geographical Classifications. These maps define the metropolitan areas of Melbourne, Sydney, Adelaide, Perth and Brisbane. If your firm is located within the white areas of these maps then you are considered to be located within the metropolitan area of that city.

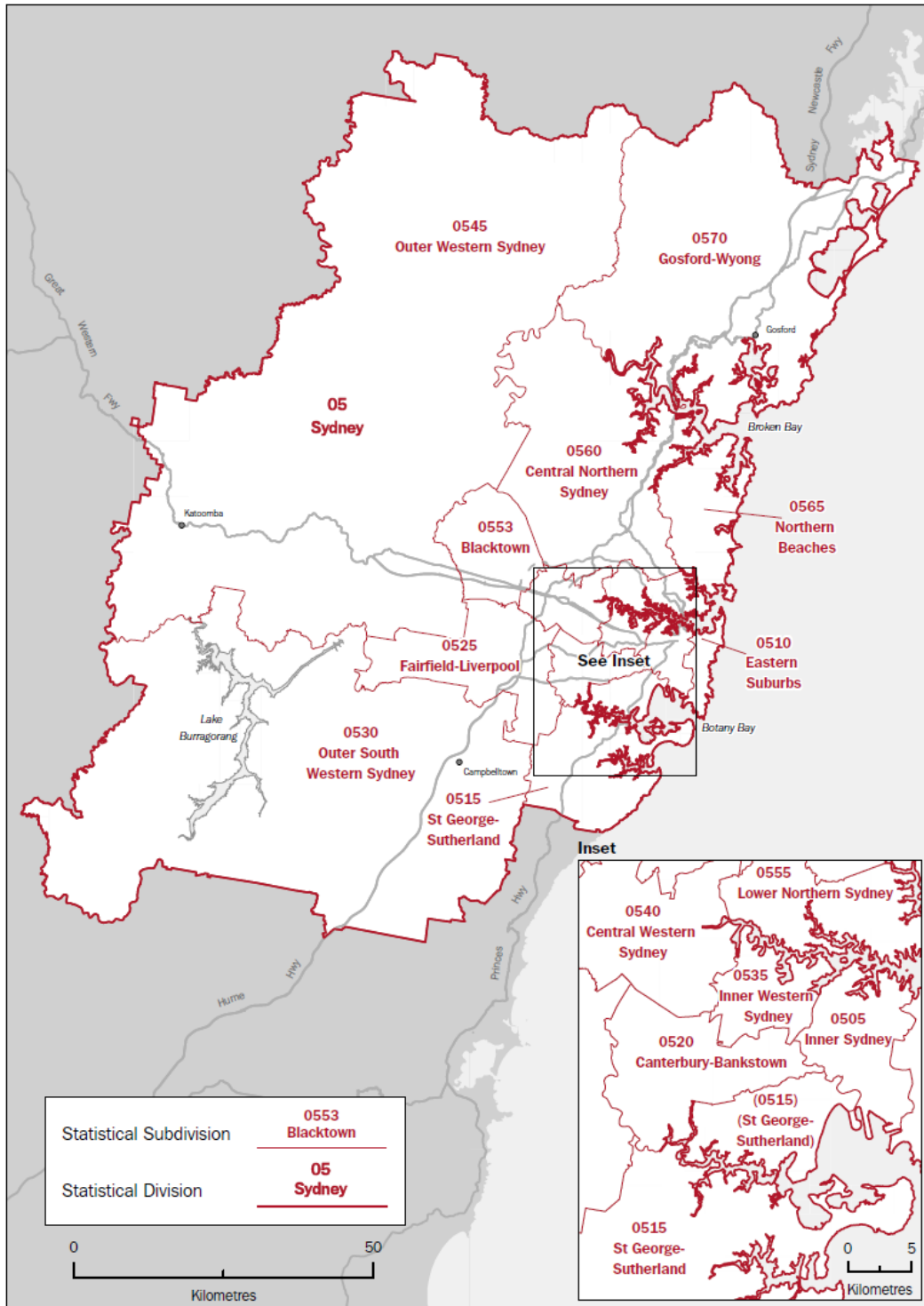
To check whether your firm is located in a metropolitan or regional area, refer to the ABS table of metropolitan areas located at www.enterpriseconnect.gov.au/howtoapply/Pages/ClientGuidelines.aspx.

