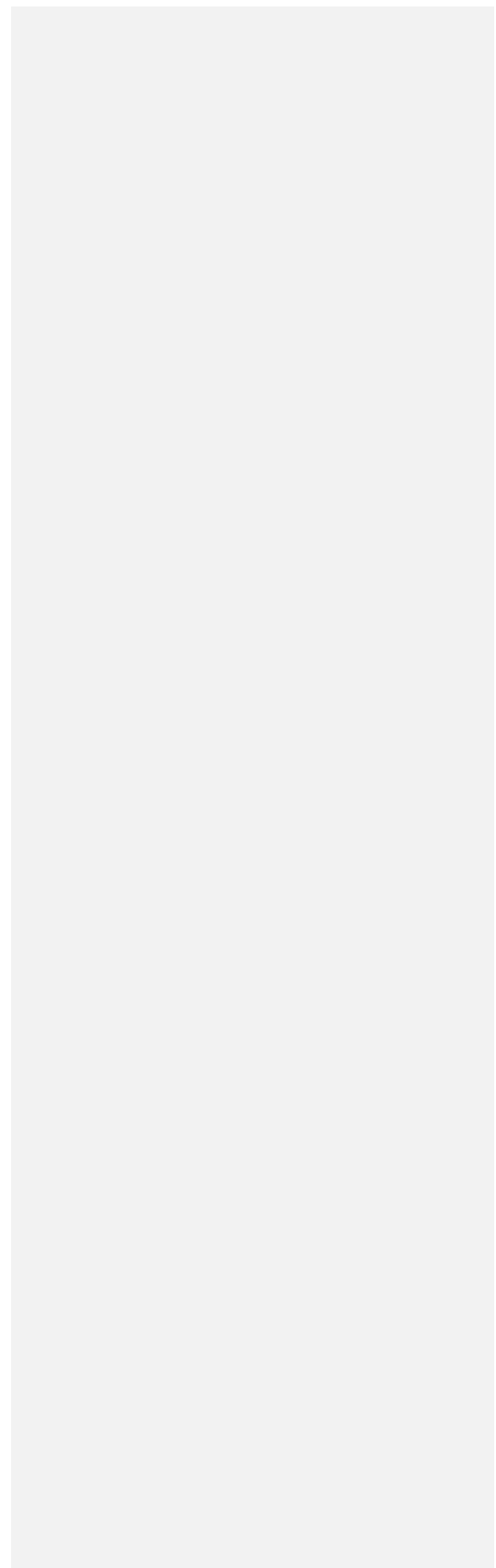


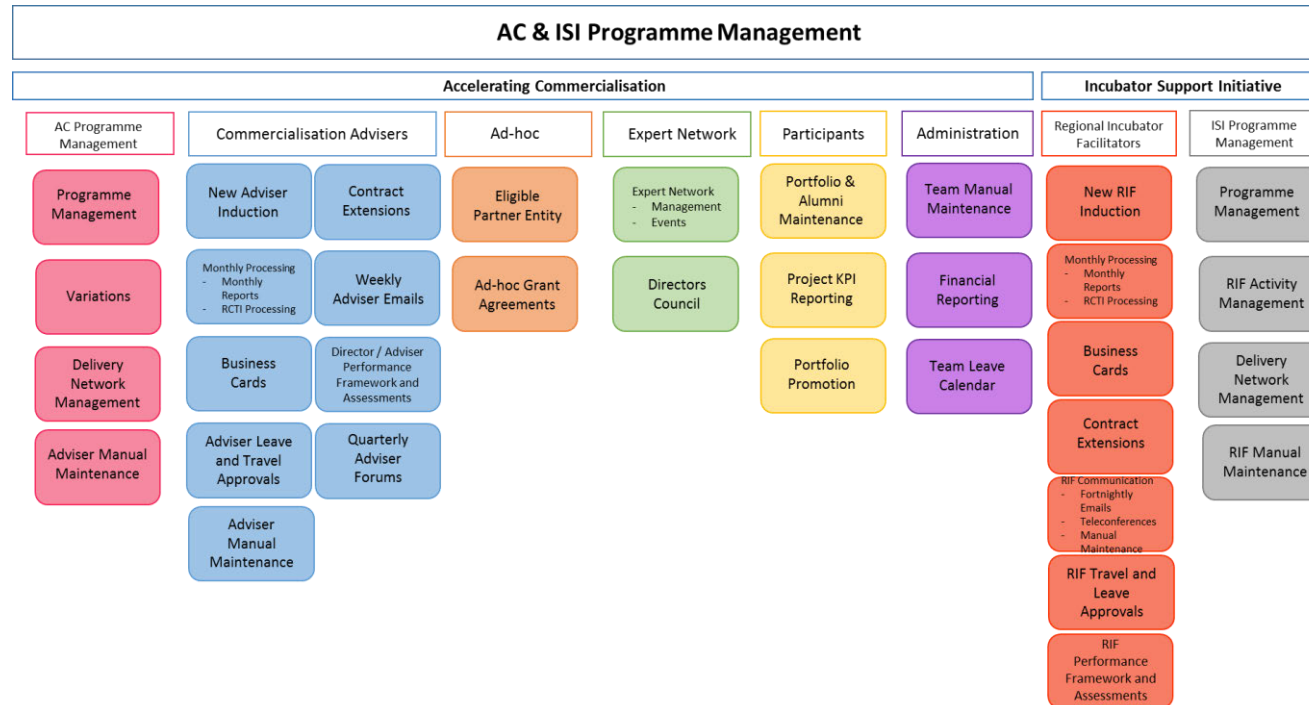
**Accelerating Commercialisation and Incubator
Support Initiative Programme Management**
Incubator Support Initiative Procedures Manual
Updated 29 June 2018



Contents

1. AC Strategy Responsibilities – Overview	Error! Bookmark not defined.
2. DocHub Metadata Tags	3
3. Regional Incubator Facilitator Details.....	5
4. Ordering Business Cards & Name Tags	6
5. Monthly Processing.....	8
Monthly Report – Data Extraction, Review and Approval.....	8
RCTI EOM Set-up	9
RCTI Processing.....	10
6. RIF Travel Approval	11
7. RIF Leave Approval	11
8. Contract Extensions	12
9. RIF Performance Management	14
10. RIF Performance Assessment.....	15
11. RIF Forum Coordination.....	19
12. Weekly RIF Email	22
13. RIF Manual Maintenance	23
14. New RIF Induction.....	23
15. RIF biographies.....	24
16. Finance Reporting	24
Departmental to Administered Transfers.....	24
Administered Variance Reporting	30
Departmental Accruals	Error! Bookmark not defined.
Administered Accruals	30

1 AC & ISI PM Responsibilities – Overview



**All ISI Programme Management related activities are managed by the ISI Assistant Manager and ISI Project Officers. The RIF contract management is managed by the AC Assistant Manager and AC Project Officer with responsibility for management of CA contract management. All procedures related to AC are in the Accelerating Commercialisation & Incubator Support Initiative Team – Accelerating Commercialisation Procedures Manual.*

2 DocHub Metadata Tags

There are a number of DocHub libraries:

Incubator Support: [Delivery](#), [Management](#) and [Key Documents](#)

RIF Contract Management: [Contract Management](#)

RIF tender documentation: [Documentation](#)

These metadata tabs relate to Contract Management Library

Document Name	Document Type	Work Activity	Entity (Customer)	Classification	EP-CM-Workstream
RCTI	Invoice	Invoicing	Contractor business name	FOUO	Monthly Invoicing
Monthly Report	Report	Reporting	Contractor business name	FOUO	Monthly Reporting
Contract Related Documents	Various	Contract Management	Contractor business name	FOUO	Contract Management
Performance Assessments & Related Documents	Evaluation	Performance Management	Contractor business name	FOUO	Performance Assessment
Advisers Qtly Meetings	Meeting	Meeting	N/A	FOUO	Event Management

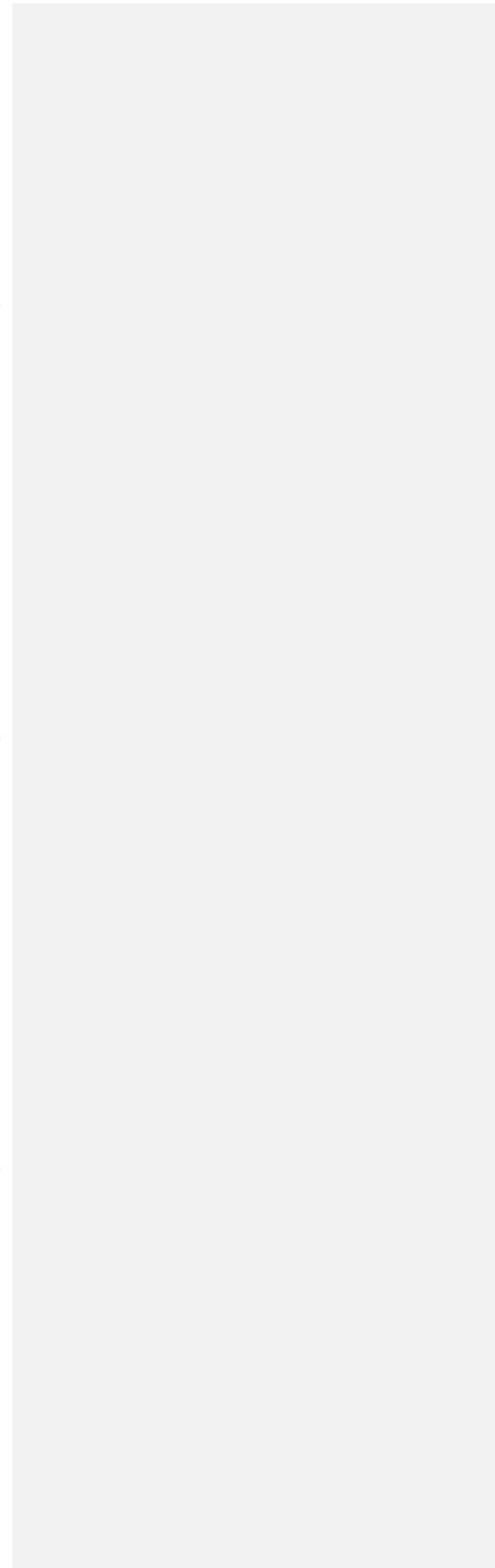
**there is no requirement to fill out any other metadata fields*

3 Regional Incubator Facilitator Details

The RIF profiles are published on BGA at

<https://www.business.gov.au/assistance/entrepreneurs-programme/incubator-support-new-and-existing-incubators/regional-incubator-facilitators>.

S 22



4 Ordering Business Cards & Name Tags

Business cards are ordered as needed for the Regional Incubator Facilitators. AC Assistant Manager or Manager Approval is required to finalise the order.

RIFs are permitted to have a name tag with the departmental logo on it, however we are not responsible for their production. We supply the RIFs with the logo and they are to order the name tag themselves.

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management

Procedures

Log in Links and Details

Step	Action
1.	Log into iCentral → Resources for Staff → Communications → Branding and design → Business Cards, departmental envelopes and 'with compliments' slips
2.	Click on URL (https://industry.infoservices.com.au/)
3.	S 47E(d)
4.	Under 'Department' tab – select Department of Industry, Innovation and Science
5.	Under 'Item Type' tab – select Business Card and Press Search
6.	Select SBS-PBC-3 (AusIndustry – Business Services Personal Business Card) and Click "Customise and Order".

Updating Adviser Details in the Template

Step	Action
1.	Address List – Leave Blank
2.	Name – Type Full Name e.g. <i>Peter Clarke</i>
3.	Post Nominals 1 – Leave Blank
4.	Title 1 – Type <i>Regional Incubator Facilitator</i>
5.	Title 2 – Type <i>Incubator Support initiative</i>
6.	Division – Select <i>AusIndustry Support for Business</i>
7.	Email – Enter email address
8.	Phone – Leave Blank
9.	Facsimile – Leave Blank
10.	Mobile – Enter Mobile Number (+61 (0) format)
11.	Address 1, Address 2 and Address 3 – Leave Blank
12.	Review Card on the Display panel on the right-side of the screen/page.
13.	Click <i>Add to Cart</i>
14.	Click 'Checkout'
15.	Attention Type 'Approver's name' and Click 'Next'
16.	Enter Requestor and Approver Details
17.	Click <i>Submit/Place Order</i>
18.	Once confirmation page appears, Close Browser.
19.	Once the Order has been approved, email MailRoom S 47E(d) @industry.gov.au) to forward the Parcel to the Adviser – Refer to the template email in DocHub – Contracts Management.

5 Monthly Processing

5.1 Monthly Report – Data Extraction, Review and Approval

Monthly Reporting activities must be entered into CRM, reviewed and approved by the Manager, before any RCTI worksheets are processed.

PLEASE NOTE: The password for the excel spreadsheet is **S 47E(d)**

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management

Procedures

Collating relevant information from the Individual Monthly Report

Step	Action
1.	Monthly Report data is collated into the current contract year monthly report template located on DocHub - Contracts Management
2.	Monthly Reports are received from the RIFs by the last workday of the month. They are grouped into batches to assist with processing.
3.	The monthly data is extracted from the Monthly Report & RCTI document and CRM. When you receive the RIFs' monthly report email this means their data is ready to be extracted from CRM.
4.	The RIFs' tasks are extracted from CRM into an excel spreadsheet and filtered according to the dates and naming conventions. You enter the data into the Monthly Template. NB: In the Master Spreadsheet there's the dates of the previous month's report submission, remove all the adviser's data from on, or before that date, to prevent double-ups.
5.	Save File as excel file and sort by RIF. Verify information with individual monthly report.
6.	Obtain Leave data from the Master Spreadsheet (<i>Current Contract Year</i>) located at DocHub Contract Management
7.	Clarify any unclear information with the AC Assistant Manager, Manager or Adviser as required.
8.	Open Master Spreadsheet and check Insurance status of each of the RIF Companies in the batch.
9.	Send the updated monthly template and associated reports to AC Assistant Manager for review. Please see Monthly Report Approval Template on DocHub – Contract Management folder for an example of an email to Assistant Manager.
10.	Once the Manager has approved, the RCTI worksheets of this batch can be processed.

Step	Action
11.	See RCTI Processing SOP for further information.
12.	Save the RCTI document & a final CRM export to the Contract Management DocHub
13.	Enter good news stories into the MASTER Customer Story Management Spreadsheet

Commented [HL1]: Update with ISI spreadsheet details

5.2 RCTI EOM Set-up

The RCTI process is overseen by the AC Assistant Manager and sent to the RIFs individually in the last week of the month.

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management

Procedure

Step	Action
1.	Open previous RCTI received (for each RIF).
2.	Save File as
3.	Clear data
4.	Update Leave Information from Master Spreadsheet (Absences and Availability)
5.	Update Cumulative Fees Received
6.	Click on Expenses Tab
7.	Update Month and clear expense line items and totals.
8.	Clear Monthly Report responses, and update Month.
9.	Save and send to each RIF
10.	Refer to "MR & RCTI Setup Template" on DocHub - Contracts Management

5.3 RCTI Processing

The Regional Incubator Facilitators, as per their individual contract, are paid a monthly service fee. They also undertake extensive travel within their regions and/or other cities or visits to potential/current applicants or grantees. These payments are processed through the RCTI process.

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management

Procedure

Step	Action
1.	Once the advisers receive their individual RCTI as per the previous process (RCTI EOM Set-up), they are required to send through their completed MR & RCTI worksheet to ISIFaciliator
2.	For each RIF's RCTI email received, reply to the RIF acknowledging the receipt of the RCTI and the monthly activity report. Open and check that the RCTI and activity reports can be opened. If not, follow this up with the RIF and ask them to re-send.
3.	Save, and collate, as PDFs the RCTI monthly payment tab and the Expenses tab (if any), approval emails, and any receipts.
4.	Save the RCTI in the DocHub under the Contract Management folder.
5.	For monthly payment processing, check the details as per the Master Spreadsheet (relevant financial year). Fields to check include – RIF details, Month, FTE and Amount.
6.	In the Monthly payment tab, insert the payment amount for the month being processed.
7.	For expense claims, process the claim follow up any missing receipts or clarifications. From the RIF folder in the ISIFaciliator mailbox, locate approval for any travels and print out as required.
8.	Set up Claim for payment document for the current claim. Enter the dates, and approver's details on the form. Use the manager's digital signature for the claim form.
9.	Delete old data and insert new data as per the new RCTI.
10.	RIF code for Monthly Fees: S 47E(d) RIF code for Travel Expenses: S 47E(d)
11.	Once the claims are checked, review with AC Assistant Manager.
12.	Provide it to Manager for approval.

Step	Action
13.	Send the approved forms to ^S 47E@industry.gov.au for processing. Note – Provide correct text that has to go on the RCTI that is sent to the RIFs (Refer to “RCTI Processing Template” in DocHub’s Contract Management Folder).
14.	Update <i>Master Spreadsheet Current Year</i> → Expense Tab with the expense amounts processed, under relevant RIF.
15.	Once the payment is processed by the Finance team and the copy of the RCTI is received, forward the RCTI to the relevant RIF/director.

6 RIF Travel Approval

RIFs, regularly travel by car or flights to visit participant companies as part of their role. These travels are required to be approved by the AC Assistant Manager prior to travel. All travel expenses can be claimed (As per the RIFs contract and guidelines in the RIF Manual) through the Recipient Created Tax Invoice (RCTI) process on a monthly basis.

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management

Procedures

Step	Action
1.	RIFs send through a travel request indicating the proposed date, companies to be visited, purpose of visit and estimated costs related to the travel.
2.	The AC Assistant Manager reviews the travel request and follows up any clarifications. Approval is provided by email to the RIFs (cc to the ^S 47E(d)@industry.gov.au)
3.	Record the details in the ISIFacilitator calendar: the dates, locations & RIF’s name. Also, enter the details in the master spreadsheet under approved travel expenses. Enter in italics the dates, locations, and estimated costs.
4.	The email with the travel approval is filed electronically in the relevant individual folder in the ISIFacilitator mailbox.
5.	This approval is used as supporting documentation when the expense claim is received from the RIF, for processing through the RCTI process.

7 RIF Leave Approval

The RIFs are entitled to up to 20 days annual leave as per their contract agreement (prorate for part time contracts or reduced terms). RIFs are required to seek approval

for leave from the Manager and once approved, it is recorded in the Master Spreadsheet.

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management

Procedures

Leave Approval

Step	Action
1.	The RIF Manual's Section 6.10.3 <i>Absences and Unavailability</i> outlines the maximum period of unavailability for RIFs, in a 12 month period, based on the days per week engaged with the AC.
2.	As per Section 6.10.3 Absences and Unavailability, the RIFs are required to: <ul style="list-style-type: none"> ▪ Provide prior notification to the Manager of absences of two days or more ▪ Seek prior approval from the Manager for absences of five days or more. ▪ Note any absences for the previous or next month in the Monthly Activity Report
3.	RIFs required to send in their Leave Request/Leave Notification to S 47E(d) industry.gov.au addressed to the AC Assistant Manager.
4.	The AC Assistant Manager is required to forward this request onto to the Manager for approval. The AC Assistant Manager is to check leave availability, capacity management in the state and clarify with the RIFs, any questions that may be raised with regards to the leave request.
5.	Once Approved by the Manager, the RIF is to be informed about the leave approval and the Master Spreadsheet is to be updated accordingly. Also update the ISIFacilitator Calendar with the <i>RIF Name and Leave dates</i> .
6.	Open the latest Master Spreadsheet located on DocHub
7.	Update the leave dates as per Leave Approval, for the RIF. Note: Send the RIF Leave/Availability (Absence/Availability Tab as .pdf) to the EPCSecretariat mailbox on a weekly/fortnightly basis.

8 Contract Extensions

RIFs are appointed under 12 month contract terms. Each contract contains two, 12 month extension clauses within them. Pending the outcome of the performance assessment process for each RIF, each contract needs to have a contract variation performed to extend the contract for another year.

The RIF contract terms are dated 1 April – 31 March. Contract extension process begins on the conclusion of mid-year performance assessment in October.

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management
- Programme Delegate
- Legal team
- Procurement ^{S 47E(d)} @industry.gov.au)

Procedures

RIFs Contract Extensions

Step	Action
1.	<p>As mentioned above, RIF contract extensions are linked to the outcomes of the performance assessment process. You can begin the process upon the outcomes from the Mid-Year Performance Assessment, as announced by the Programme Delegate.</p> <p>The contract extension needs to occur prior to the current contract expiring. You will need to allow a minimum 7-8 weeks to undertake the below process.</p> <p>The first step in undertaking the contract extension process is to edit Stage 2 – extension approval from the Programme Delegate. Refer to previously completed Stage 2 forms from AC to assist in filling out.</p>
2.	Once completed and a draft has been seen and approved by the EL2, the Stage 2 form is submitted to procurement for uploading into TechnologyOne
3.	Once Procurement have done this, they will approve the request from a procurement perspective. It will then be work flowed to the Programme Delegate for final approval through TechnologyOne
4.	At this point a letter needs to be emailed to each RIF, notifying them of the intent to extend their contract for another term. Note as per the contract this needs to be done no later than 30 days prior to the end of the current contract period. Refer to previously written letter to assist in drafting.
5.	The contract variations can be written up if required. Make sure you obtain the most recent version of the contact variation document off the department's intranet. Refer to previously completed variations in DocHub to assist in filling out the new variation.
6.	Once drafted, the variations draft deed will need to be sent to the legal team for checking and approval.
7.	Once approved they can be issued to each RIF. You need to email a copy of the variation. They need to be signed, scanned, and sent back for final execution by the Programme Delegate
8.	Once the variation is fully executed, the files are scanned, filed on DocHub, and emailed back to the RIF for their personal record
9.	Obtain from procurement the updated Purchase Orders for each RIF contract, save to DocHub.

NOTE: You will need to work very closely with the procurement and legal teams throughout this process. You cannot issue a contract variation UNTIL Stage 2 approval has been given.

9 RIF Performance Management

RIF Performance Framework

The RIFs have Performance Frameworks in place which outline the KPIs for the contract period.

The performance framework for RIFs may be reviewed on an annual basis for the coming year/s.

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management
- Programme Delegate

Procedures

Step	Action
1.	The Programme Delegate may request that the performance assessment framework for the RIFs be reviewed
2.	If this does happen the framework will need to be updated to capture new KPI and to amend the existing KPIs
3.	Meet with the Programme Delegate and EL2 to discuss proposed updates
4.	Once this meeting take place, a new draft performance framework will need to be developed
5.	Issue the draft for review to the Programme Delegate and EL2
6.	Once the draft is approved, it will be issued to the RIFs as a final document

NOTE: A teleconference may be scheduled with the RIFs to discuss the new principles for the performance framework to seek feedback. If feedback is received this is to be considered and incorporated where and if possible.

10 RIF Performance Assessment

The RIFs undertake a performance assessment process two times per year. An interim assessment process is undertaken half way through the contract period and an end of year process is undertaken near the end of the contract period.

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management
- Programme Delegate

Procedures

Action		
1.	The timeline and data collection points were set up at the beginning of the contract period, for both the interim and end of year performance assessment process.	
	Performance Review:	
	Set up data collection sheets	
	Meeting to discuss data collection with PD	
	Data collection	
	Assessment outcome discussion with PD & AC Strategy team	
	Issue performance outcome to RIFs	
	Performance discussions with RIFs	
2.	Send out data collection templates for completion	
	Performance Review:	
	Who	How
	Self-Assessment	RIFs Word Doc
	PD Assessment	PD & EL2 PM Word Doc
	Delivery Network Feedback	EL2 Delivery Word Doc/Email from PD
	Participant Feedback	3-5 per RIF Via Survey Monkey <u>Survey Monkey log in details:</u> <u>Link: www.surveymonkey.com</u> <i>Username:</i> <i>Password:</i>

Action			
	Quantitative Measures	AC & ISI PM	Monthly Reports and other sources
	Monthly Report Summary Sheet	AC & ISI PM	Summary of key success in MR
	Assessment Summary Sheet	AC & ISI PM	Summary of key points from the above documents
3.	Send Delivery Network template to General Manager to circulate to Delivery Network EL2. Project Officer sends RIF Self-Assessment Template to RIFs via inbox, Survey Monkey questionnaire to a 3-5 randomly selected grantees per RIF.		
4.	The Programme Delegate feedback is collated through Programme Management, (responsiveness to requests, SGMS records and CRM entries)		
5.	Input data collected into RIF Assessment Template, and RIF covering score sheet. RIF Summary Sheet to include: <ul style="list-style-type: none"> - Significant comments from RIF Self-Assessment, program management, Delivery Network, grantees - last years' score, and - interim and/or current scores. 		
6.	Collate all documentation, print and put into a folder (one for Programme Delegate) and issue ready for final assessment and scoring conversation. For each binder the information is arranged as follows: <ul style="list-style-type: none"> - Phone call schedule - RIF list including phone numbers - Ranked list of each RIF - RIFs arranged by phone call chronology For each RIFs the information is arranged as follows: <ul style="list-style-type: none"> - Score Sheet - Summary Sheet - Self-Assessment - Participant Feedback - Delivery Network - PD Assessment 		
7.	Set up with each RIF their performance assessment discussion		

11 RIF Recruitment

There is an opportunity to recruit a fifth RIF for the 2019-20 financial year. Due to the value of the contract an open tender process will be required and it is recommended that the procurement process is begun well in advance of the contract end dates. This RIF would cover the area of Southern NSW and Northern & Western VIC. The coverage areas for the Eastern SA & Western VIC RIF may need to be revised as a result.

This process should also be followed if any RIF resigns from their position and once the final contract extension option has been exercised.

Role	Recommended Procurement Commencement
Additional RIF	January 2019

11.1 Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management
- Programme Delegate
- Legal team
- [Procurement Inbox](#)

11.2 Procedures

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12 RIF Forum Coordination

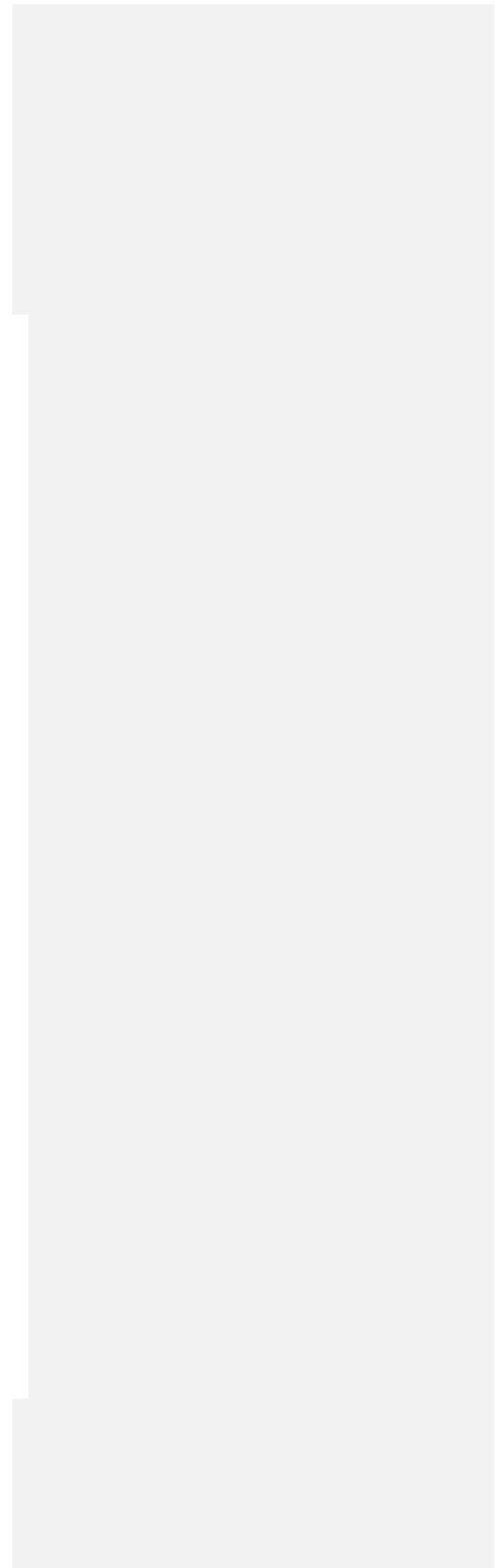
RIFs come together for a Forum on a six monthly basis. They will generally meet in Canberra for this and it is run either the day before or after an Entrepreneurs' Programme Committee meeting (EPC meeting). The AC & ISI PM team is responsible for setting the agenda in conjunction with the Programme Delegate.

Relevant Contacts

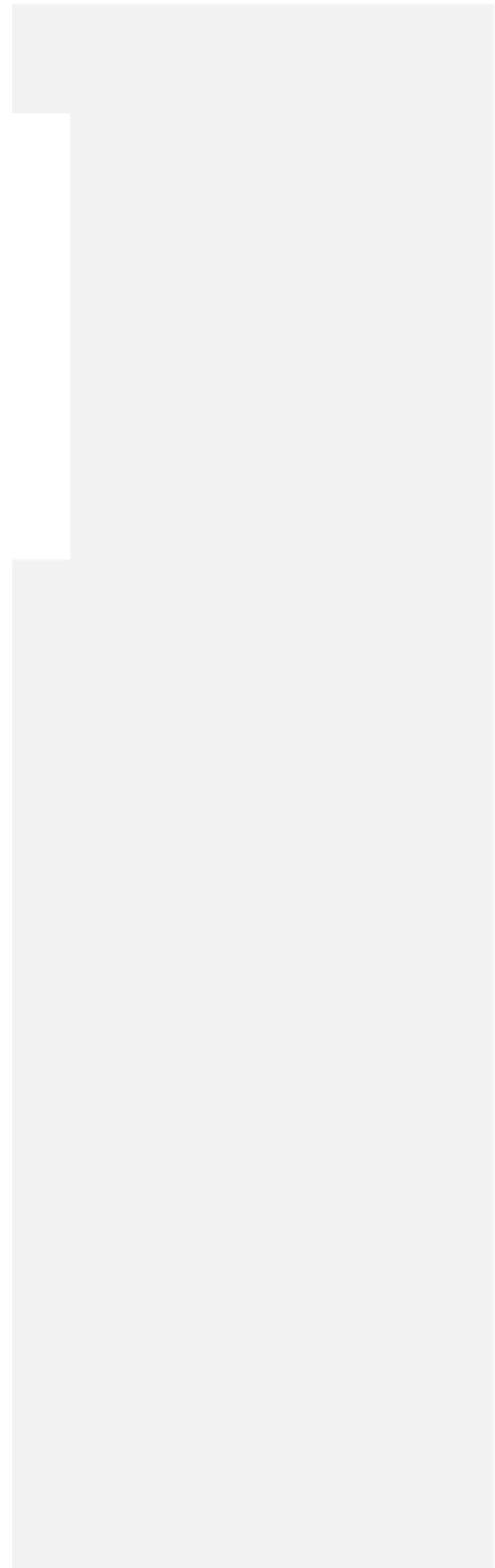
- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management
- Programme Delegate

Procedures

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13 Fortnightly RIF Email

The Fortnightly email is used to communicate any changes, updates or general information that might be useful to the stakeholders.

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management
- ISI Assistant Manager
- Project Officer – ISI

Procedure

Step	Action
1.	<u>Call for Fortnightly Email Contributions</u> Email the AC Strategy team members by COB Tuesdays (Refer to "Weekly Email RFI Template" in DocHub – Contracts Management) and request for any contributions to the fortnightly email. Contributions to be received by COB Thursday, so as to provide enough time for collation, review and approval.
2.	Throughout the week, you may receive points and sections to include in the weekly email. Begin collating as and when information is received, to assist with the draft email for review.
3.	Success Stories for inclusion in the Fortnightly email can be obtained from the Monthly Report Template
4.	Construct the email using Mail Chimp https://www.mailchimp.com S 47E(d)
5.	S 47E(d)
6.	Fill out the template with the provided information
7.	<u>Approval & Distribution</u>

Step	Action
	Send a tester email to yourself, and then to the AC and ISI Assistant Managers for review. The AC and ISI Assistant Managers are required to review and make any necessary changes and forward it onto the Manager for final review and approval. Send from Mail Chimp
8.	Approved and Sent emails are to be stored at ISIFacilitator Mailbox → RIF Weekly Emails → Approved and Sent Folder.

14 RIF Manual Maintenance

The RIF Manual has been developed to assist RIFs involved in the delivery of Accelerating Commercialisation. The Manual is reviewed and updated on a 6-monthly basis.

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management
- ISI Assistant Manager
- Project Officer – ISI

Procedure

Step	Action
1.	The RIF Manual document for updating is located on DocHub
2.	Review the various sections in the document and identify any changes
3.	Send a request for updated information to the AC team.
4.	Update the document with changes as required and submit to Manager for review and approval.
5.	Once reviewed and approved by manager, Save new document and upload on to Extranet. Also, provide copy of updated manual to RIFs and team via email.

15 New RIF Induction

From time to time a Tender process may be undertaken to engage new RIFs. When this process concludes, the new RIF will need to go through a commencement process.

Relevant Contacts

- Manager
- AC Assistant Manager – Contract Management
- AC Project Officer – Contract Management
- ISI Assistant Manager

- Project Officer – ISI
- Programme Delegate
- Accounts (Financial Set-Up)
- IT (Email & Remote Access Set-Up)
- Security (Security Clearance)

Procedure

Step	Action
1.	Once the tender process is finalised send the "RIF Introduction Email Template" (from DocHub – Contracts Management) to the RIF
2.	Commence set-up requirements as set out in the "New RIF Set-Up" document in DocHub in the Contract Management folder

16 RIF biographies

A professional biography for each commercialisation RIF is published on business.gov.au together with a professional photo.

The RIF biographies are accessible on the business.gov.au ISI home page via the accordion – **Who are the RIFs?** and the hyperlink at the bottom of the ISI homepage

All photos are published in black and white for a whole of EP consistency. Photographs were taken of all RIFs by departmental photographers in early 2018. They are saved to DocHub in both black and white and colour formats and organised by state/territory management.

When changes occur due to appointment or resignation of commercialisation RIFs, **S 47E(d)** business.gov.au should be notified to make the appropriate change to the webpage. These changes will require prior EL2 approval.

17 Finance Reporting

17.1 Departmental to Administered Transfers

This is the process of managing Departmental expenditure relating to Administered Programs.

Our role is to advise the Department's Administered Finance team of any expenses incurred against a Departmental cost centre that are to be transferred to an Administered cost centre. This only refers to expenses that have been paid in cash (including credit card charges).

This process occurs monthly and is triggered by an email request from the Administered Finance team around the middle of the month. We generally only have a couple of days to complete it.

There are several steps included in this process:

- Running the required reports;
- Identifying the applicable expenses;
- Confirming the available funds; and
- Completing the journal template.

Relevant Contacts

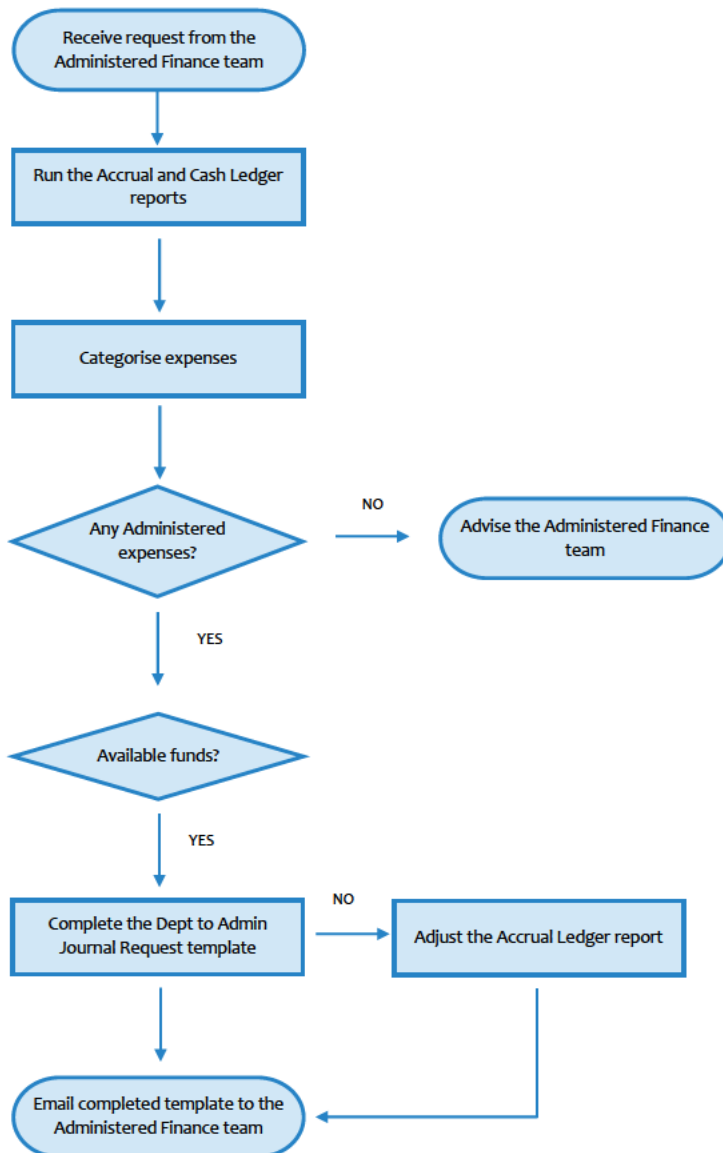
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[@industry.gov.au](mailto:industry.gov.au)

Related Documents

- Journal template
- Accrual Ledger Prints
- Cash Ledger Prints

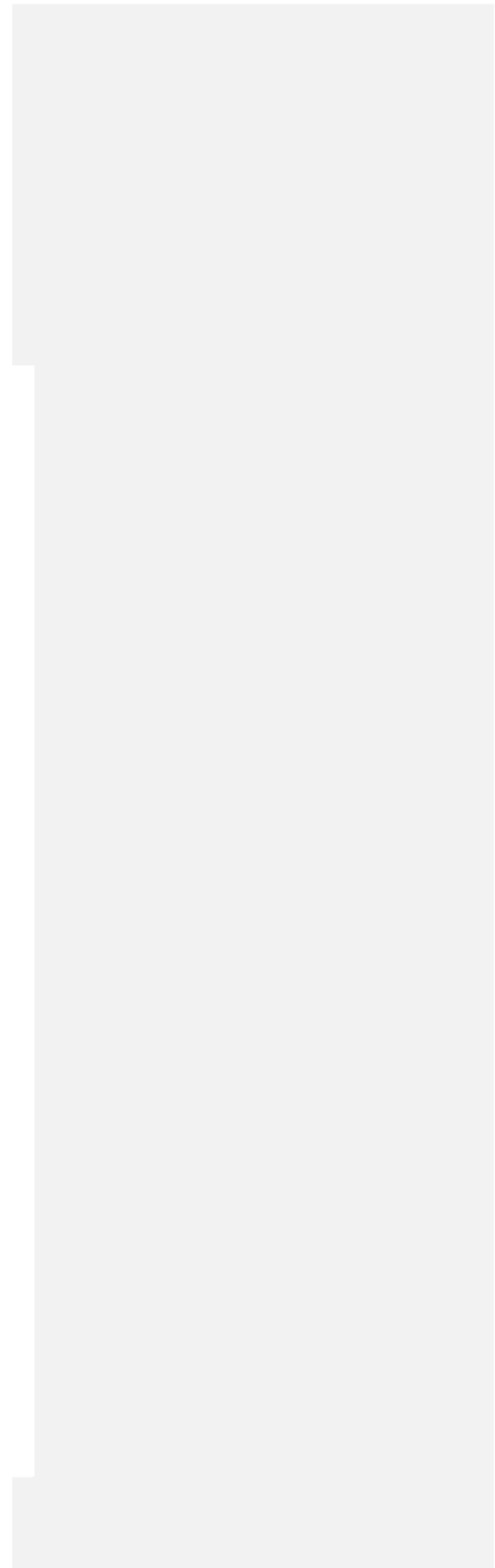
Process Map



Procedures

Running the Ledger Reports

S 47E(d)



S 47E(d)

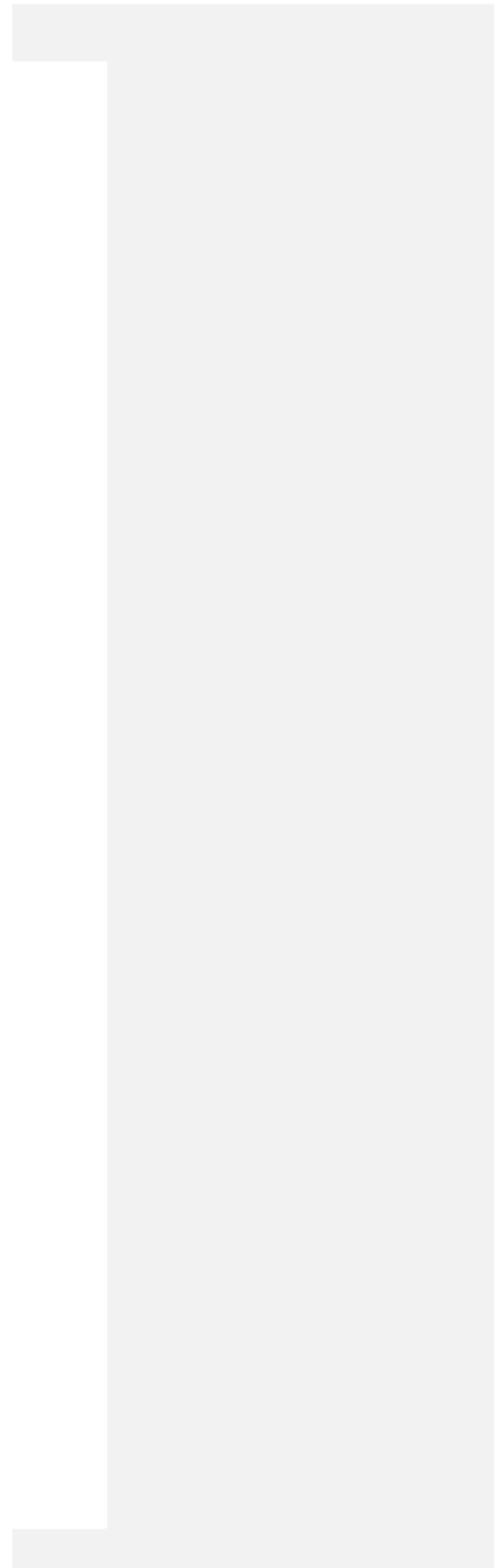
Highlighting the Accrual Ledger Prints

Expenses appearing on the Accrual Ledger Prints have been incurred against a Departmental cost centre. Some expenses need to be transferred to an Administered cost centre, some have already been transferred and some expenses need to remain against the Departmental cost centre.