Contact your nearest Manufacturing Centre if you require further guidance.

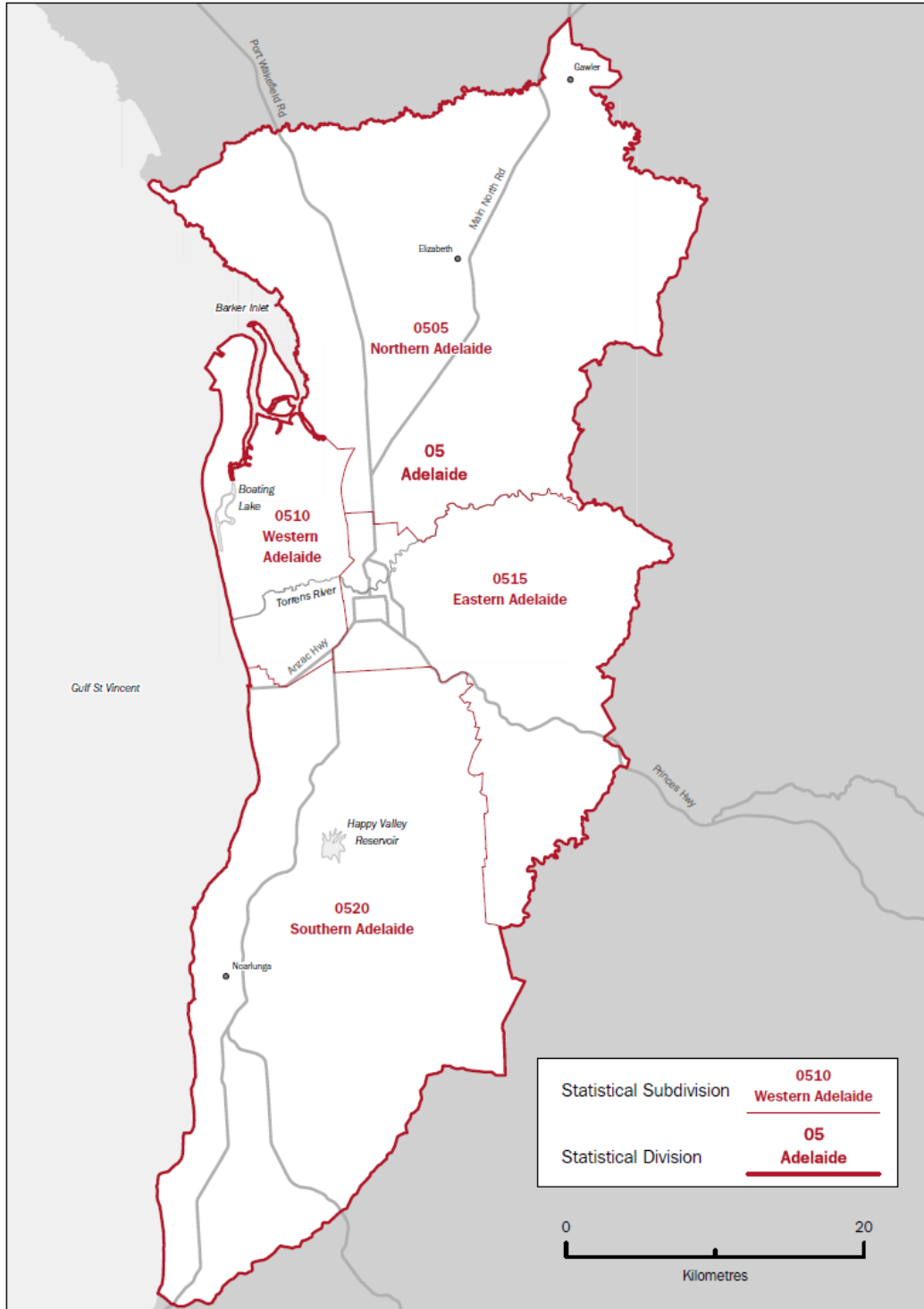
Melbourne metropolitan area