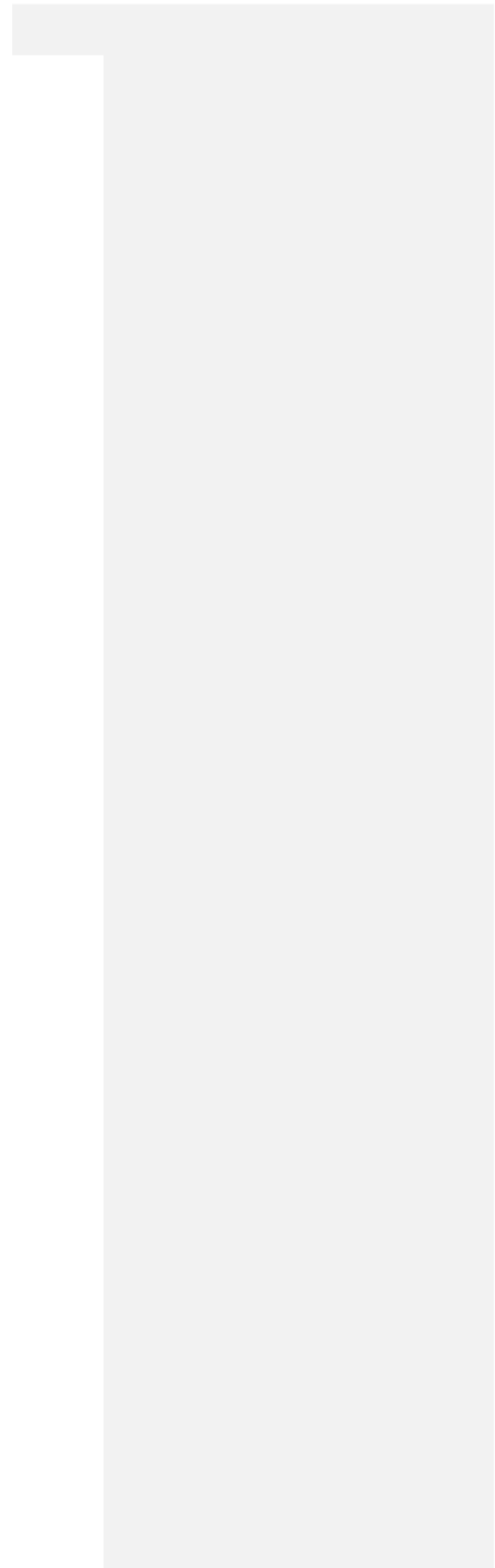
The report is separated into sections, each one relating to a particular Natural Account. There are some expenses we do not deal with internally; for example, we do not request transfers for salary payments as they are processed outside our team.

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S 47E(d)



S 47E(d)



S 47E(d)

17.2 Administered Variance Reporting

EP Grant team does this process for our team.

17.3 Administered Accruals

Administered Accruals is the process of managing monthly liabilities relating to Administered Programs.

Our role is to advise the Department's Administered Finance team of any expenses that have been or will be incurred and will remain unpaid at the end of the calendar month.

The process occurs monthly and is triggered by an email request from the Administered Finance team towards the end of the month. We generally only have a couple of days to complete it.

The data provided may be the same as the previous month as the majority of administered liabilities for Incubator Support initiative relate to service fees for RIFs and specialist directions. The most common reasons for a change will be:

- commencement of a new RIF;
- change to an RIF's hours; or
- renewal of a contract.

Access required:

- Microsoft Excel

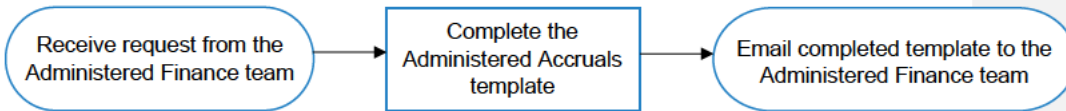
- Incubator Support initiative Contracts Management Folder
- ISI Facilitator email proxy

Relevant Contacts

S 47E(d) [@industry.gov.au](mailto:industry.gov.au)

S 47E(d) industry.gov.au

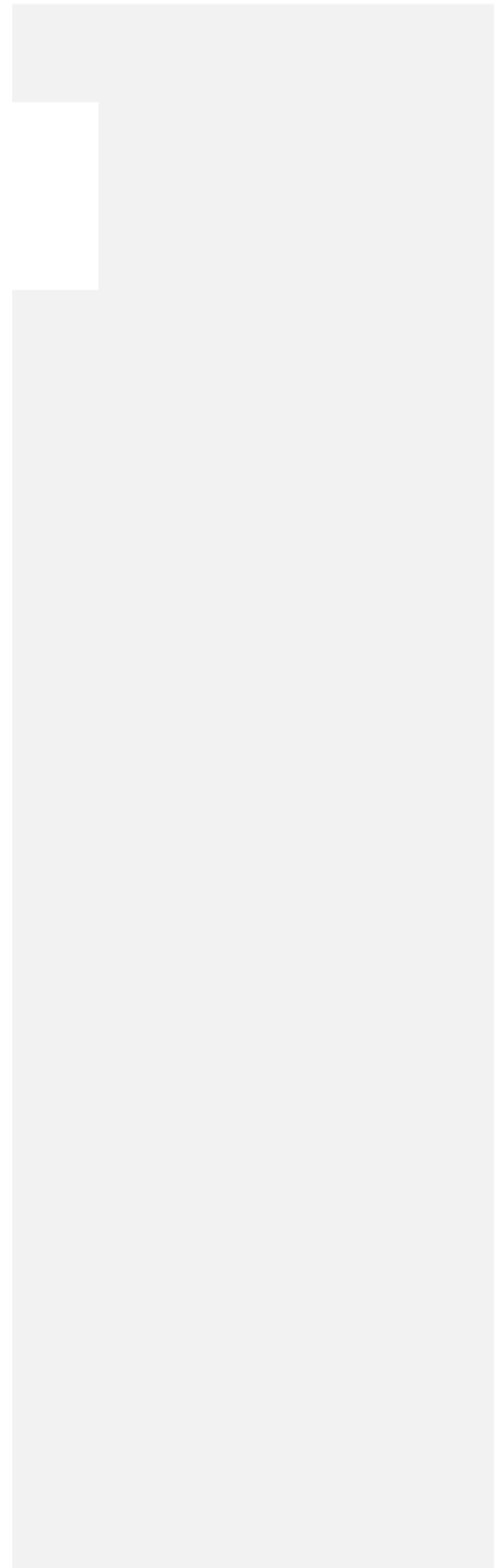
Process Map



Procedure

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ENTREPRENEURS' PROGRAMME

INCUBATOR SUPPORT INITIATIVE

Customer Service Manager

Procedures Manual

Version 4 May 2019

This Procedures Manual has been developed to assist AusIndustry staff involved in the delivery of the Incubator Support Initiative. It is not a public document and should not be distributed to external stakeholders. CSM feedback or questions should be sent to [S 22 industry.gov.au](mailto:CSM@industry.gov.au).

1. TABLE OF CONTENTS

1.	TABLE OF CONTENTS	2
2.	KEY DOCUMENTS	4
3.	PROGRAMME OVERVIEW	5
3.1	Entrepreneurs' Programme	5
3.2	Incubator Support Initiative	5
3.3	Role of the Entrepreneurs' Programme Committee	5
3.4	Roles of the Minister and Programme Delegate	5
4.	ELIGIBILITY	6
4.1	Eligible Entities and Requirements	6
4.2	Eligible Projects	7
4.3	Eligible Activities	7
4.4	Eligible and Ineligible Applications	9
4.5	Matched Funding	9
4.5.1	Evidence of Matched Funding	9
4.6	Minimum and Maximum Grant Amounts	10
4.7	Funding Contributions	10
5.	EXPERT-IN-RESIDENCE COMPONENT	12
5.1	Applications	12
5.2	CSM Assessment – Applications up to (and including) \$50,000	12
5.3	CSM Assessment – Applications over \$50,000 and up to \$100,000	12
5.4	Funding Approval and Grant Agreement	13
5.5	Web reporting description - EIR	15
5.6	Establishing the Grant Agreement	16
5.6.1	Grant Payments and Compliance	16
6.	NEW AND EXISTING INCUBATORS COMPONENT	18
6.1	Applications	18
6.1.2	New or Existing Incubator?	19
6.2	CSM Assessment	19
6.2.1	Project Objective	20
6.2.2	Regional Location	20
6.2.3	Project Budget	20
6.2.4	Milestones	21
6.2.5	ISI Assessment and Completeness Report (Tracking Sheet)	22
6.2.6	Preparing the Declaration of Interest Statement (DOI)	23
6.2.6.1	DOIs Required for RIF Activities	23
6.2.7	The Application Deck	24
6.3	EP Committee Assessment	25
6.3.1	Disclosure of Interest Process	25
6.3.2	EP Committee – Merit Assessment	26
6.3.3	RIF and CSM attendance at Committee meetings	27
6.3.4	Independent Expert Assessments	27
6.3.5	Committee Recommendations	27
6.4	Decision Process	28
6.5	Re-considerations	29
6.6	Web reporting description	29
6.7	Grantees Making Public Announcement of Grant	31
6.8	Establishing the Grant Agreement	31
7.	CONTRACT MANAGEMENT (NEI AND EIR)	41
7.1	Progress Reporting and Payments	41

7.1.1	Expert-in-Residence	41
7.1.2	New and Existing	42
7.1.2.1	Reviewing Progress Reports.....	42
7.1.2.2	Processing Grant Payments	44
7.1.2.3	Reviewing Project Outcomes	45
7.1.2.4	Processing End of Project Report and Final Payment.....	45
7.2	Project Variations	47
7.3	Grant Agreement End Date.....	50
7.4	Managing Project Failure, Contract Breaches and Debt.....	51
8.	COMPLAINTS PROCESS.....	55
9.	Appendix 1 – ISI Service Standards	57
10.	Appendix 2 – SGMS reports.....	58

2. KEY DOCUMENTS

1. [Incubator Support initiative Guidelines](#)
2. [ISI Departmental Employees Duty Statements](#)
3. [ISI Application Eligibility Checklist- New and Existing](#)
4. [ISI Application Eligibility Checklist- Expert in residence](#)
5. [ISI DOI Template](#)
6. [RIF Interaction Summary](#)
7. [NEI Assessment Template](#)
8. [EIR Assessment Template – \\$50k and over](#)
9. [Deck Checklist](#)
10. [ISI SGMS User Manual](#)
11. [ISI Grant Agreement](#)
12. [ISI Grant Agreement Finalisation Checklist](#)
13. [DocHub filing procedures for ISI](#)

A range of template letters can be found at [ISI KeyDocs](#).

Attachment A – Incubator Support Service Standards [To be provided]

3. PROGRAMME OVERVIEW

3.1 Entrepreneurs' Programme

The Entrepreneurs' Programme (EP) offers support to businesses through four elements: Accelerating Commercialisation, Business Management, Innovation Connections, and the Incubator Support Initiative.

3.2 Incubator Support Initiative

The \$23 million Incubator Support Initiative provides funding to new and existing incubators assisting Australian start-ups to achieve commercial success in international markets. The initiative provides funding through two components, both of which require matched funding from applicants; there are significant differences between the two components.

New and Existing Incubator grant funding of up to \$500,000 is available to support the establishment of new incubators in regions or sectors with high potential for success in international trade, and for existing, high performing incubators to boost their effectiveness and expand their services.

Funded incubators will deliver a range of services to Australian start-ups such as seed funding, colocation, mentoring, professional services and access to networks to help them realise their international market potential.

Expert-in-Residence grant funding of up to \$100,000 is available to incubators to access high quality research, managerial and technical talent, through the secondment of national or international expert advisers.

Funding of these activities will assist in developing the innovation ecosystem, including in Australian regions.

Incubator Support applications are accepted on an on-going basis and assessed at selected AusIndustry state offices. Applications for both initiative components are submitted through the [Business.gov.au](https://www.business.gov.au) website using a SmartForm from which information is automatically entered into the Enterprise Strategic Grants Management System (SGMS).

It is the responsibility of relevant state officers (EL1s) to monitor SGMS and allocate new applications.

3.3 Role of the Entrepreneurs' Programme Committee

The Entrepreneurs' Programme Committee (the Committee) is a sub-committee of the Innovation and Science Australia Board. The Committee meets every six to eight weeks to consider New and Existing Incubator applications and provide a list of supported applications to the Minister for final decision.

Expert-in-Residence applications up to the value of \$50,000 are assessed for eligibility only and do not go to the Committee. Applications over \$50,000 are assessed against both eligibility and Merit Criterion 2. These applications are also approved by a departmental delegate and do not go to the Committee.

3.4 Roles of the Minister and Programme Delegate

The Minister decides which New and Existing Incubator grants to approve, taking into account the Innovation and Science Australia's recommendations and the availability of grant funds. The Programme Delegate decides which Expert-in-Residence grants to approve, taking into account the availability of grant funds. The Programme Delegate is the AusIndustry General Manager who is responsible for administering

the initiative. Approval authorisation for EIR grants are delegated to the EL1 and EL2, ISI Program Management.

4. ELIGIBILITY

4.1 Eligible Entities and Requirements

To be eligible for Incubator Support funding, the lead applicant must be an eligible entity, and the project must contain eligible activities/expenditure.

CSMs should use the ISI Application Eligibility Checklist for [New and Existing Incubators](#) or [Expert in Residence](#) to help determine eligibility of an application.

An eligible entity must:

- a. be an existing incubator or establishing a new incubator that can foster and facilitate the development of innovative start-ups focused on international trade
- b. have an Australian Business Number (ABN)
- c. be one of the following:
 - i. an entity incorporated in Australia
 - ii. an incorporated trustee on behalf of a trust
 - iii. a not for profit organisation
 - iv. a publicly funded research organisation (PFRO) as defined in Appendix A
 - v. local government agency or body as defined in Appendix A.

Joint applications from consortia are acceptable, provided the lead applicant is the main driver of the project and is eligible as per the list above.

Applicants can apply and be funded for up to two grants at the same time. They can apply for additional grants only after they have finished one of the funded projects and have submitted a final report and the department has determined that the project has been satisfactorily completed.

Applicants are not eligible to apply if they are:

- a. an individual, partnership or trust (however, an incorporated trustee may apply on behalf of a trust)
- b. a Commonwealth or state government agency or body (including government business enterprises and corporate Commonwealth entities).

To be eligible applicants must also be able to provide the following:

- a. trust deed (where applicable)
- b. for New and Existing Incubators applications - evidence from their organisation's Board (or support from the Chief Executive Officer or director, if there is no Board) that the project is supported, and that the applicant can complete the project and meet the costs of the project not covered by grant funding
- c. for grants over \$50,000, an Accountant Declaration that confirms the applicant can fund their share of the project costs. The applicant must use the Accountant Declaration form available on business.gov.au and GrantConnect.

Note: The template Accountant Declaration does not specifically state that the person providing the declaration must be independent to the applicant company. Advice sought from the Grants Hub was that if

the certified accountant practitioner is a person such as the CFO or the company's usual accountant, we would accept it as we have to take it that they are making a declaration and putting their professional qualifications and reputation on the line. The Grants Hub's generic Accountant's Declaration template does not have any wording to the effect that the person making the declaration has to be independent.

Program Management's view is that, if asked by applicants, we would say that it is preferable that the Accountants Declaration is provided by someone independent to the entity.

Additional eligibility requirements for EIR applications:

Where the project involves incoming experts, additional eligibility requirements include:

- a. experts are not a current employee of the applicant incubator
- b. a resume for each expert, outlining their experience and capabilities.
- c. Where the project involves an outgoing expert to other incubators, additional eligibility requirements include:
 - d. a letter of commitment from the host incubator or incubators they are visiting
 - e. a satisfactory summary of the project that describes how the new knowledge will benefit the applicant incubator and innovative start-ups in line with program objectives.

4.2 Eligible Projects

Eligible projects must:

- a. include eligible activities and eligible expenditure
- b. have an eligible project value of at least \$52,000 for projects in major cities
- c. have an eligible project value of at least \$40,000 for projects in regional areas
- d. have an eligible project value of at least \$10,000 for Expert-in-Residence per project.

Incubator Support will fund activities undertaken by incubators that improve the prospects of Australian start-ups achieving commercial success in international markets. This would be achieved through incubators assisting Australian start-ups (as determined by the incubator) to develop the capabilities required to realise their economic potential in international markets faster than they otherwise would.

Applicants can only spend grant funds on eligible expenditure they have incurred on an agreed project as defined in the grant agreement.

4.3 Eligible Activities

Eligible activities must:

- a. assist Australian start-ups to develop the capabilities required to achieve commercial success in international markets
- b. support innovative start-ups focused on international markets to realise their economic potential faster than they otherwise would
- c. directly contribute to the initiative's objectives and directly relate to the project.

The Programme Delegate makes the final decision on whether an activity is eligible. Please refer to Appendices B and C of the ISI Program Guidelines for a full list of eligible and ineligible activities.

Note: These are established default positions for eligible and ineligible expenditure under the programme, however, at times the Programme Delegate may consider expenditure on a case by case basis, specific to

an individual project, and may approve expenditure that is listed as ineligible in cases where the activity is critical to the project outcomes.

Examples of eligible New and Existing Incubator activities include but are not limited to incubators:

- a. expanding mentor networks to new mentors with national or international expertise
- b. providing or facilitating access for innovative start-ups to new resources (such as purchase of technical equipment) to promote or facilitate international trade (refer to G7 of the NEI Grant Agreement)
- c. providing or facilitating access for innovative start-ups to new knowledge (such as customer acquisition and/or business development methods) to promote or facilitate international trade
- d. facilitating innovative start-ups' access to new international networks (e.g. investors, customers peer firms).

Examples of eligible Expert-in-Residence activities include but are not limited to:

- a. a workshop where an expert gives advice on developing business activities, for example in international markets
- b. engaging a national or international expert (with knowledge in start-up related technology and international experience) to assist start-ups address key challenges during an Incubator program.
- c. national or international exchanges with an expert from another incubator either in Australia or overseas.
- d. incoming experts must bring new capabilities and undertake activities that help build your capabilities in the expert's area of expertise. You can include one or more incoming experts in your project.
- e. an outgoing expert must be embedded in a host incubator that will commit to the sharing of capabilities and knowledge that will benefit your incubator. We allow one outgoing expert per project, however this expert may visit multiple host incubators.

Note: Salaries for Outgoing EIRs can be covered as eligible expenses to cover the expert's salary for the period they in the other partnering incubator(s). As an outgoing expert's main project costs will be their labour whilst on secondment to another incubator, we have determined that if an expert leaves an Australian incubator for an extended period, the home incubator would need to make up for that resource, and hence we agreed that the expert's salary would be an eligible expense (for the period they are away) as part of an outgoing expert in residence project. We are therefore inclined to cover salary for outgoing experts to incentivise incubators to let staff get away from their day to day role in order for them to learn new skills, develop new networks and ultimately build the incubator's capabilities.

This is not an exhaustive list of eligible activities. We may approve other activities where they are reasonable and consistent with the program objectives and expected outcomes. The Program Delegate makes the final decision on whether an activity is eligible.

IMPORTANT NOTE: If a CSM is not satisfied with information provided by the applicant in relation to eligibility, they have the authority to seek from the applicant the information they require to substantiate claims.

CSMs may wish to undertake additional due diligence activities for assurance on applicant eligibility. A google search on applicant or key personnel can highlight issues that may affect eligibility or merit including negative news headlines, or other Government support that the applicant has received.

There will be instances where the information provided by the applicant will not cover all the information required for a clear decision. The decision will have to be made based on the information gathered through usual due diligence activities weighed up against the programme guidance documentation, and the intent of the programme. It is important to record details of decisions that have been made, the reasons for the decision, and the due diligence activities that were carried out to seek necessary information.

4.4 Eligible and Ineligible Applications

If the application is complete and assessed as eligible, the CSM emails an '*Eligible*' letter to the applicant advising the application has been accepted (letter generated via SGMS). The CSM must update the application's status in SGMS (it is important the SGMS 'application accepted date' is the date the CSM is satisfied all necessary information has been received, as the service charter commences from this date).

Where applications have been assessed as *Ineligible*, the CSM must generate an '*Ineligible*' letter through SGMS. This letter details the reasons why the entity or activities have been deemed to be ineligible. The letter is to be scanned in and emailed to the applicant by the CSM. Verbal feedback can be provided to the applicant by the CSM if required.

Applications can also be rejected by the department where insufficient information has been provided and any attempts to request further information have not been addressed by the applicant. Refer to the [ISI Departmental Employees Duty Statement](#) to confirm which departmental officers can issue rejection letters.

4.5 Matched Funding

The grant amount will be up to 50 per cent of total Incubator Support Project Value for metropolitan-based projects, and up to 65 per cent for regionally-based projects.

The maximum grant percentage varies depending on the project location as defined in the [regional locator tool](#). For this initiative, we consider Inner Regional, Outer Regional, Remote and Very Remote locations as regional areas and all other locations as major cities.

Incubators in major cities may receive a maximum grant of 50 per cent of the eligible project value.

Incubators with projects located in regional areas may receive up to 65 per cent of the eligible project value.

If an applicant apply for the greater percentage, the applicant will need to demonstrate in the application that their project is located in a regional area. We consider the project is located in a regional area if the applicant can attribute at least 80 per cent of the eligible project value to activities in a regional area.

4.5.1 Evidence of Matched Funding

Evidence must be supplied in the application from the applicant's board (or chief executive officer or equivalent if there is no board) that the project is supported, and that the applicant can complete the project and meet the costs of the project not covered by grant funding. Evidence can be in the form of a letter or email.

For grants over \$50,000, an Accountant Declaration that confirms the applicant can fund their share of the project costs is also required to be submitted with the application. The applicant must use the Accountant Declaration form available from the [business.gov.au](#) and [GrantConnect](#) websites.

Note: The template Accountant Declaration does not specifically state that the person providing the declaration must be independent to the applicant company. Advice sought from the Grants Hub was that if the certified accountant practitioner is a person such as the CFO or the company's usual accountant, we would accept it as we have to take it that they are making a declaration and putting their professional qualifications and reputation on the line. The Grants Hub's generic Accountant's Declaration template does not have any wording to the effect that the person making the declaration has to be independent.

Program Management's view is that, if asked by applicants, we would say that it is preferable that the Accountants Declaration is provided by someone independent to the entity.

4.6 Minimum and Maximum Grant Amounts

- a. a minimum grant amount of \$26,000 and a maximum grant amount of \$500,000 for New and Existing Incubators per project with a maximum grant period of 24 months
- b. a minimum grant amount of \$5,000 and a maximum grant amount of \$100,000 for Expert-in-Residence per project with a maximum grant period of 12 months.

4.7 Funding Contributions

The minimum cash contribution the applicant must make to the project also varies depending on the project location.

- a. For NEI, incubators in major cities must make a minimum cash contribution of 30 per cent of the eligible project value.
- b. For NEI, incubators with projects located in regional areas must make a minimum cash contribution of 15 per cent of the eligible project value.
- c. For all EIR projects, applicants must make a minimum cash contribution of 30 per cent of the eligible project value.

In-Kind Contributions

The maximum in-kind contribution the applicant can make is 10 per cent of eligible project value. The applicant will need to provide details of how they calculated the dollar value of any in-kind contributions. For additional guidance on in-kind contributions, refer to appendix D in the Program Guidelines.

Other Government Sources Contributions

The maximum contribution from other government sources is 10 per cent of eligible project value. Government sources include Commonwealth, State, Territory or local government. These contributions can be cash or in-kind. Where a contribution from another government source is in-kind it counts as both a contribution from another government source and an in-kind contribution.

Where a local government organisation is the lead applicant, it can fund the total eligible project value through the grant and its own contributions.

The breakdown of the funding limits for all projects are summarised in the following table.

Funding source	New & Existing Incubator projects in major cities	New & Existing Incubator projects in regional areas	Expert in Residence projects
Max Incubator Support grant (%)	50	65	50
Max other government sources* (%)	10	10	10
Max in-kind contribution (%)	10	10	10
Minimum cash contribution (%)	30	15	30

Table 1 Limits of funding sources

****Where a local government organisation is the lead applicant, it can fund the total eligible project value through the grant and its own contributions.***

At a minimum, applicants must provide a bank statement that verifies they have sufficient funding to cover their stated contribution. Where the applicant is basing their matched funds on projected income, they can only do this where they can show it is coming from a secured source (ie. signed contracts/agreements), and sufficient evidence is provided to support this.

Note: For more complex issues regarding eligibility, please check the Issues Register (managed by the ISI Programme Management team), as we may have answered similar questions previously and/or made determinations in relation to the same or similar questions.

5. EXPERT-IN-RESIDENCE COMPONENT

5.1 Applications

Expert-in-Residence (EIR) applications up to the value of \$50,000 are assessed against the eligibility criteria only. All eligible applications receive funding. EIR applications over \$50,000 and up to \$100,000 are assessed against eligibility and also against Merit Criterion 2.

EIR applications are submitted through the BGA website. SGMS must be monitored by the VIC State Office daily for new applications.

CSMs are required to save all relevant documents to DocHub (refer to Incubator Support initiative DocHub procedures [here](#)).

5.2 CSM Assessment – Applications up to (and including) \$50,000

1. CSMs must assess applications against eligibility (refer to [Item 4](#)). CSMs must check each Expert-in-Residence application for completeness and eligibility against the [Programme Guidelines](#) eligibility criteria. The [EIR Eligibility Checklist](#) can be used to assist with this step.
2. If the application is incomplete the CSM must contact the applicant to request more information.
3. Where applications have been assessed as **ineligible**, the CSM must generate an 'Ineligible Application' letter through SGMS. This letter clearly details the reasons why the entity or activities have been deemed to be ineligible. This letter must be signed by an EL1. The letter is to be scanned in and emailed to the applicant by the CSM.
4. Verbal feedback can be provided to the applicant by the CSM if required - the CSM must discuss the reasons for ineligibility only and should not go beyond this to discuss the *merit* of the application. If the customer wishes to discuss the project scope or potential merit of the application (or anything beyond the eligibility and/or general questions about the program), the customer should be referred/connected to the relevant Regional Incubator Facilitator.

5.3 CSM Assessment – Applications over \$50,000 and up to \$100,000

1. For applications that are over \$50,000 and up to \$100,000, that are found to be eligible, CSMs must assess them against Merit Criterion 2 - ***Benefit to your incubator, start-ups and the broader innovation ecosystem***. An assessment template can be found [here](#).
2. Once the merit assessment has been completed and the EL1 has supported the recommendation, including recommending it in SGMS, the assessment should be forwarded to ISI Program Management for consideration.
3. The Program Management team will then complete a Minute which outlines the application and assessment claims and provide a recommendation to the ISI Program Management Manager (EL2) for approval.

Note: As part of the eligibility check process, the CSM should determine if the applicant is registered for GST or not. If an applicant is registered for GST they are able to claim GST credits, and therefore their eligible expenditure should exclude GST and the grant should be calculated based on the GST exclusive amount. However, where an applicant is NOT registered for GST, they are unable to claim GST credits and would therefore be disadvantaged if their grant is calculated on a GST exclusive amount. For applicants that are NOT registered for GST, their eligible expenditure can include GST and the grant is calculated based on the GST inclusive amount. The CSM needs to check the GST status of the applicant to ensure the eligible expenditure claimed aligns with these arrangements.

In some certain circumstances during the life of the project, a company may register for GST, where they were previously not registered. In this instance, the CSM will need to update the GST status of the grantee in SGMS and advise EP Finance to amend the GST code on the Purchase Order so that future payments will correctly add GST to the payment. The Grantee section of the grant agreement will also need to be varied to indicate that the grantee is now registered for GST and the date from which GST registration is effective. The CSM will also need to ensure that eligible expenditure claimed from the point of registration excludes GST. Should you encounter this situation, please contact Programme Management for further guidance.

Note that for all Universities and Local Councils, the GST applicability must be 'No' but registered for GST marked 'Yes'.

S 47E(d)

5.4 Funding Approval and Grant Agreement

S 47E(d)

S 47E(d)

Report due dates and Grant Agreement End Date

Note due dates of reports below:

- 60 days for all Final Reports (N&E & EIR) and 60 days for Audited Financial Reports, where required
- 30 days for progress reports

S 47E(d)

S 47E(d)

5.5 Web reporting description - EIR

Commonwealth Grants Rules and Guidelines – Publishing Grant Details

Under the Commonwealth Grants Rules and Guidelines (CGRGs), from July 2014, Government agencies are required to publish details of discretionary grants on their websites within 14 working days after a Grant Agreement is signed by both parties.

S 47E(d)

S 47E(d)

The following information about successful *Expert-in-Residence* applicants is required to be published on the departmental website:

• name of the applicant	<i>Refer to SGMS</i>
• title of the project	<i>Refer to SGMS</i>
• a description of the project and its intended outcomes	<i>“An Incubator Support Initiative Expert-in-Residence grant has been awarded to organise and provide access to top quality research, managerial and technical talent through secondments of national or international expert advisers who will improve the chance of commercial success for start-ups in international markets.” (EIR only)</i>
• amount of funding awarded.	<i>Refer to SGMS</i>

S 47E(d)

The project title is limited to ten words. In addition to being published on the departmental website, it is provided to the Minister and may be used in additional marketing material.

The public project description of successful applicant projects is also published to the website and may be provided to the Minister and used in additional marketing material.

5.6 Establishing the Grant Agreement

Refer to instructions at [Item 5.4](#).

5.6.1 Grant Payments and Compliance

Note that the risk management approach for Expert-in-Residence grants is different to New and Existing Incubator grants. One hundred per cent of the grant payment is paid up front for grants \$50,000 or less **AND** less than six months, upon execution of the Grant Agreement and grantees are required to complete a final report within four weeks of completing their project (the Template Final Report is sent out as an attachment to the Letter of Agreement). There are no progress reports required to be completed during the project period, and there is no Audited Financial Report required to be submitted with the Final Report.

If the grant amount is over \$50,000 **OR** over six months, an initial payment is to be paid upfront, with a 10% retention amount retained until the final report has determined that the project has been satisfactorily completed. If a project period is over 6 months in duration, a progress report is required. A payment may or

may not be tied to that payment, depending on the value of the grant. As the maximum grant amount is \$100,000, no Audited Financial Reports are required to be submitted with the Final Report under EIR.

Note: CSMs MUST receive evidence by the EIR grantee that they have engaged their EIR(s) (ie. copy of a contract) PRIOR to the initial payment being made.

Expenditure of the grant funds are taken at face value, however, if CSMs feel that the funds have not been expended in line with the Grant Agreement, you may like to discuss this with the ISI Programme Management Team and/or the AusIndustry Debt Management Team. Refer to [Item 7.4](#) for debt management procedures.

Grant Payments

For EIR grants up to the value of \$50,000 **AND** under six months in duration, 100% of the grant funds are paid up front, upon execution of the Grant Agreement. Grantees are required to submit a Final Report at the completion of the project. Expenditure of the grant funds are taken at face value, however, if CSMs feel that the funds have not been expended in line with the Grant Agreement, you may like to discuss this with the AusIndustry Debt Management Team. (Refer to [Item 7.4](#) for debt management procedures).

For EIR grants over \$50,000 and up to \$100,000, or for grants up to \$50,000 that are over six months in length, an initial payment is made, with possible progress payments 6 months in advance, depending on the project length. For these projects, a 10% retention amount is also retained for payment after the final report has been accepted and the project has been determined to have been successfully completed. Progress reports should also be sought for longer length projects that may, or may not, be tied to a progress payment.

The following table shows the minimum reporting requirements under the Expert-in-Residence funding component:

Projects < 12 months Grant under \$50k	First Payment 100%	Upon Execution of Agreement	Minimum of: 1 x Final Report
Projects > 12 months (up to 24 months) Grants \$50k +	First Payment 70% *Progress Payment 20% Final Payment 10%	Upon Execution of Agreement Milestone Report required Final Report required	Minimum of: 1 x Progress Report 1 x Final report

***Note: this progress payment is optional, depending on the length of the project. It is recommended that, where a project is close to 12 months, a progress report and payment should be included.**

Note due dates of reports below:

- 60 days for all Final Reports (N&E & EIR) and 60 days for Audited Financial Reports, where required
- 30 days for progress reports

6. NEW AND EXISTING INCUBATORS COMPONENT

6.1 Applications

The New and Existing Incubator (NEI) applications are assessed for eligibility, and against the three programme Merit Criteria. Only eligible and complete applications will proceed to the merit assessment stage. Funding will only be awarded to applications that score highly against all merit criteria.

CSMs are required to save all relevant documents to DocHub (refer to Incubator initiative DocHub procedures [here](#)).

The following steps must be undertaken to determine whether a submitted application is accepted for assessment:

1. NEI applications are submitted through the BGA website. SGMS must be monitored by the VIC State Office daily for new applications. The EL1 will allocate applications to CSMs for assessment.
2. CSMs must assess applications against eligibility (refer to [Item 4](#)). CSMs must check each New and Existing application for completeness and eligibility against the [Programme Guidelines](#) eligibility criteria. The [ISI Application Eligibility Checklist](#) can be used to assist with this step.
3. If the application is incomplete and/or does not include all mandatory attachments, the CSM can contact the applicant to request more information. In doing so, the CSM should advise that any delay in providing the information may stall further processing of the application.
4. Where applications have been assessed as **ineligible**, the CSM must generate an 'Ineligible Application' letter through SGMS. This letter clearly details the reasons why the entity or activities have been deemed to be ineligible. This letter must be signed by an EL1. The letter is to be scanned in and emailed to the applicant by the CSM.
5. Verbal feedback can be provided to the applicant by the CSM if required - the CSM must discuss the reasons for ineligibility only and should not go beyond this to discuss the *merit* of the application. If the customer wishes to discuss the project scope or potential merit of the application (or anything beyond the eligibility and/or general questions about the program), the customer should be referred/connected to the relevant Regional Incubator Facilitator.
6. If the application is considered to be eligible and complete, the applicant can be advised of the Acceptance Date. CSMs are required to:
 - record the Application Acceptance Date in SGMS
 - generate the application acceptance letter (which advises the applicant of the Application Acceptance Date) from SGMS and send it to the applicant. This letter can be signed by CSMs.

Note: As part of the eligibility check process, the CSM should determine if the applicant is registered for GST or not. If an applicant is registered for GST they are able to claim GST credits, and therefore their eligible expenditure should exclude GST and the grant should be calculated based on the GST exclusive amount. However, where an applicant is NOT registered for GST, they are unable to claim GST credits and would therefore be disadvantaged if their grant is calculated on a GST exclusive amount. For applicants that are NOT registered for GST, their eligible expenditure can include GST and the grant is calculated based on the GST inclusive amount. The CSM needs to check the GST status of the applicant to ensure the eligible expenditure claimed aligns with these arrangements.

In some certain circumstances during the life of the project, a company may register for GST, where they were previously not registered. In this instance, the CSM will need to update the GST status of the grantee in SGMS and advise EP Finance to amend the GST code on the Purchase Order so that future payments will correctly add GST to the payment. The Grantee section of the grant agreement will also need to be varied to indicate that the grantee is now registered for GST and the date from

which GST registration is effective. The CSM will also need to ensure that eligible expenditure claimed from the point of registration excludes GST. Should you encounter this situation, please contact Programme Management for further guidance.

S 47E(d)

6.1.2 New or Existing Incubator?

- **New Incubator:** an incubator which is in the process of being established and **yet to accept a cohort of start-ups (0 cohorts).**
- **Existing Incubator:** an incubator already operational and are currently supporting, or have previously supported, **a cohort of start-ups (1 or more cohorts)**
- An existing incubator setting up a new program in a new region would need to establish itself in that region, therefore, we would consider them to be a new incubator, and they could claim marketing expenses.

6.2 CSM Assessment

CSMs are required to provide a succinct summary of the application and conduct a preliminary assessment of the project against the programme Merit Criteria in order to assist the EP Committee in its consideration of applications. The following steps should be undertaken:

1. Once the application has been accepted as complete and eligible, the CSM must assess the application against the [Programme Guidelines](#) merit criteria.
2. The '[ISI Assessment and Completeness Report – New and Existing](#)' template must be used to assist with this step. This template has been designed for CSMs to provide a succinct summary of the applicant and proposed project, draw out the strengths and weaknesses of the application and provide guidance to the EP Committee in its consideration and assessment against the merit criteria. This template will form the 'Tracking Sheet' and should be included as part of the Application Deck.
3. In undertaking their assessments, CSMs should include input from the ISI Regional Incubator Facilitators (RIF), via the [RIF Interaction Summary](#).
4. Once Program Management has advised that the RIF has no material conflict with the application, the CSM can email the Interaction Summary to the relevant RIF directly to seek their input.
5. In some cases, the RIF may have a different perspective to the CSM on supporting an application for funding. In these cases, the CSM should contact the RIF and discuss the differences, with a view to agreeing on an approach as to whether the application should or should not be supported. It is preferable that the two opinions do not differ.
6. CSMs should provide a PDF version of the deck to Secretariat by the due date. The decks should have electronic bookmarks to the following:

MC in the assessment and application form
Project Budget
Project Plan
Particular evidence or information
Anything of importance in the deck

Acrobat should automatically create bookmarks for all the documents that get merged into the PDF.

6.2.1 Project Objective

In assessing applications, CSMs should keep in mind the initiative's objective which is to:

1. assist Australian start-ups to develop the capabilities required to achieve commercial success in international markets and realise their economic potential faster than they otherwise would
2. develop Australia's innovation ecosystem including in regional areas.

And its intended outcomes, which are to:

- support new Australian incubators targeting innovative start-ups to assist them to trade internationally
- expand the scale and operations of existing Australian incubators to increase innovative start-ups' chances of success in international markets
- develop new innovative Australian start-ups with a focus on international markets
- create opportunities for Australian start-ups to develop sustainable international businesses through access to open public data.

CSMs should summarise the planned project activities and intended outcomes outlined in the application, as well as the applicant's claims against the merit criteria. For example:

- describe the planned expansion of the scale of incubator operations and/or the development of a new incubator that will focus on innovative Australian start-ups with an international market focus;
- outline the project activities, timeframe, value and intended outcomes;
- summarise the applicant's claims against the merit criteria, evidence provided to substantiate this;
- outline how the project is in line with ISI objectives (refer above).

6.2.2 Regional Location

The maximum grant percentage varies depending on the project location as defined in the [regional locator tool](#). For this initiative, we consider Inner Regional, Outer Regional, Remote and Very Remote locations as regional areas and all other locations as major cities.

- Incubators in major cities may receive a maximum grant of 50 per cent of the eligible project value.
- Incubators with projects located in regional areas may receive up to 65 per cent of the eligible project value.

If applicants apply for the greater percentage, they will need to demonstrate in the application that the project is located in a regional area. We consider the project is located in a regional area if the applicant can attribute at least 80 per cent of your eligible project value to activities in a regional area.

6.2.3 Project Budget

Submitted applications are required to include a detailed project budget outlining the expected costs against eligible activities. CSMs should review the budget to:

- assess whether the budget is realistic
- assess the applicant's ability to fund their contribution of the project funds
- identify any ineligible activities or expenditure, the basis of ineligibility and any recommended reductions in the grant amount or changes to activities and milestones if the grant is funded
- if applicable, comment on type and adequacy of documentation provided as evidence of any applicant contributions (e.g. loan agreement)
- note whether the 'In-kind' and 'Other Government' contributions meet the maximum percentage amounts allowable as contributions towards total project expenditure
- Ensure that the grant amount value comes down to the full dollar or half dollar (ie. 50c).

If no detailed project budget has been provided with the application, CSMs should request this from the applicant.

6.2.4 Milestones

Milestones have specific importance under the Grant Agreement as indicators that a project is progressing satisfactorily towards its planned objectives. When assessing project milestones, CSMs should be aware of any inconsistencies in timeframes and costs, with particular reference to the project budget. Some issues that may arise include:

- milestones that don't fit into the activities identified in the project description, and merit criteria
- milestones of highly irregular dollar amounts/values
- milestones that include ineligible activities
- milestones that are vague or unmeasurable.

As a guide, milestones should be:

- succinct
- specific
- measurable
- achievable
- realistic
- time-bound.

The maximum grant period is 24 months for New and Existing projects. Ideally, a small number of clear and achievable milestones should be included in the Grant Agreement to ensure the project is progressing in an appropriately structured way. CSMs should keep in mind avoiding any over-burdensome reporting obligations for our customers whilst identifying a reasonable number of relevant project milestones to allow for adequate monitoring of the project.

Milestones, and therefore Progress Reports, do not have to be tied to project payments.

The following table shows the minimum reporting obligations required:

Projects < 12 months	First Payment 90% Final Payment 10%	Upon Execution of Agreement Final Report required	Minimum of: 1 x Final Report
Projects > 12 months (up to 24 months)	6 monthly in advance Final Payment 10%	Upon Execution of Agreement Milestone Report required Final Report required	Minimum of: 2 x Progress Reports 1 x Final report

****Note: the CSM can request additional Progress Reports that are not tied to grant payments.***

For projects over 12 months, CSMs have the ability to split the 30% payment into two (or more) payments tied to separate milestones if the CSM feels it is necessary for a particular project (for example, if the CSM would like to have more control over the payments, would like to keep part of the payment back longer to ensure a particular milestone is achieved, or would just like to keep more of a close eye on the project progress more generally). However, CSMs will need to keep in mind the financial year splits approved for the project in these cases.

In preparing the assessment, the CSM may like to consider at this point whether they think the 30% should be split into two payments. This would be the ideal time to do so if possible as then the FY splits can be changed to accommodate this before the budget is approved.