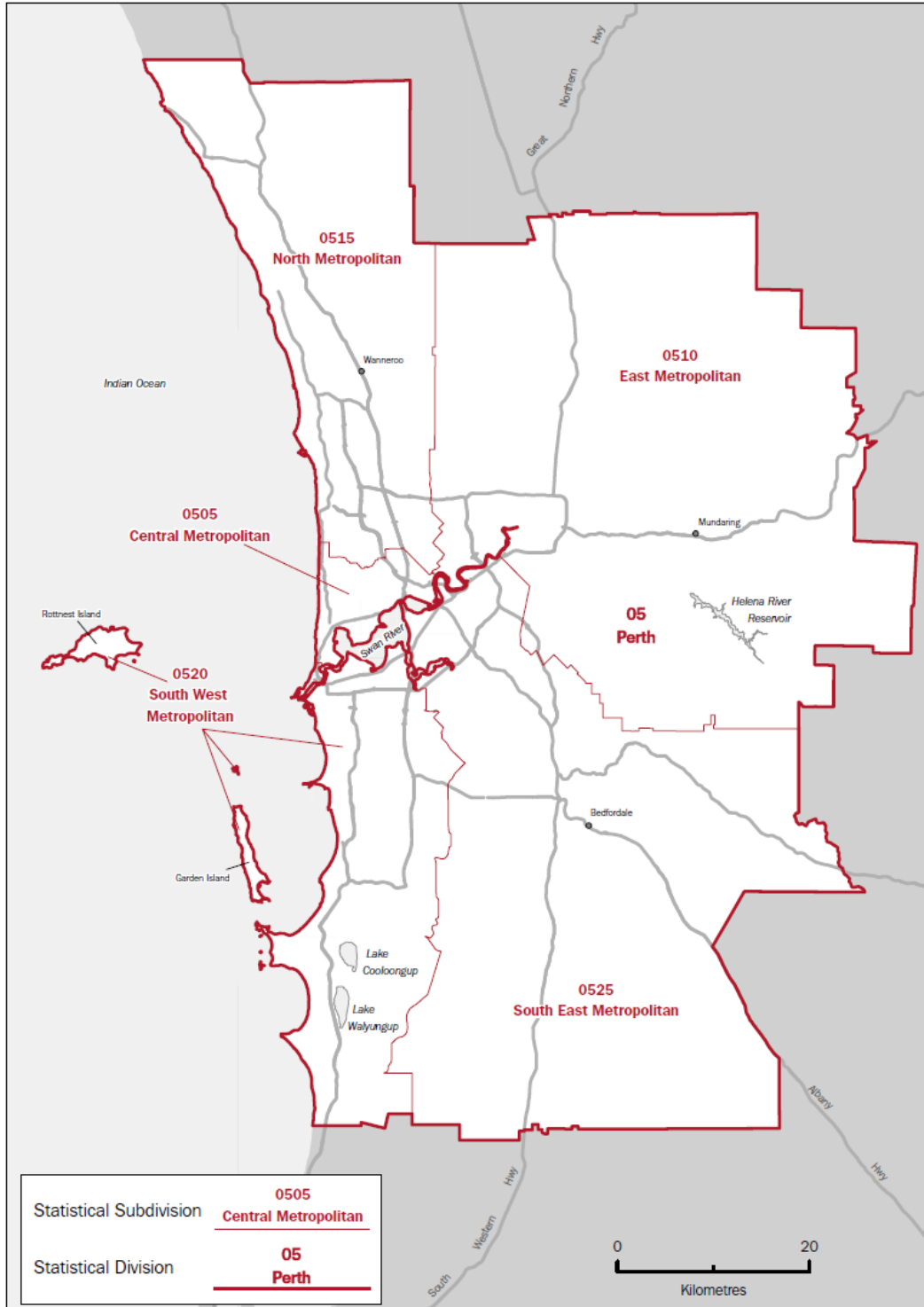
Sydney metropolitan area



Adelaide metropolitan area



Perth metropolitan area



Brisbane metropolitan area