If the CSM considers this at the time of negotiating the Grant Agreement, they may be restricted in splitting the payment if it goes over into another FY as this will affect the approved budget and funding in each FY. There may be some circumstances though where one 15% payment may occur early in the FY and the other later on in the same FY and it could be done in these instances.

If a CSM feels it is necessary to keep a closer eye on a particular project, they can add additional Milestones and progress reports that are not tied to payments. In such instances CSMs should liaise with their line manager or the ISI Programme Management team.

6.2.5 ISI Assessment and Completeness Report (Tracking Sheet)

The ISI Assessment and Completeness template summarises the main information needed for the CSM and EP Committee to assess the application. In conducting their assessment, the CSM completes the template report with appropriate application details, and outlines their assessment of eligibility and merit. The CSM provides a score and recommendation for each application and forwards the completed application deck (ISI Assessment and Completeness Report, plus the RIF Interaction Summary and Application and supporting documentation) to the Committee Secretariat before the cut-off date.

In completing the ISI Assessment and Completeness template, the CSM should:

- ensure that it has the correct application details (including the ISI number, applicant name, proposed start and end dates, grant value, project title and project summary, what the project aims to achieve, and assessment of eligibility and merit)
- record the core business of the applicant, its company structure and its shareholding. Other relevant information may be included as needed
- the split of grant funds across financial years, based on the project budget. Occasionally, a reduced grant amount may be recommended, in which case the financial year split must be provided for both the original and revised amounts which will require a revised project budget. A revised split of grant funds across financial years will need to be proposed in the tracking sheet where a project is likely to be delayed and funds are unlikely to be expended as quickly as outlined in the application. If a different financial year split to what the applicant has predicated is suggested (for example where ineligible expenditure may have been identified during due diligence). The tracking sheet should clearly articulate this and explain why they are different

The CSM should provide additional comments, if needed, to flag specific issues such as:

- issues associated with the assurance provided to support the claim of ability to fund applicant share of project costs
- a discrepancy between the grant amount sought and that shown in the application - this occurs if the applicant has agreed to adjust project costs
- suggest conditions to form part of the Grant Agreement (if required)
- a prior application by the same applicant for a similar project that was rejected - in this situation CSMs may need to comment on whether, and how, the new application differs
- any particular difficulties faced in reviewing the application that may tend to reflect on the ability of the applicant to manage the grant - for example, repeated problems in obtaining information.

IMPORTANT NOTE: Conditions should only refer to matters that go beyond actions that can be approved as part of normal contract management (ie. to achieve as part of a milestone). However, where additional reporting or compliance requirements (not formal conditions of offer) are placed on a participant, that participant should be given forewarning of the additional requirements either in the letter of offer or well in advance of a standard reporting due date.

CSMs are required to recommend:

- whether the application is supported, and the reasons for this (outlining the strengths and weaknesses)
- conditions to be imposed as part of the Grant Agreement, or to be met before the Grant Agreement can be executed (occasionally, a condition is needed to manage or to mitigate a specific risk)
- CSMs are to ensure the conditions are achievable and enforceable

The tracking sheet must be signed by the CSM and countersigned by the relevant EL line manager. Before signing the tracking sheet, the CSM must check that:

- they have undertaken an adequate assessment of the application
- all scores add up and that the scores have been moderated in relation to other applications
- the grant amount sought is consistent throughout the assessment, application and project budget - or that discrepancies are identified and explained
- the grant amounts recommended in each financial year add up to the total grant amount
- projects with an end date in the period between 15 May and 30 June will not be paid until the new financial year. This is due to financial reporting, budgets and commitments cut-off dates.

By countersigning the tracking sheet, the line manager is confirming that:

- they have reviewed the CSMs activities
- they endorse the material completed by the CSM
- the application deck is complete and presented in the correct format.

6.2.6 Preparing the Declaration of Interest Statement (DOI)

The Innovation and Science Australia Board has adopted robust and conservative DOI processes to manage conflicts related to matters being considered by the ISA Board and its committees (including the Entrepreneurs' Programme Committee). These processes protect its Members, the Minister and the Department from allegations of impropriety in decision making. Further details on the ISA Board DOI processes and guidelines can be obtained by contacting [S 47E\(d\)](#) @industry.gov.au.

The DOI statement assists Departmental officers and Committee Members to disclose any interest in relation to an application being assessed or under consideration by the Committee.

Prior to application papers being sent to members, CSMs are required to prepare a DOI statement for each applicant being considered. A template DOI statement is available in DocHub ([ISI DOI Template](#)). CSMs must populate the DOI statement template as required and forward via email to the Committee Secretariat [S 47E\(d\)](#) @industry.gov.au, cc'ing [S 22](#) @industry.gov.au, by the deadlines advised (also refer to [item 6.3.1](#)).

6.2.6.1 DOIs Required for RIF Activities

The DOI Statements are also used to determine whether any of the Regional Incubator Facilitators (RIFs) have any conflicts of interest with the applications being considered under ISI. RIFs are required to review DOI statements and disclose conflicts prior to providing any feedback on draft applications received by the department, and prior to completing RIF Interaction Summaries (refer to the [RIF DOI Ledger](#) for more instructions on this process).

In addition to this, RIFs must review DOI Statements and declare any conflicts prior to providing feedback on draft NEI applications.

Draft NEI applications will come through to the ISI Programme Management inbox for allocation to a Regional Incubator Facilitator. The process is outlined below:

1. Program Management will check the location of the applicant requesting feedback to determine which RIF would be most appropriate.
2. Program Management will request the Delivery team to prepare a DOI Statement.
3. Program Management will allocate the feedback request to the relevant RIF, based on location.
4. The DOI Statement is forwarded to the relevant RIF and conflicts advised. If the RIF has a material conflict, the application is referred to another RIF.
5. Program Management then forwards the smartform link email to the relevant RIF for their action.
6. Program Management will then update the Feedback Allocation Register with the RIF details and date the request was sent. It will also be updated noting the date feedback was provided.

6.2.7 The Application Deck

The application deck provides Committee Members with the core documents needed to review and to assess the application in a timely manner. All documents should be free of any markings and must be legible. The Application Deck should be saved in a high quality Adobe Acrobat PDF and forwarded to the EP Committee Secretariat by the due date.

The following must be provided in the Application Deck, in this order:

- the RIF Interaction Summary
- the ISI Assessment and Completeness Report Template (CSM Tracking Sheet)
- the application form, including detailed project budget
- any attachments provided with the Application

CSMs must check that the application deck is complete. The authorised officer with line management responsibility (State EL1 or EL2) for ISI must sign off the application deck to confirm that it is complete and accurate before the CSM forwards it to the EP Committee Secretariat.

Once the application deck is complete and signed off, the CSM forwards the package via email to the Committee Secretariat **S 47E(d)** @industry.gov.au, cc'ing

S 22 @industry.gov.au), by the deadlines advised, the following:

1. a MS Word version of the DOI
2. an Adobe Acrobat PDF version of the complete Application Deck.

CSMs must ensure all documents are saved in DocHub.

Once the EP Committee Secretariat has received the Application Deck, they will:

- quality check all documents and liaise with the CSM if there are any issues
- prepare coversheets and all documents for distribution to Committee Members and Departmental Staff
- upload agenda papers onto the AusIndustry - Secretariat Extranet for Committee Members and relevant Departmental Staff to access at least two weekends ahead of the meeting, ensuring that any items for which Members have a material disclosure of interest are removed from that Member's Extranet file.

The Committee Secretariat allocates primary and secondary spokespersons for each application. EP Committee Members may contact CSMs before the scheduled meeting if they have any questions about the application. Any additional information provided to Members should be copied to the EP Committee Secretariat to enable distribution to other non-conflicted Board Members ahead of the meeting.

S 47E(d)

S 47E(d)

The applicant's registered business address is not necessarily where the project is taking place. A primary project location should be identified but all sites should be listed. Where the majority of work is happening at a contractor's premises, use the business address of the applicant.

S 47E(d)

6.3 EP Committee Assessment

6.3.1 Disclosure of Interest Process

The Innovation and Science Australia Board has adopted robust and conservative DOI processes to manage conflicts related to matters being considered by the ISA Board and its committees (including the Entrepreneurs' Programme Committee). These processes protect its Members, the Minister and the Department from allegations of impropriety in decision making. Further details on the ISA Board DOI processes and guidelines can be obtained by contacting S 47E(d) [@industry.gov.au](mailto:S 47E(d)@industry.gov.au).

The DOI statement assists Departmental officers and Committee Members to disclose any interest in relation to an application being assessed or under consideration by the Committee.

For details about the expectations of CSMs as Departmental employees in relation to commercial and/or sensitive information and conflicts of interest, CSMs should refer to the 'Conflict of Interest and Insider Trade Expectations Policy' available on iCentral.

The CSM will populate the DOI statement template, which is available on DocHub ([ISI DOI Template](#)). Once complete, the CSM forwards the form to the Committee Secretariat by the required due date. The DOI Statement is provided to the Committee Members so that they may make the required declarations.

Prior to the dispatch of papers, the Committee Secretariat will provide a recommendation to the Chair on the materiality of a Member's disclosure in accordance with the ISA Board DOI processes and guidelines. The Chair will make the determination as to whether a Member is conflicted or not.

At a meeting, it is the Committee that makes a determination on any new disclosures and whether a Member can participate in consideration of an item in accordance with the ISA Board Guidelines.

Conflicted Committee Members will depart the meeting room when the relevant application is discussed and will return once the discussion is complete.

In the event that an applicant makes a request that a particular Committee Member not assess their application, the CSM should obtain the request in writing (email is acceptable) with reasons for the request.

The CSM must advise the Committee Secretariat in writing of the applicant's request including the reasons. The Committee Secretariat will then manage the request following the ISA Board's Disclosure of Interest Guidelines.

The CSM must keep a copy of the DOI statement on the project file.

Confirming Shareholders

In order to confirm eligibility and prepare the DOI statement, CSMs must confirm the list of shareholders and directors of the applicant. This can be done through a Corporate Scorecard search.

6.3.2 EP Committee – Merit Assessment

The Entrepreneurs' Programme Committee (EPC), is a Committee established under the Innovation and Science Australia Board, and is delegated to provide merit assessments of Incubator Support initiative - New and Existing Incubators grant applications, and recommendations to the Minister for final decision. The EP Committee meet every 6-8 weeks.

Note: EPC meeting dates, requirements and deadlines are managed and circulated by the EPC Secretariat.

The CSM must undertake the following steps to allow for the EP Committee to consider applications:

1. Each project must be assessed by a CSM and approved by the relevant state EL officer. The CSM and EL officer must both sign the Assessment Template, and approve the assessment in SGMS.
2. The CSM will then schedule the application to the next Entrepreneurs' Programme Committee meeting in SGMS.
3. The CSM generates the Declaration of Interest (DOI) Statement and provides it to the EPC Secretariat **S 47E(d)** industry.gov.au, cc'ing **S 22** @industry.gov.au for collation and circulation to members for response. This is generally due four weeks prior to the EP Committee meeting.
4. The CSM will prepare the Application Deck for consideration by the EPC. This consists of the completed ISI Assessment and Completeness Report template, RIF Interaction Summary, Application Form and relevant attachments.
5. The CSM must email each completed application deck to the EPC Secretariat. This is generally due three weeks prior to the EP Committee meeting.
6. The EPC meeting is held (generally every 6-8 weeks) to conduct the merit assessment of each application and to determine the merit ranking and recommendations to either support or not support funding of applications.
7. Two Committee members are assigned as 'Primary and Secondary' spokespersons and they are tasked with reading the application and assessment in more detail, and to lead the discussions at the Committee meeting.

8. CSMs and RIFs that have provided assessments to the Committee, are required to be available via VC at the EPC meeting in order to answer any questions posed by Committee members. Members may also contact CSMs or RIFs directly to ask questions prior to the Committee meeting.

6.3.3 RIF and CSM attendance at Committee meetings

Relevant RIFs and CSMs are required to attend the Committee meeting (in person, via teleconference or via videoconference), to allow Committee Members to ask questions and to clarify information if required.

Committee Members are encouraged to flag issues for comment with the RIF or CSM prior to the meeting.

During the meeting, the Committee Chair is responsible for ensuring that the RIF/CSM is invited to comment on issues at an appropriate point during the discussion.

In responding to questions from Committee Members, the RIF/CSM (or line manager if applicable should):

- remain succinct, impartial and objective in their responses
- clarify any particular points that are essential to the Committee's discussion when requested by the Committee Chair.

6.3.4 Independent Expert Assessments

An Independent Expert Assessment (IEA) is required to be undertaken if a Committee Member has a direct involvement with an application under consideration where they hold an operational management role in an applicant company, or is, or has been a consultant to an applicant company, or is a member of the board of an applicant company.

When an IEA is required, the Committee Secretariat and Programme Management will liaise with ISI policy partners and the Committee Chair to obtain the IEA in a timely manner. The Committee Secretariat will provide a copy of the final IEA report to the Committee Members (non-conflicted) prior to the meeting.

In accordance with Innovation Australia's DOI processes, where the IEA has been required due to a Committee Member's conflict, the external independent expert must complete a Disclosure of Interest statement and confidentiality agreement, prior to receiving the application deck.

Following the Committee's consideration of the application, it must be referred to the ISA Board for consideration with all relevant documentation, and the Committee's recommendation. The IEA must also be provided.

The Board will then make its recommendation to the Minister.

6.3.5 Committee Recommendations

The EP Committee will assess each application against the merit criteria and compare it to other eligible applications on the day. The Committee will give each application a score out of 100.

Supported

The Committee has scored an application highly and recommends that the application be approved by the Minister.

Supported with Conditions

The Committee has scored an application highly and recommends that the application be approved, subject to specified condition(s), by the Minister. Some conditions will require being addressed *prior* to the execution of a Grant Agreement, whereas others may be addressed during the project period.

Not Supported

The Committee has not scored an application highly and recommends that the application not be approved by the Minister.

Assessment deferred by the Committee

There may be circumstances where an application is deferred for future consideration. In these cases the Committee has not scored an application. This may occur where:

- it has not had time to consider the application. In this circumstance the application will be scheduled to the next Committee meeting. The Committee Secretariat will advise the CSM when an application has been deferred.
- it has been deferred for an IEA due to a conflict of interest or a requirement for expertise that is not available from within the expertise of the Committee. In this circumstance the application is scheduled for a future Committee meeting or considered by the Committee out of session depending on how long it takes to receive the IEA.
A new assessment is not required. However, once the IEA is obtained the CSM may need to revisit their assessment and update the tracking sheet
- the Committee requires additional information or points of clarification from the applicant. The Committee Secretariat will advise the CSM that additional information is required. The CSM will assist the applicant to provide the additional information.

Once the applicant provides the additional information the CSM will need to update the previous assessment to comment on the additional information and if necessary modify their score.

IMPORTANT NOTE: Under no circumstances should the Committee's deliberations be discussed with applicants. RIFs must not be in the room for the EP Committee's final deliberations regarding which applications they wish to support and RIFs should not be informed of which applications were finally supported until the Minister's decision has been made.

6.4 Decision Process

Following the EP Committee meeting, the ISI Programme Management team will prepare the Committee's recommendations, based on the strengths and weaknesses identified in each application. These prepared recommendations are then provided to the EP Secretariat who will formalise the Committee's recommendations by having the Chair of the Committee review and sign each one. The Secretariat will then provide the signed recommendations to the Programme Management team. The Secretariat will also enter the recommendations into SGMS. The recommendations need to be finalised before the Minister's decision can be entered.

The ISI Programme Management team will prepare a brief to the Minister outlining the Committees' recommendations. The Minister is the final decision maker and will determine which applicants are offered funding. Where relevant, the team subsequently brief the Minister to determine an announcement strategy.

Supported (with or without conditions)

Taking into consideration the Committee's recommendation, the Minister may approve the decision, and may apply conditions of offer where relevant.

The ISI Programme Management team will record the Minister's decision in SGMS (and may wish to use the following wording after the Committee's recommended words: *The Minister, as decision maker, taking into account the Committee's assessment, has decided to approve the application [with the following conditions]*).

The Programme Management team EL1 must check the decision wording and finalise the decision in SGMS.

Contract negotiations can then commence. Please refer to [Item 6.6 Web Reporting](#) description to ensure you are aware of the requirements around informing your applicant of the successful outcome of their application.

IMPORTANT NOTE: Official notification of successful projects can only be provided when the Minister has made a decision and the ISI Programme Management team has granted clearance.

Not Supported

Taking into consideration the Committee's recommendation, the Minister may decide not to support an application. The decision will reflect the reasons why the application was not recommended, with particular reference to the merit criteria.

Once the Minister has made his/her decision:

1. The Programme Management team will enter the Minister's decisions into SGMS.
2. The Programme Management team will communicate the decision outcomes to the Network Delivery team, via email from the **S 22** industry.gov.au inbox, and provide guidance on timelines for advising/liaising with successful applicants to execute Agreements.

To finalise unsuccessful applications in SGMS, the Programme Management team records the Minister's decision (and may wish to use the following wording after the Committee's recommended words: *The Minister, as decision maker, taking into account the Committee's assessment, has decided not to approve the application.*)

The Programme Management team EL1 must check the decision wording and finalise it in SGMS.

CSMs are to email unsuccessful applicants an SGMS generated letter informing them of the outcome of their application. The letter should include reasons why the application was not recommended, with particular reference to the merit criteria (refer to the Committee's recommendations and Minister's decision in SGMS).

6.5 Re-considerations

Applicants that were not supported for funding may submit new application at any time. If such applications are materially different from the original application they are assessed in accordance with standard procedures. CSMs with concerns about such applications should notify their EL officer; the Programme Delegate may reject an application for a project that is substantially the same as a previous ineligible or unsuccessful application.

The Minister and Programme Delegate's decisions are final in all matters, including:

- the approval of applications for funding;
- the size of funding to be awarded; and
- the terms and conditions of funding.

6.6 Web reporting description

Commonwealth Grants Rules and Guidelines – Publishing Grant Details

Under the Commonwealth Grants Rules and Guidelines (CGRGs), from July 2014, Government agencies are required to publish details of discretionary grants on their websites within 14 working days after a Grant Agreement is signed by both parties.

S 47E(d)

S 47E(d)

The following information about successful applicants is required to be published on the departmental website:

- name of the applicant
- title of the project
- a description of the project and its intended outcomes
- amount of funding awarded.

S 47E(d)

The project title is limited to ten words. In addition to being published on the departmental website, it is provided to the Minister and may be used in additional marketing material.

The public project description of successful applicant projects is also published to the website and may be provided to the Minister and used in additional marketing material.

IMPORTANT NOTE: While the project title and description are completed by the customer at the application stage and flow into SGMS, it is important that CSMs review this content during the assessment phase. If inaccurate descriptions or incorrect information needs to be changed, CSMs should consult their line manager – a system request may be necessary to change the SGMS descriptors.

Any changes to project descriptions must be advised to the ISI Programme Management team.

CSMs must not wait until the outcomes of the Committee meeting are known before doing this, as reports may be generated for the Minister prior to the network being advised.

Common issues with the brief project description include:

- exaggerated claims about the project and outcomes
- being too technical
- including numerical forecasts, for example 'our revenue will increase by 50% in the first two years'.

S 47E(d)

S 47E(d)**6.7 Grantees Making Public Announcement of Grant**

Participants should not publicly announce that a Grant has been awarded, or a Grant Agreement has been executed until the Minister has issued a media release detailing the funding offers. Programme Management will let CSMs know once the media release has been issued and when participants can publicly announce the awarding of the grant. It does not matter if a participant is not mentioned by name in the main media release, only that the participant is on the associated list of Grant Agreements executed.

The exception to this procedure is publicly listed companies, which have a duty to announce significant corporate information to the stock exchange as it becomes known. This includes entering into a Grant Agreement. A CSM who is managing the relationship with a publicly listed participant that is awarded a grant should ensure that the participant informs them of the date of any public announcement before the announcement is made.

The CSM should then inform Programme Management that an announcement will be made. Programme Management will inform Policy and other relevant areas of the Department of the announcement.

In any case, if a participant wishes to include AusIndustry, a Minister, local member or other government official as part of an 'event' associated with receiving a grant offer, CSMs should ensure contact is made with the ISI Programme Management team to discuss any marketing requirements.

After the Grant Agreement is executed, participants must acknowledge the financial assistance received under the initiative in any public statements about the project or results of the project. Refer to the Grant Agreement for appropriate wording to be used.

Use of Government Logo

If a participant wishes to use the AusIndustry logo they should contact the ISI Programme Management team to request permission, providing a description of where and when the logo will be placed. This may require the approval of the department's communications team.

6.8 Establishing the Grant Agreement

Successful applicants are required to enter into a Grant Agreement with the Commonwealth. The Agreement is the legal contract between the parties that sets the timing and quantum of funding, project milestones and reporting obligations.

The purpose of making a formal offer of funding is to advise the participant of general administrative requirements, the maximum approved grant amount (by financial year), and any special conditions or additional reporting imposed. These could include:

- pre-conditions that the participant must meet prior to the issue and execution of the Grant Agreement
- conditions that the participant must meet during the project – these must be set out in the Grant Agreement Schedules

- clarifying that the participant understands what is required of them before the Agreement is issued and executed
- advising the participant that no legal obligations will arise between the Commonwealth and the participant unless and until such time as a formal Grant Agreement is executed by both parties, and that if the participant decides to commence work on the project before this occurs, it does so at its own risk.

MAKE SURE YOU READ THROUGH ALL OF 6.8 BEFORE YOU START PREPARING THE AGREEMENT

Report due dates and Grant Agreement End Date

Note due dates of reports below:

- 60 days for all Final Reports (N&E & EIR) and 60 days for Audited Financial Reports, where required
- 30 days for progress reports

Note, the Grant Agreement End Date is determined as follows:

- For NEI projects, the **Grant Agreement end date** is 160 days from the final report due date.

The following steps must be undertaken to establish the Grant Agreement:

MAKE SURE YOU READ THROUGH ALL OF 6.8 BEFORE YOU COMPLETE THESE STEPS

1. Once the Minister's decision has been entered into SGMS, and the ISI Programme Management team has informed the CSM network, the CSM **S 47E(d)**

S 47E(d)

S 47E(d)

S 47E(d)

Managing Delays in the Grant Agreement Negotiation

Offers are contingent on the execution of the Grant Agreement within 30 days of the letter of offer being generated. If the CSM anticipates a delay in the execution of the Grant Agreement, but does not consider that the offer of funding should be withdrawn:

- the CSM has delegation to extend the offer of funding by 21 days. The CSM should (ensure that this is recorded as a variation in SGMS by updating the agreement due date field).
- a file note is required to explain the extension covering delegations and why, which must be put on the project file
- any further extension to an offer of funding must be referred to the Programme Delegate citing detailed reasons for the extension request.

Note: This authorisation **must not** be exercised where:

- the Authorised Officer is of the view that the extension is likely to result in a need to vary the proposed annual funding caps for the project; or
- the reason for the extension is inability of applicant to have funds available.

If an extension is granted, the CSM should:

- advise the participant of the new deadline, and explain that the Programme Delegate may withdraw the grant offer if the Grant Agreement is not executed by the new due date. This protects the Commonwealth's ability to withdraw the Grant Agreement without risk of a legal challenge by the participant.

If an offer of funding has lapsed:

- No AusIndustry officer should pursue negotiations with a participant after an offer of funding has lapsed, nor should any officer give a participant the impression that an extension may be taken for granted.

If a Grant Agreement is unlikely to be executed by the deadline, due to participant delays, the CSM should:

- remind the participant by telephone or email of the deadline. This reminder must be recorded on file. In some situations, the CSM may need to escalate by sending a letter to the participant reminding that the offer may be withdrawn if the Grant Agreement is not executed by the due date.

IMPORTANT NOTE: All extensions to the offer of funding must be granted prior to the end of the period of offer.

Withdrawing the Offer of Funding

Although rare, the Programme Delegate (delegated to EL1 and EL2) may withdraw the offer if the negotiation period expires, conditions cannot be met, or details of the project or the participant's circumstances change significantly. Please refer to the [ISI Departmental Duty Statement](#) for more information.

This may occur where either:

- the CSM has identified a significant issue or change of circumstances, resulting in the Programme Delegate reviewing and reversing the decision to enter into a Grant Agreement.
- the offer of funding has lapsed and the Programme Delegate is unwilling to approve an extension of time based on the circumstances outlined.

Before advising the participant that the Programme Delegate has withdrawn the offer of funding, the CSM should discuss the participant and the circumstances with their line manager. It is important to ensure that the participant has had a reasonable opportunity to respond to any issues.

Once the Programme Delegate has decided to withdraw the offer of funding, the CSM is required to:

- update SGMS to reflect this and prepares a letter to notify the participant in writing
- if the decision is regarded as sensitive – for example, the participant disagrees with the decision – it may be advisable for this letter to be signed by an EL2 or equivalent with line responsibility.

A participant whose offer of funding is withdrawn may lodge one new application for a grant for the same project. For the Committee to support it and the Programme Delegate to accept it, the new application must contain new information that addresses the issues that led to withdrawal of the offer of funding. The original Application Acceptance Date and Project Start Date are lost when the offer of funding is withdrawn.

Negotiating the Agreement

Sending the 'Letter of Offer' indicates the beginning of the 'negotiation phase'. This can consist of meetings, emails and discussion where the CSM clarifies the project, any conditions that need to be met prior to, or during, the project and discusses the Grant Agreement and the reporting processes with the participant. At this time the CSM will collect additional information or confirm information required for SGMS.

The negotiation phase is also an opportunity for the applicant to raise issues with the CSM that may have an impact on the project which may lead to variations being required (variations may be applied both pre-initiation and after the project is executed).

Accuracy in the issuing and finalisation of the Grant Agreement is essential. This will ensure that the content released in media releases and on the website is accurate. It will also limit the potential for variations, for

example, as the result of inaccurate financial year splits. CSMs are encouraged to use the '[Grant Agreement Finalisation Checklist](#)' to ensure all essential checks are complete.

If at any point in the negotiation or funding finalisation phase the CSM has significant concerns or change of circumstances are identified, these should be raised with their line manager and in some cases with the Programme Manager.

Agreement Pre-Conditions

In some cases, the EP Committee will approve funding subject to the applicant meeting certain conditions prior to the execution of the Grant Agreement. These conditions are referred to as 'Pre-conditions'. It will depend on the nature of the conditions whether approval will need to be sought by the Programme Delegate, however, as a rule of thumb, the decision of whether conditions have been satisfactorily met, will be delegated to the State Office EL2. Where condition decisions are recommended to the Programme Delegate, this can be provided in the form of an internal Minute with attachments.

Note: variations to project details (timeframes/budget/financial year splits) may pop up when negotiating agreement pre-conditions, in this case, refer to [7.2 Variations](#).

Confirming the Agreed Project

Confirming the details of the agreed project will ensure the Grant Agreement accurately reflects the approved project and provides for effective contract management. It is an opportunity for the customer and CSM to identify changes that may need to be implemented as part of Initiating and Issuing the Agreement.

Potential issues that may need to be escalated could include:

- significant changes to the project scope or outcome
- change in participant company control
- significant change in funding arrangements impacting on the participant's ability to fund its share of project costs
- factors limiting the participant's ability to meet conditions.

Depending on the seriousness of the issue raised, the CSM may need to prepare a submission to the Programme Delegate or seek a review of the decision.

The '[Grant Agreement Finalisation Checklist](#)' is used to provide a check of the final version of the Grant Agreement. This form also provides a section which can be used as an internal administrative confirmation sign off process.

Confirming Project Budget

Effective management of the project budget is a key task for the CSM and the customer. As part of the negotiation phase the CSM will:

- ask the customer to confirm or update (within the approved amount) the project budget, to be as realistic as possible and to reflect likely expenditure and time frames.
- review the project budget provided from the customer for appropriateness and completeness of expenditure items and the timing of the expenditure. For example, if the project is about to start and the participant has not yet identified and employed the relevant staff, it is unrealistic for the participant to budget for those salary costs from the commencement of the project.
- advise the customer that early reporting of changes to expenditure agreed in the Grant Agreement is essential as it cannot be guaranteed that the customer will be able to access unspent funds at the end of each financial year. However, there may be scope to re-profile funding between financial

years if the CSM identifies this at an early stage. As such, it is important the CSM is able to make a realistic assessment of project spending and grant payment schedules.

- ensure that the grant amount value comes down to the full dollar or half dollar (ie. 50c).

Note: Projects with an end date in the period between 15 May and 30 June will not be paid until the new financial year. This is due to financial reporting, budgets and commitments cut-off dates. It is important that the financial year splits accurately reflect the milestone and end of project report due dates and payment dates.

Once the budget is confirmed, the CSM should:

- calculate the initial payment. The initial payment is 80 per cent of the total grant amount for projects up to one year, and 50% for projects more than one year.
- calculate the 30% or two lots of 15% payments where necessary for projects over one year (refer [Item 6.2.4 Milestones](#)).
- confirm that the final payment of 20% is allocated to the correct financial year.
- confirm if the customer is registered for GST. The calculation of the grant amount in SGMS assumes that GST applies. If the customer is not registered for GST then you will need to change the GST code to 'N/A' and/or 'Z', where appropriate, in SGMS.

Capped Amounts

If there is no change to the annual capped grant amounts CSMs should:

- ensure commitment details are correct in SGMS
- enter the TechOne creditor code in SGMS.

If an amendment is required the CSM:

- enters the revised commitment details into SGMS then follows the same process as above, except to note the change in the annual capped grant amounts and the reason for this, and requests a project funding variation by emailing the line manager requesting authorisation for the movement of funds.
- the line manager must review the revised commitment, who may also check this in SGMS. Then forward the email to the EP Finance mailbox supporting the request and copy

S 22

industry.gov.au inbox.

- If the request involves moving funds into a future, or earlier financial year, EL2 endorsement is required. The EP Finance team will:
 - Seek/confirm endorsement from the EL2 with line responsibility for the Incubator Support initiative. Once endorsed this will be forwarded for approval to the Assistant Manager, EP Finance Team.
 - The Assistant Manager, EP Finance Team will process the amendment in SGMS, arranges a purchase order amendment, and advise the CSM when this process is complete.
 - The CSM e-mails the participant, advising of the change to financial year splits.
 - If the amendment is not approved, the Assistant Manager, EP Management Team advises the CSM to restore commitment details in SGMS to the previously approved amounts. The CSM will need to discuss the implications of this decision with their line manager and subsequently with the participant.

Project Grant Amount – SGMS and Agreement

Often we have NEI grants that are approved at percentages that are close to, but under, 50% (ie. 47%).

Please note that, following advice from the Grants Hub, you should enter grant percentages as follows:

Grant Agreement:

“the grant will be provided at up to 50 per cent of the total eligible expenditure...” [Grants Hub advice obtained 2018]. This is to cover off on any potential underspend where, for example, the total value is over \$1M and the grant sought is \$500k.

SGMS:

On the other hand, the grants hub have also advised that the grant percentage in SGMS must reflect the genuine proportion of the total project cost (ie. the % that was approved), and to ensure that payments align with this. The Grants Hub note that this is consistent with the ANAO’s view.

If, towards the end of the project, it is clear that the total project cost will not be as great as first thought then the Grants Hub have advised that the CSM has the option of processing a grant percentage variation in SGMS to increase the grant percentage to enable the grant recipient to access the full amount of the grant where appropriate.

With regard to the letter of offer, a reminder that we must not remove the words ‘up to’ before the grant percentage figure in the template. The letter of offer and the agreement both must state ‘up to __%’ to allow latitude for any future issues.

Trustee Companies Signing on Behalf of a Trust

Trustee companies may apply for on behalf of a trust. Where a trustee company executes an Agreement on behalf of a trust, both the trustee company's ACN and the ABN it uses in its role as trustee, are required on the Agreement to identify the specific company. The trustee company should sign the Agreement using the appropriate option provided in the Grant Agreement.

The trustee company should have provided an ABN used by it in its role as trustee for the trust in the application, as well as its ACN. A search on ASIC's website should be carried out to confirm the ACN.

The most straightforward scenario is where the trustee company has its own ACN and is registered to use the same ABN as the trust, and the trustee company is applying in its capacity as trustee for the trust. A search on the Australian Business register (go to [ABN Lookup](#) link) can confirm whether the trustee company and the trust are registered for the same ABN. CSMs should also ask to see the trust instrument or seek other written confirmation of the trust relationship, to ensure that the trustee has capacity to enter the Agreement on behalf of the trust.

Other situations will need to be considered on a case by case basis. CSMs should first consult their line manager to determine the entity that is the party to the Agreement. Further advice may also be sought from Programme Management.

Equipment and Assets

In some instances a project may include the purchase of a large asset or piece(s) of equipment with grant funding. Where this occurs, the grantee should be made aware of the clause in the Grant Agreement (G7) that states that they must:

- Obtain the Commonwealth’s prior written approval to use the Grant to purchase equipment or asset over the value of \$5,000;
- Agree to maintain a register of all equipment and assets purchased;
- Agree to use the equipment and assets for the purposes of the project activity; and
- Agree that the proceeds of any equipment and assets purchased with the grant must be treated as part of the grant used for the purposes of the activity.

Finalising the Grant Agreement

The Agreement finalisation form prompts and guides the CSM through a final check that all project details are correct and are presented in the Grant Agreement. The Agreement Finalisation Form is available from DocHub and CSMs should complete and sign the form when completing the Grant Agreement to ensure all aspects have been considered.

As part of this step, the CSM must:

- ensure an authorised officer has agreed, in writing, that any conditions have been met
- conditions must be met as described in the offer of funding; a condition cannot be replaced by a similar action unless agreed to by the Programme Delegate
- appropriate evidence to show that the condition has been met must be placed on the project file
- record this in DocHub (if this is not done, SGMS will not issue the Grant Agreement).

The line manager countersigns the ISI [Agreement Finalisation Form](#), and approves the issue of the Grant Agreement. In so doing, the line manager confirms that all details in the Grant Agreement are correct and that any issues have been addressed appropriately.

Once approved, the CSM generates the Issue Agreement letter in SGMS and e-mails this letter along with the Grant Agreement. The grantee is asked to sign and return via email the Grant Agreement to the Department for execution.

Briefing the Participant

It is recommended that the CSM contact the participant before the Agreement is executed, along with project directors, auditors, and others who will be significantly involved in managing the project and Grant Agreement, if relevant. CSMs may wish to remind/inform the participant of:

- the CSM's role in monitoring the project and taking the opportunity to run through the Grant Agreement with the participant.
- the reporting requirements and timeliness of payments.
- the need to substantiate activities and expenditure.
- the need to keep and retain, to the Commonwealth's satisfaction, records necessary to provide a complete and detailed record and explanation of:
 - expenditure on the project; and
 - conduct of the project.
- the need to notify AusIndustry of any changes in the project, participant (including ownership or management structure); and
- the importance of managing the project budget effectively including the budget process and how payments are made.

IMPORTANT NOTE: CSMs must not provide legal advice to participants on interpretation of the Grant Agreement. Participants must seek their own legal advice.

Executing the Grant Agreement and Making Initial Payment

For the Grant Agreement to take effect, authorised officers from the Commonwealth and the participant must execute the Grant Agreement.

Note: that Electronic Signatures are accepted (Grantee and Departmental sign-off)

The CSM posts or e-mails the Grant Agreement to the Customer to sign, along with the 'Grant Agreement Issued' letter, which can be generated from SGMS. An electronic signed copy must be returned to the

Department via email. The structure of the business prescribes who can execute a Grant Agreement. For example:

- Corporate grantees, the participant has executed the agreement with either two Directors, or a Director and the Company Secretary. A participant may execute the Agreement in the above manner by using the company's common seal. A sole director can execute a Grant Agreement only if they are also the Company Secretary, and the signature must be witnessed (the witness can be any individual)
- Non-corporate grantees (for example, a University) consult with Programme Management for guidance on correct grantee execution processes
- Trustee companies signing on behalf of a trust
- Other situations will need to be considered on a case by case basis. CSMs should first consult their line manager to determine the entity that is the party to the Grant Agreement. Further advice may also be sought from ISI Programme Management
- The Corporate Scorecard check undertaken during the application process will confirm that the correct office holders have executed the Grant Agreement on behalf of the participant. An ASIC search will identify if there has been any change to the participant company during the application process and whether a new Corporate Scorecard check should be undertaken to confirm the office holders.

Once the participant returns the Grant Agreement, the CSM should:

- check the participant has signed and witnessed the Grant Agreement and associated documents as per the instructions (also included in the SGMS Grant Agreement Issued letter)
- forward the Grant Agreement to the EL2 or equivalent with line responsibility for ISI for execution.

The authorised officer (EL2) should:

- check the Grant Agreement to confirm again that all details are correct and that there is no obvious impediment to execution - for example, the offer has not expired
- if there has been a movement of funds into future or current financial years, check that there is appropriate approval (refer to Item 6.7 Grant Agreement ([Capped amounts](#))).
- execute the Grant Agreement, by signing and dating it before a witness.

The CSM should then:

- promptly enter the date of execution of the Grant Agreement in SGMS
- forward an electronic copy to the participant for its records, upload a PDF copy of the signed executed agreement to the project folder in the DocHub, record the grant as a recipient created tax invoice (RCTI) in SGMS (the authority to take this step is the signed Grant Agreement)
- forward a request to the EPGrants mailbox to generate a Requisition/Purchase Order, and attach the PDF version of the executed Grant Agreement and cc the Incubator.Support.Programme.Management mailbox
- The Programme Management team may also be required to provide a copy of the signed Approvals Brief to the finance team
- The CSM will be notified when this process is complete.

A line manager with financial delegation is then required to:

S 47E(d)

S 47E(d)

The CSM should then generate the payment advice letter in SGMS and forward to the participant, together with the RCTI.

7. CONTRACT MANAGEMENT (NEI AND EIR)

AusIndustry is responsible for managing the ISI Grant Agreements. Grant recipients must submit progress reports in line with the grant agreement. Where required, the grantee must report on:

- progress against agreed project milestones;
- contributions of participants directly related to the project; and
- eligible expenditure of grant funds.

The amount of detail grantees must provide is relative to the project size, complexity and grant amount, but must:

- include the evidence that has been agreed on;
- show the total eligible expenditure incurred to achieve the milestone; and
- be submitted within four weeks of completing a milestone (grantees can submit reports ahead of time if they have completed the milestone).

CSMs must assess progress and final reports and may conduct site/compliance visits if necessary.

7.1 Progress Reporting and Payments

7.1.1 Expert-in-Residence

Reporting and Payment

For EIR grants up to the value of \$50,000 **AND** under six months in duration, 100% of the grant funds are paid up front, upon execution of the Grant Agreement. Grantees are required to submit a Final Report at the completion of the project. Expenditure of the grant funds are taken at face value, however, if CSMs feel that the funds have not been expended in line with the Grant Agreement, you may like to discuss this with the AusIndustry Debt Management Team. (Refer to [Item 7.4](#) for debt management procedures).

For EIR grants over \$50,000 and up to \$100,000, or for grants up to \$50,000 that are over six months in length, an initial payment is made, with possible progress payments 6 months in advance, depending on the project length. For these projects, a 10% retention amount is also retained for payment after the final report has been accepted and the project has been determined to have been successfully completed. Progress reports should also be sought for longer length projects that, may or may not, be tied to a progress payment.

The following table shows the minimum reporting requirements under the Expert-in-Residence funding component:

Projects < 12 months Grant under \$50k	First Payment 100%	Upon Execution of Agreement	Minimum of: 1 x Final Report
Projects > 12 months (up to 24 months) Grants \$50k +	First Payment 70% *Progress Payment 20% Final Payment 10%	Upon Execution of Agreement Milestone Report required Final Report required	Minimum of: 1 x Progress Report 1 x Final report

****Note: this progress payment is optional, depending on the length of the project. It is recommended that, where a project is close to 12 months, a progress report and payment should be included.***

Note due dates of reports below:

- 60 days for all Final Reports (N&E & EIR) and 60 days for Audited Financial Reports, where required
- 30 days for progress reports

7.1.2 New and Existing

Reporting and Payment

The following table shows the minimum reporting requirements under the New and Existing incubator funding component:

Projects < 12 months	First Payment 90% Final Payment 10%	Upon Execution of Agreement Final Report required	Minimum of: 1 x Final Report
Projects > 12 months (up to 24 months)	First Payment 50% *Progress Payment 20% *Progress Payment 20% Final Payment 10%	Upon Execution of Agreement Milestone Report required Final Report required	Minimum of: 2 x Progress Reports 1 x Final report

****Note: the CSM can break the 20% payment amounts up into multiple payments if required. Additional Progress Reports, that are not tied to grant payments, can also be requested where appropriate.***

Payments

New and Existing Incubator grants are up to a maximum of \$500,000. Grant payments are made as follows:

- For projects that are less than 12 months the applicant is paid 90 per cent of the grant on execution of the grant agreement (signed by both parties).
- For projects that are more than 12 months the applicant is paid 60 per cent of the grant on execution of the grant agreement (signed by both parties); 30 per cent of the grant amount will be paid on achievement of milestones.
- The remaining 10 per cent of the total grant funding is paid upon submission of a satisfactory final report.

Note due dates of reports below:

- 60 days for all Final Reports (N&E & EIR) and 60 days for Audited Financial Reports, where required
- 30 days for progress reports

7.1.2.1 Reviewing Progress Reports

The responsibility for reviewing project progress reports sits with the managing CSM. Accordingly, the reporting assessment templates (to be made available on DocHub) are completed by the CSM.

Once the participant has provided a completed report, the CSM should check progress reports promptly for completeness and adequacy and should advise the participant of any additional information required. In reviewing progress, the CSM should:

On receipt of a report, the CSM should:

- enter the date received in SGMS;
- consider whether the participant has provided the required certification, signed by an authorised officer, or electronically received with direct email trail to an authorised officer;
- save the report, associated email, to the appropriate location in DocHub;
- Complete the [CSM Progress Report Assessment template](#), noting:
 - how the participant's reports of actual eligible project expenditure for the period compared with its previous forecasts, and what if anything, this indicates about the timing of the project or expenditure;
 - whether the project is progressing in accordance with the activities, milestones and time frames indicated in the Grant Agreement. Delays in achieving milestones are common, and in

these cases the CSM may need to ask the participant whether there will be any impact on the overall timing of project outcomes and/or on the project budget;

- whether the participant's estimates of future expenditure are appropriate, complete and timely, taking account of the project's progress. The CSM must follow up any concerns with the participant if an underspend is occurring, the CSM may need to process a request for project funding variation to move funds into later financial years; in the event that a participant does not wish to move funds into a later financial year, the participant must be warned that they run the potential of losing any unspent funds from their project and must have a good argument for retaining them in the current year;
- whether the participant has met any special conditions of the Grant Agreement, as needed; and
- whether there is any other available information that relates to the participant's present entitlement to a payment in accordance with the Grant Agreement.

In undertaking a review of a progress report the CSM should pay particular attention to any issues/problems which the participant identifies as a major hindrance, any milestones (disparity in agreed vs expected dates of completion); inconsistencies in activities and have proposed remedial actions in place to address these.

If the CSM has any concerns they should discuss the matters with their line manager and if necessary seek additional documentation from the participant to support claims made in the report.

Based on the progress review, the CSM:

- updates SGMS to reflect project progress;
- performs any required monitoring actions identified in the assessment; and
- considers whether the progress payment should be withheld or reduced.

IMPORTANT NOTE: CSMs have the right to seek further assurance on claims made in the report especially claims relating to project expenditure and expenditure projections.

Reminding the Participant the Report is due

In the month before a report is due, the CSM should send a reminder letter or email to the participant. The CSM may like to attach the template report to the email for participant's reference.

Under the terms of the Grant Agreement, participants are required to report on their project using a prescribed template. These reports identify project progress and expenditure for a given reporting period.

It is the CSMs responsibility to provide the reporting templates to participants if required. The monitoring CSM should check the Schedules of the Grant Agreement to confirm the due dates for each report for each participant.

Following up Overdue or Incomplete Reports

The CSM should contact the participant to follow up overdue or incomplete reports in writing. Failure to do so could waive the Commonwealth's rights under the Grant Agreement. The process to follow up outstanding reports is as follows:

- the CSM generates a reminder letter from SGMS and forwards to the participant within seven days of the report due date;
- if the report is still not received within the next 14 days, the CSM generates the second reminder letter from SGMS the day after the 14 day period has expired, and forwards it to the participant;
- if the report is still not received within 14 days of the second reminder, the CSM:

- generates a letter from SGMS to advise the participant that they are in breach of their Grant Agreement obligations; and
- provides the letter to a line manager for signing, and forwards it to the participant;
- if the participant does not rectify the breach within 21 days of receipt of this letter, the CSM should discuss options with their line manager; and
- if the report has still not been received and the participant is unresponsive, Programme Management should be made aware of the issue. Possible options may include meeting with the participant to discuss concerns and depending on the situation, raising the possibility of terminating the Grant Agreement and/or debt recovery.

7.1.2.2 Processing Grant Payments

The Commonwealth makes ISI grant payments in instalments. An initial payment of 90% of grant funds for projects under 12 months and 60% of grant funds for projects over 12 months is made on execution of the Grant Agreement.

There are only subsequent progress payments for projects over 12 months which consists of the remaining 20% grant payment. This payment can be made at one time upon completion of a defined project milestone or it can be made in two or more (for example, two grant payments of 10% each, upon completion of milestones).

In the case where the project has an underspend, this can be adjusted at the final payment stage. The CSM should discuss any proposal to reduce the grant payment with their line manager.

Note, for EIRs, where the grant payment is paid up front, and the grantee does not use all funds (for example, they finish the project early), then the CSM needs to identify the amount and have that approved in SGMS as an overpayment. Once done, let PM know and we will email the Debt Management team with the details. The Debt Management team will then raise an invoice and arrange payment by the grantee.

Once the CSM has undertaken the progress review and calculated the grant payment:

- the CSM completes the progress review form template (to be made available on DocHub) and provides to the relevant line manager (with financial delegation) for approval;

S 47E(d)

Adjusting the Financial Year Split (Capped Amounts) (Request for Project Funding Variation)

If as a result of the payment calculation, the annual capped amounts may need to be amended. To process a variation, the CSM must:

- enter the revised commitment details into SGMS, and requests a project funding variation by emailing the line manager requesting authorisation for the movement of funds
- the line manager reviews the revised commitment, and forwards the email to the EP Finance inbox supporting the request and copy **S 22** [@industry.gov.au](mailto:industry.gov.au) inbox
- if the request involves moving funds into a future financial year, EL2 endorsement is required. The EP Finance team will:
 - Seek/confirm endorsement from the EL2 with line responsibility for the Incubator Support initiative. Once endorsed this will be forwarded for approval to the Assistant Manager, EP Finance Team.
 - The Assistant Manager, EP Finance Team will process the amendment in SGMS, arranges a purchase order amendment, and advises the CSM when this process is complete.
 - the CSM uses e-mails the participant, advising of the change to financial year splits.
 - If the amendment is not approved, the Assistant Manager, EP Finance Team advises the CSM to restore commitment details in SGMS to the previously approved amounts. The CSM will need to discuss the implications of this decision with their line manager and subsequently with the participant.

IMPORTANT NOTE: This is a critical process in managing slippage and ensuring adequate funds are made available for new projects commencing in the second half of the financial year. The Participant should be informed that they must be accurate in their projections as further underspends may result in the loss of grant funds to the participant.

7.1.2.3 Reviewing Project Outcomes

As with progress payments, the CSM must review the eligible expenditure claimed and clarify any issues identified or raised through the independent financial audit.

If all project milestones are substantially complete - with the exception of a small amount of work that the participant expects to complete shortly after the agreed project end date - and the final audit report confirms the eligible expenditure claims in the End of Project Report, it is acceptable to make the final payment (including the 10 per cent retention amount) when processing the final report. However, the participant will not be able to claim as eligible expenditure the cost of any activities carried out after the agreed project end date (with the exception of the final audit costs, which must be incurred and paid within three months of the agreed project end date).

The CSM must report in the assessment template for the end of project report whether the project achieved its outcomes. The CSM should add comments on the project's progress in the final review tab in SGMS.

7.1.2.4 Processing End of Project Report and Final Payment

Under the Grant Agreement, the Commonwealth withholds payment of at least ten per cent of the grant - the retention amount – which is not paid out until the project has been completed, the grantee has submitted their final report and independent audit report (where required) and the department has assessed the project as being successfully completed.

The Commonwealth cannot pay the retention amount until the participant has met (to the satisfaction of the department) all its obligations under the Grant Agreement. These obligations include the participant providing the following within 60 days after the project end date (that is the completion of all components of the project):

- an End of Project Report (Final Report) that has been accepted as complete and satisfactory by the CSM; and
- an Independent Audited Financial Report (applies for projects where the total value is worth over \$500,000 GST exclusive) which is to be signed off by a member of:
 - the Institute of Chartered Accountants in Australia; or
 - CPA Australia; or
 - the Institute of Public Accountants (MIPA) or Fellow of the Institute of Public Accountants (FIPA).

The CSM should check the end of project report promptly for completeness and adequacy and should advise the participant of any additional information that is required.

The CSM generates the final progress report via SGMS and calculates the payment based on actual eligible expenditure incurred on the project. Expenditure relating to final Audit costs can only be paid after the project completion date.

Subsequent to calculation of the final payment:

- the CSM completes the end of project assessment template, located in DocHub, and provides it to the relevant line manager (with financial authorisation) for approval;

S 47E(d)

S 47E(d)

A copy of the payment calculation, the end of project assessment template and the payment advice letter must be saved in DocHub.

De-committing Grant Funds

If, after calculation of the final payment, the participant is not entitled to receive the balance of grant funds remaining, then the excess funds need to be de-committed in SGMS and, subsequently, in TechOne. This process involves:

- the CSM entering the revised financial commitment details into the cost summary in SGMS;
- the CSM completes a Project Funding Variation (PFV) Request form. The PFV form should briefly explain the reasons for the de-committal and also show the current and revised financial year splits. The variance (far right column) should equate to the amount to be de-committed;
- the CSM then emails the attached PFV to the line manager and requests that they enter as 'Review Accepted' in SGMS;
- once accepted, the line manager then forwards the PFV from to S 47E(d) @industry.gov.au and cc'ing S 22 @industry.gov.au supporting the request;
- the EP Finance team will process the purchase order amendment in TechOne and will advise the CSM when this process is complete.

Overpayments/Underspends

Where the grantee does not use all funds (for example, they finish the project early), then the CSM needs to identify the amount and have that approved in SGMS as an overpayment. Once done, advise the

Programme Management team. PM will email the Debt Management team with the details. The Debt Management team will then raise an invoice and arrange payment by the grantee.

Advising the Participant of Ongoing Obligations

The CSM should remind the participant of any ongoing obligations it might have under the Grant Agreement after the completion of its project. For example, the grantee must maintain project records, including information on project expenditure for a period of five years from the project end date (refer to G3.2 - Record Keeping, of the Grant Agreement).

Refer to Schedule 1 of the Grant Agreement for more information on the Survival Clauses.

7.2 Project Variations

A variation is required when the participant wishes to make changes to the Grant Agreement. The participant must seek prior written approval from the Commonwealth to make any changes (use [Variation Request template](#)). The Commonwealth will normally agree to changes only if it considers they are likely to deliver equal or improved project outcomes and is consistent with initiative objectives.

We recognise that unexpected events may affect project progress. In these circumstances, participants can request a project variation, including:

- changing project milestones;
- changing the value of expenditure for particular items within the proposed project budget. For example, where some items of expenditure are less, or more, than expected, these funds can be redirected to, or from, other eligible project expenditure items within the approved project budget, as long as the Heads of Expenditure values, and the total Grant amount, remains the same;
- extending the timeframe for completing the project but within the maximum project timeframe allowed in Programme Guidelines; and/or
- changing project activities.

S 47E(d)

If the participant wants to propose changes to the grant agreement, they must put them in writing using the [Variation Request template](#) before the **grant agreement end date**. AusIndustry will not consider changes after the grant agreement end date.

Grant Agreement End Date

For EIR projects, the Grant Agreement end date is 160 days past the project end date.

For NEI projects, the Grant Agreement end date is 160 days from the final report due date.

These dates allow for all reports (Final Report; Independent Audit Report) to have been received and assessed and the final payment processed.

If a delay in the project causes milestone achievement and payment dates to move to a different financial year, the participant will need a variation to the grant agreement. The department can only move funds between financial years if there is enough funding in the relevant year to allow for the revised payment schedule (refer to Item 7.1.2.2 Processing Grant Payments - [Capped Amounts](#)).

Participants should not assume that a variation request will be successful. They should be advised that the department will consider their request based on factors such as:

- how it impacts the project outcome;
- consistency with the programme policy objective and any relevant policies of the department;
- changes to the timing of grant payments; and
- availability of programme funds.

Processing a variation request

Project variations allowed under the Incubator Support initiative are delegated to EL1s **where the variation would not increase the grant amount (we don't allow this under the initiative anyway) and where variations are likely to result in a need to vary the proposed annual funding caps.** Refer to the [ISI Duty Statements](#) for further clarification.

Upon receipt of the request, the CSM must:

- check for completeness and promptly follow up any additional information required. Ask the applicant to complete the [Variation Request template](#) if they have not already;
- ensure it is placed on the project file in DocHub;
- generate the variation acknowledgement letter from SGMS and sends it to the participant; and
- record the variation in the SGMS as per the SGMS User Guide (refer below notes also).

CSM's should complete the [Variation Request Assessment template](#) and consider the following issues in reviewing the request:

- project progress, and how the proposed changes would affect the ability of the participant to achieve the project outcome. The Grant Agreement requires the participant to conduct the project to which its application relates, so substantive change to the broad outcome is of serious concern;
- project and expenditure eligibility issues;
- the impact the variation request would have on the payment schedules if it were approved; and
- possible alternatives to approving the request - for example, mutual termination of the Grant Agreement.

For EIRs, the entity should provide information that addresses the following:

- *Explain why they need to swap out the Expert – briefly what were the circumstances;*
- *Outline who the new Expert is and what skills and experience they have – and how these are relevant to the project (can this expert do the same job as the previous one);*
- *Provide a CV for the new Expert;*
- *Confirm that no project activities will change and that this Expert has the ability to undertake the same activities as the previous Expert was planning.*

Entering a Variation into SGMS

- Search for project;
- Go to 'Properties', 'Variations'
- Select 'New' button – make sure you only do one variation (with separate items within this – for example where there is a financial change, and date changes, they all need to be within the one variation item)
- Note that the CSM *must* click on **'item complete'** check box, once entered, or the EL2 decision page will not appear – go to '[properties] variations'; '[properties] variation items'; click on 'agenda item box' (grey box); then [properties] variation of time/variation of funds – the item complete box will be in here.

Approval of Variation

If the request can be decided by an authorised officer (EL1) in a State Office on behalf of the Programme Delegate, the CSM should:

- compile the request form with any additional attachments, sign it and provide it to the relevant line manager to review and countersign;
- provide it to the relevant authorised officer to review and make a decision; and
- record the decision of the authorised officer in SGMS, and place supporting documentation on file.

Note: For financial variations (changes to FY splits), a Variation Excel Form no longer needs to be generated, as long as the new financial plan is entered into SGMS.

Following consideration by the authorised officer, the authorised officer will record the decision in SGMS and provide the signed decision sheet to the CSM for inclusion on the DocHub file.

If the request is required to be approved by the PM EL2, or Programme Delegate, the CSM should:

- compile the request form with any additional attachments, sign it and provide (email) it to the relevant line manager to review and countersign;
- provide it to Programme Management to review and coordinate the decision process with the EL2 or Programme Delegate; and
- record the authorised officer in SGMS, and place supporting documentation on file.

Following consideration by the EL2 or Programme Delegate, the decision will be recorded in SGMS and the CSM will be advised of the outcome. (PM Notes below)

[Program Management steps:]

- Check that all variation details in SGMS are correct;
- Refer the variation to EL2 or EL1 via email; seek approval (approval can be given via email);
- EL1 enters EL2 or PD decision into SGMS (Go to '[Properties] variations'; Click on relevant variation (not the Agenda part); '[Properties] variation items'; Go to first in list of variation items (if there are multiple), click on 'Agenda item box' (grey box); then [Properties] general/misc./variation of time/variation of funds; then go to [Properties] Authorised Officer/Prog Deleg decision; enter decision, copy link to decision.
- If there is a financial change, email link to EP Finance with advice to 'action in tech 1';
- Email CSM to advise the variation has been approved.
- The CSM can now issue and execute the new grant agreement (if it is a pre-agreement variation); or issue the new Schedules.

Advising the Participant and Following Up

Once the CSM has the relevant documents with the variation decision for the file, the CSM generates the decision letter from SGMS, ensuring any conditions that form part of the decision are included in the letter. In some cases, the decision on a request for variation is not a simple 'yes' or 'no' and the decision letter may require editing to reflect this. A copy of updated schedules or revised Grant Agreement should be issued with the letter.

Where a revised Grant Agreement is not required, and there are no special conditions, a [variation approval letter](#) should still be issued for recipient signature (refer below). The participant should print two copies, sign both and return one signed letter to CSM to place on file.

In the case of EIR grants, where the variation is approved, the CSM must amend the Grant Agreement Schedule and re-issue it to the grantee, along with the variation approval letter (refer below).

Varying the Grant Agreement by Letter

If the request involves a variation to the schedules of the Grant Agreement, the CSM should:

- enter the revised Agreement details into SGMS;
- generate a [variation approval letter](#), and new schedules from the SGMS and provide to an authorised officer for checking and issue;
- email the letter and new Schedules to the participant to sign and return;
- place the scanned original on the DocHub project file.

If a Novation of the Grant Agreement is involved

A deed of novation transfers the Grant Agreement from the current participant to another party. When a Novation Deed is created, the existing Agreement is not altered it is attached to the Novation Deed and is referred to as the Principal Agreement. A Novation Deed is only required in very limited circumstances, including:

- during the project period, the participant (with the prior approval of the Commonwealth) transfers conduct of the project to another party while continuing as a corporate entity; or
- either during the project period or after the project period, another entity acquires or merges with the participant and this results in extinguishing the separate corporate identity of the participant. In doing so, the acquiring entity or the new entity resulting from the merger takes over all contracts previously entered into by the participant.

In this event the CSM should:

- download the deed of novation template from DocHub;
- enter in SGMS as a variation, this will record the new owner of project;
- once approved you can execute a new agreement;
- contact the Corporate Helpdesk [S 47E\(d\)](#) [@industry.gov.au](mailto:industry.gov.au) to advise of changes to the creditor code information; and
- send an email to the industry.gov.au inbox to request transfer of remaining funds to the new entity and include in the email the details of the new creditor code.

Reconsideration of Not Supported Project Variations

A participant may request in writing, once only, a reconsideration of a not supported project variation request. The Programme Delegate can reject the new project variation request where:

- The request does not contain new or additional information that specifically addresses the Programme Delegate's or other authorised officer's reasons for not supporting the original variation request; or
- It is substantially the same as the original variation request.

The CSM must record on the project file both the date the reconsideration request is received and the date the participant is informed of the decision.

7.3 Grant Agreement End Date

For EIR projects, the Grant Agreement end date is 160 days past the project end date.

For NEI projects, the **Grant Agreement end date** is 160 days from the final report due date.

These timeframes allow for all reports (Final Report; Independent Audit Report) to have been received and assessed and the final payment processed.

These timeframes are important when considering variations requests that are received late in the project lifecycle, as they can only be accepted if they are received *before* the 160 days lapses.

7.4 Managing Project Failure, Contract Breaches and Debt

This section is relevant in the following circumstances:

- when dealing with a project that ends prematurely such as when a participant advises, prior to the agreed project end date, that it intends to discontinue the project; or
- when a CSM is aware of an actual or potential contract breach.

Participants are monitored closely and on-going ISI support depends on them successfully achieving agreed performance criteria. In this context, the decision to seek an early stop to the project is not necessarily linked to a progress report and/or the failure to meet a milestone. For example, the project could be terminated because it is no longer viable.

The CSM should consider one of the following three options:

- bringing forward the project end date (only if there has not been a contract breach);
- mutual termination of the Grant Agreement (where the Commonwealth and the participant agree to terminate the Grant Agreement); or
- unilateral termination (where the Commonwealth terminates the Grant Agreement). This third option should only be considered as a last resort.

The most appropriate option will depend upon the reason the project ended prematurely or cannot continue as per the Grant Agreement.

CSMs who identify circumstances leading to the potential early end of the project should be primarily aiming to obtain the participant's acceptance, if not already provided, that the project should be discontinued and either to bring forward the project end date or seek mutual termination of the Grant Agreement. CSMs will need to initiate and manage the variation or mutual termination process.

Prior to considering whether to formally end the project early or to terminate mutually, CSMs should also consider whether progress payments should cease.

IMPORTANT NOTE: If the contract breach involves a dispute between the participant and a service provider, the Commonwealth cannot be involved. The Commonwealth's Grant Agreement is with the participant. The Commonwealth will not play a role in any agreements or relationships between the participant and a third party

Bringing Forward Project End Date or Mutual Termination

If recommending mutual termination or bringing forward the project end date, the CSM should take into account the following information (which should be sought from the participant in writing):

- project progress to date, including whether the project outcomes are likely to be achieved;
- if relevant, the date on which the participant realised that achievement of the agreed project outcomes would be unlikely or would occur well outside the agreed timeframe; and
- whether the extension of time is within the maximum project length period allowed (12 months for EIR and 24 months for New and Existing)

The key issue is whether the project outcomes have been achieved. Bringing forward the end date rather than mutually terminating the Grant Agreement may be preferred. Termination by mutual agreement can occur if a participant, for whatever reason, does not wish to continue to have obligations under the Grant Agreement and the Commonwealth supports that wish.

An important consideration for mutual termination is whether the Commonwealth should recover grant funds paid and, if so, whether interest should be applied.

The participant must formally request either bringing forward the project end date or mutual termination in writing.

Bringing Forward the Project End Date

Bringing forward the project end date is a minor variation that can be approved by an authorised officer with line management responsibility for ISI in the State Office if there is no impact to the annual capped grant amounts. If the variation involves a change to the annual capped grant amounts the EP Finance Team will need to approve this, based on the advice of the CSM and line manager.

To progress the request, the CSM should:

- receive a completed End of Project Report with the proposed new end of project date and an audit certificate covering the entire project period;
- outline the issues to be addressed including:
 - the reasons for the request;
 - the impact of the decision on national benefits arising from the project; and
 - any alternatives to the recommended action, if applicable;
- enter the appropriate information into SGMS. A request to bring forward the project end date is entered as a 'reverse' extension of time; and
- forward scanned copies of the signed documents to Programme Management to provide to the decision maker.

Ensure that the participant understands that where the project end date is brought forward, eligible expenditure ceases to be incurred from the revised project end date.

Following a decision to bring forward the project end date, a revised Grant Agreement is not required, however, agreement by both parties to the new project end date must be evidenced by the information provided by the participant and the decision letter clearly setting out the new project date. Copies of these documents must be saved.

If a recommendation to bring forward the project end date is not approved, the CSM may need to review other options such as mutual termination or unilateral termination.

Mutual Termination

Where mutual termination is being recommended and depending on the issue, the CSM may also need to consult the Programme Manager and/or seek legal advice on any ongoing obligations and requirements for repayment. If the participant is in debt, the CSM should also consult the ISI Programme Management team. In general, any overpayments should be repaid before the mutual termination.

As with project variation requests, the CSM must consult with their line manager and refer to the current delegations to confirm who can make a mutual termination decision.

If the request involves the participant retaining grant payments received, the CSM should comment on the appropriateness of this in the tracking sheet. The CSM should then provide all documentation to the

Programme Delegate, Committee or authorised officer as indicated by the delegations/authorisations, following the processes outlined above for variation requests.

If the delegate agrees with the recommendation on the terms requested, the CSM should send a letter to the participant advising the outcome, outlining any conditions including the amount of monies to be repaid to the Commonwealth (if any).

The CSM should then:

- finalise the processing of any outstanding progress reviews and audit certificates;
- use the normal purchase order amendment process to de-commit project funds no longer required;
- make any final payments to the participant or raise a debit advice note and forward it to the participant, if required:
 - for Grant Agreements terminated by mutual agreement, eligible expenditure ceases to be incurred at the effective date of termination - that is, the date both parties have signed the deed of release - not the date the parties agree to terminate;
- prepare a deed of termination and release (available from Extranet) for signature by the participant and execution by the relevant authorised officer; and
- if, for some reason, repayment is required as part of the deed of release, the CSM must first consult the Programme Manager (the standard deed of release must not be used in this case).

If a mutual termination request is not approved, the participant's obligations under the Grant Agreement continue as before. However, as a request for termination typically means that the participant is unwilling or unable to continue to meet its obligations, the CSM in conjunction with their line manager may need to review other options such as unilateral termination.

Occasionally, the decision maker will agree to mutual termination, but on terms other than those requested. In this event, the CSM will need to provide an opportunity for the participant to advise whether they agree to the revised terms. Based on the response received, the CSM should proceed with the deed of release or review alternatives.

Unilateral Termination

Unilateral termination requires formal notice of the breach in writing to the participant. The participant must be given at least 21 days from the date of the Department's notice to rectify the breach. Failure to give the participant notice to rectify the breach could adversely affect the Department's ability to terminate the Agreement.

Unilateral termination may be contemplated for a participant where the CSM is unable to persuade the participant to accept an early end to the project or the participant does not want a mutual termination.

In processing a recommendation of unilateral termination, the CSM must:

- discuss the issue with their line manager. The line manager would typically involve the Programme Manager;
- seek legal advice as soon as possible on the basis for termination, including any ongoing obligations and requirement for repayment:
 - for the preparation of relevant notices required under the Grant Agreement, such as the notice to rectify the breach within 21 days;
 - if the participant is in debt, also consult the ISI Programme Management team and Debt Management section;
- enter the termination request into SGMS;
- prepare a minute for the Programme Delegate outlining the reasons for termination, attaching the legal advice and including:
 - reference to appropriate clauses of the Grant Agreement, including the clauses breached;
 - justification for unilateral termination;

- actions attempted to date, i.e. whether mutual termination or bringing forward the project end date has been attempted;
- whether to require the participant to repay any funds and if so, whether interest should be applied; and
- whether to place any residual obligations on the participant;
- forward the termination documentation to the Programme Delegate or other decision maker as outlined in the delegations and authorisations.

Where the unilateral termination is approved by the Programme Delegate, further legal advice must then be sought by the Programme Manager to prepare a letter to the participant to effect the decision and the preparation of any relevant notices.

Once the participant has been notified of the decision the CSM should then:

- finalise the processing of any outstanding progress reviews and audit certificates;
- use the normal purchase order amendment process to decommit project funds no longer required
- make any final payments to the participant or raise a debit advice note and forward it to the participant, if required.

Requesting Legal Advice

Before requesting legal advice, a CSM must discuss the issue with the Programme Manager. Requests for legal advice must also be first approved by a General Manager.

Failure to use legal advice correctly can undermine legal professional privilege over the advice. Legal professional privilege protects from disclosure any confidential communication made between a lawyer and client, or the contents of a confidential document prepared by a client or a lawyer, where that communication was made or the document prepared for the dominant purpose of the lawyer providing legal advice. Legal professional privilege is designed to encourage an open client-solicitor relationship. Where a confidential document or communication attracts legal professional privilege, the production of that document or communication in a court, in the Administrative Appeals Tribunal, or in response to a request under the *Freedom of Information Act 1982* can be resisted.

Handling Cases in Administration or Liquidation

In certain circumstances, an Administrator can be appointed to take control of the participant and has powers of the directors of the participant. Unless a breach of the Grant Agreement occurs, the Grant Agreement with the participant continues under the auspices of the Administrator.

As soon as a CSM becomes aware that an administrator or liquidator has been appointed, the CSM should notify the Debt Management section and provide a copy of the notification letter and/or provide contact details of the administrator/liquidator. At the same time, the CSM and/or their line manager should raise the matter with the Programme Manager to discuss future action. The CSM should advise Programme Management of the progress of the project and the likelihood of the project continuing. From these discussions, the Programme Manager may also seek advice from the Debt Management Section and/or obtain legal advice. The Adviser should also be advised about the participant's circumstances.

If the participant proceeds to liquidation, the CSM should:

- make no further payments
- ascertain whether any outstanding amount is owed to the Commonwealth and, if applicable, raise a debit advice notice and forward it to the administrator
- provide only publicly available information in response to a request from the Liquidator
- prepare an acquittal summary form from SGMS and forward a copy to the Liquidator.

Managing Debt when a Participant is in Administration or Liquidation

When a participant with a debt enters into administration or liquidation the CSM must pass the matter over to the Debt Management section. The Debt Management section will oversee the administration or liquidation process to protect the Commonwealth's interests.

In passing on a project file to the Debt Management section, the CSM must prepare and attach to the file a handover minute that documents the background and any relevant issues leading up to the transfer.

If a participant comes out of administration and the debt is repaid in full, Debt Management section will return the project file to the CSM for future management of the debt.

A participant going into administration or liquidation may also require variation to the Grant Agreement or termination of the Grant Agreement. When such a participant is in debt, the Debt Management team must be consulted as part of the process of varying or terminating the Grant Agreement.

Handling Participant Debt Repayment

Effective management of participant debt repayments protects the financial interests of the Commonwealth. It is important that overdue payments are promptly followed up to avoid any potential waiver of the Commonwealth's rights to monies owed. The Commonwealth gives debtors 30 calendar days from the raising of a debt until the debt is due. It is important that CSMs remain in contact with participants to seek an indication of their intention to pay the debt and when. CSM should monitor TechOne to see if a payment has been made as per the debtor's intention, and if not, follow up the participant. CSMs should notify participants that cannot pay before the due date that the matter will be passed to a specialised Debt Management section.

Once the debt has passed 30 days after the due date, the CSM must refer the debt to the Debt Management section for appropriate guidance. When corresponding with the Debt Management section, CSMs must copy in the ISI Programme Management team.

Where a participant does not pay a debt on time, and the participant requests an extension of time to pay or the participant requests an alternative payment arrangement, CSMs should contact the Debt Management section for further guidance.

Repaying Debts

If a participant breaches their Grant Agreement, it may be required to repay some or the entire grant paid to date. If any of the Grant has been spent other than in accordance with this Agreement or any amount of the Grant is additional to the requirements of the Activity, the Grantee agrees to repay that amount to the Commonwealth unless agreed otherwise.

The amount to be repaid may be deducted by the Commonwealth from subsequent payments of the Grant. An interest rate may be applied (which is generally the 90 day bank-accepted bill rate available from the Reserve Bank) on the day the Funds were required to be repaid or reimbursed, however, this will need to be explored. For all debt management issues, the CSM should consult with the ISI Programme Management team and the Debt Management section.

8. COMPLAINTS PROCESS

Customers with a complaint are directed to the Contact Centre, business.gov.au, or the Head of Division - AusIndustry – Innovation Programmes as the first point of contact. However, the majority of customer complaints will be received by the relevant AusIndustry State and Territory Office in the first instance.

When a complaint is received by an AusIndustry State and Territory Offices a record should be made noting:

- nature of complaint
- date received
- name/details of customer
- who the complaint was referred to for action/resolution.

A determination will then need to be made as to whether the complaint can be managed at the State Office level or if the complaint needs to be escalated to the Programme Delegate. If a customer concern can be managed and resolved through the usual customer service relationships then it may not need to be escalated to the Programme Delegate.

Once a complaint is resolved or escalated all related documentation and correspondence must be put on the project file, including a file note detailing the decision to deal with the matter or escalate the matter to the Programme Delegate.

A complaint needs to be escalated to the Programme Delegate, if the complaint:

- is addressed to the Programme Delegate;
- refers to the complaints process
- specifically refers to concerns as a formal complaint.

If a matter is dealt with at the State Office level the customer must always be reminded that if they are not satisfied with the resolution/outcome, they may escalate the complaint to the Programme Delegate. If after that, they are not satisfied with the complaint resolution, they may escalate the complaint to the Head of Division.

If after this process or at any other time, a customer does not believe that their concerns have been adequately addressed, they can refer the matter to the Commonwealth Ombudsman.

In accordance with the 'Customer Service Charter – Customer Service Responsiveness', AusIndustry will:

- will respond promptly to customer enquiries through our phone and web service, and our national and state office network
- aim to respond to phone enquiries and emails within one working day - and mail correspondence within 10 working days.

IMPORTANT NOTE: The test for escalation to the Programme Delegate is any customer concern which cannot be managed and resolved through the usual customer service relationships i.e. through CSMs and their line managers, and which requires escalation in order to achieve customer satisfaction.

Complaints Escalation Process:

1. AusIndustry State and Territory Office
2. Programme Delegate
3. Head of Division – AusIndustry, Innovation Programmes
4. Commonwealth Ombudsman

9. Appendix 1 – ISI Service Standards

ISI SERVICE STANDARDS

[To Be Provided]

S 47E(d)

Incubator Support initiative
Regional Incubator Facilitator Procedures Manual
Updated April 2018

Table of Contents

This Procedures Manual has been developed to assist Regional Incubator Facilitators (RIFs) involved in the delivery of the Incubator Support initiative. It is not a public document and should not be distributed to external parties.

Table of Contents	1
1. Programme Overview	3
1.1. Entrepreneurs' Programme	3
1.2. Incubator Support initiative (ISI)	3
2. Governance	5
2.1. Governance Framework	5
2.2. Programme Guidelines	5
2.3. Authorisations by the Programme Delegate	6
2.4. Services Contracts with Regional Incubator Facilitators	6
2.5. Entrepreneurs' Programme Committee	6
2.6. Delivery Model	7
2.7. Role Overview	7
2.8. Role of Customer Service Managers	8
2.9. Role of Regional Incubator Facilitators	9
2.10. Dealing with Customers	9
2.11. Key Public Messages about the Incubator Support initiative	10
2.12. Records Management	10
3. Programme Eligibility and Merit Criteria	10
3.1. Eligibility Criteria	10
3.2. Resolving Eligibility Issues	11
3.3. Merit Criteria	11
4. Grant Application Process	13
4.1. Initial Enquiries	13
4.2. Final Applications	16
4.3. Committee Meeting	18
4.4. Tracking sheet	19
4.5. Funding Decision	21
4.6. Resubmission	23
4.7. Complaint Process	23
5. Funding Agreement	25
5.1. Process	25
5.2. Grantees informing the market of the grant	26
5.3. Ongoing contract management	26

5.4.	References and Letters of Support for Grantees.....	27
5.5.	Reporting and review.....	27
5.6.	Monitoring Grantee progress	27
6.	Your engagement with ISI	28
6.1.	RIF performance reporting.....	28
6.2.	Accountability and conduct.....	28
6.3.	Dealing with customers.....	29
6.4.	Fraud awareness	29
6.5.	Disclosure of Interest	29
6.6.	General coordination	30
6.7.	Media and Ministerial opportunities.....	30
6.8.	Sponsorship opportunities	31
6.9.	Speaking Engagements.....	31
6.10.	Contract obligations.....	32
6.11.	Invoicing Arrangements.....	33
6.12.	Performance Review	36
6.13.	Information and Document Security.....	36
6.14.	Resources	37
6.15.	CRM Reporting.....	38
	Annex A: Fraud Control Guidelines	50
	Annex B: Claim for Payment Templates and Process	52
	Annex C: RIF Performance Framework.....	53
	Annex D: Security Classification.....	61

1. Programme Overview

1.1. Entrepreneurs' Programme

The Entrepreneurs' Programme (EP) is the Australian Government's flagship initiative for business competitiveness and productivity at the firm level. It forms part of the Australian Government's new industry policy outlined in the Industry Innovation and Competitiveness Agenda. This Agenda is a business-focused element of the Australian Government's broader Economic Action Strategy and brings together and builds upon other economic reforms to make the most of Australia's strengths and business opportunities.

With a national network of more than 100 experienced private sector RIFs and Facilitators, the EP offers support to businesses through four elements:

1. Accelerating Commercialisation provides expert guidance, connections and financial support to assist small and medium business, entrepreneurs and researchers to find the right commercialisation solutions for their novel product, process or services.
2. Business Management, provides advice and facilitation services to improve business capabilities and networks, fostering competitive businesses for the future.
3. Innovation Connections, provides businesses with expert guidance on knowledge-related issues and links businesses with appropriate knowledge providers and research organisations.
4. Incubator Support, provides business support for organisations that foster innovative start-ups, focussed on international trade, through the provision of services such as seed funding, co-location, mentoring, professional services and access to networks.

1.2. Incubator Support initiative (ISI)

1.2.1. Assistance Overview

The \$23 million Incubator Support initiative supports the Australian Government's commitment to:

- assist Australian start-ups to develop the capabilities required to achieve commercial success in international markets and realise their economic potential faster than they otherwise would
- develop Australia's innovation ecosystem including in regional areas.

The initiative's intended outcomes are to:

- support new Australian incubators targeting innovative start-ups to assist them to trade internationally
- expand the scale and operations of existing Australian incubators to increase innovative start-ups' chances of success in international markets
- develop new innovative Australian start-ups with a focus on international markets
- create opportunities for Australian start-ups to develop sustainable international businesses through access to open public data.

The initiative provides grant funding through two components to deliver Incubator Support projects, both of which require a funding contribution from applicants.

1.2.2. New and Existing Incubators

The objective of the New and Existing Incubators component is to:

- help develop new incubators in regional areas and/or sectors with high potential for success in international trade
- boost the effectiveness of high performing incubators, including funding support to expand their services and/or develop the innovation ecosystem
- encourage incubators to work with more data-driven start-ups that use public data as part of their business.

The minimum grant amount is \$26,000 and the maximum grant amount is \$500,000. The maximum grant percentage varies depending on your project location as defined in the [regional locator tool](#). For this initiative, we consider Inner Regional, Outer Regional, Remote and Very Remote locations as regional areas and all other locations as major cities.

- Incubators in major cities may receive a maximum grant of 50 per cent of the eligible project value.
- Incubators with projects located in regional areas may receive up to 65 per cent of the eligible project value.

1.2.3. Expert in Residence

The objective of the Expert in Residence component is to:

- increase the capabilities of incubators and improve the chance of commercial success for start-ups in international markets by organising and providing access to top quality research, managerial and technical talent through incoming and outgoing secondments of national or international experts.

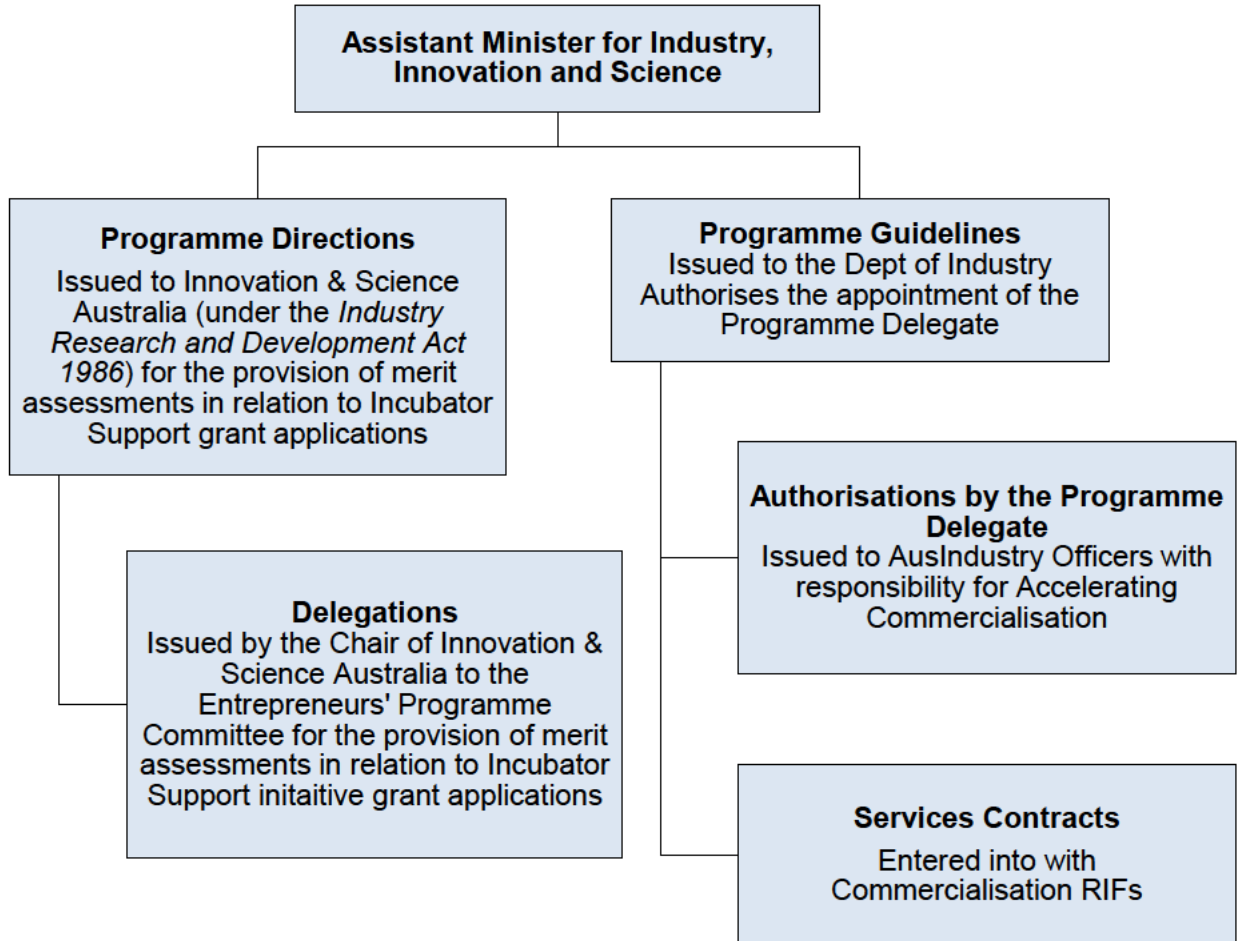
The minimum grant amount is \$5,000 and the maximum grant amount is \$100,000. The grant amount will be up to 50 per cent of total eligible project value.

The initiative will also assist successful applicants to access public data, and will promote start-ups through case studies on the [data.gov.au](#) portal.

2. Governance

2.1. Governance Framework

The following diagram illustrates the relationship between core documents on which the framework is built.



2.2. Programme Guidelines

The Minister has issued, under the powers of the IR&D Act, separate Ministerial Directions that establish the role of the ISA Board in relation to ISI as:

- Providing merit assessments to the Programme Delegate in relation to the Entrepreneurs' Programme – Incubator Support initiative grants, including, but not limited to, the merit ranking of eligible applications under the Programme.
- The policies and practices to be followed by the Board in the performance of the function.

The Ministerial Directions set out programme specific merit criteria.

The IR&D Act allows the ISA Board to delegate these functions to a committee of the ISA Board or to department officers. A Delegation signed by the Chair of the ISA Board is the mechanism for this to occur, and the Entrepreneur's Programme Committee has been delegated these functions.

Resources	▪ Programme Guidelines
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2.3. Authorisations by the Programme Delegate

The Programme Delegate is authorised to make decisions in relation to the administration of ISI and give directions to the department as to the interpretation of the Programme Guidelines and other ISI documents. The Programme Delegate is responsible for:

- ensuring overall efficient and effective administration of the Programme
- approving and amending all customer documentation
- engaging RIFs and monitoring their performance
- determining the eligibility of applications
- entering into and varying Funding Agreements and Services Agreements on behalf of the department
- authorising payment of grants by the department to recipients
- ensuring that data is collected and available for EP monitoring and evaluation
- briefing the Minister about EP
- facilitating and assisting in independent evaluations of EP
- any other responsibilities under EP as required by the Minister.

The Programme Delegate has signed an instrument of authorisation that provides for a range of decisions that may be taken by other departmental staff on the Programme Delegate's behalf including the following:

- reject ineligible applications
- determine eligible expenditure
- extend Funding Agreement execution periods
- execute and administer Funding Agreements
- approve grant payments (note this authorisation must be exercised in accordance with the requirements of the department's Accountable Authority Instructions).

2.4. Services Contracts with Regional Incubator Facilitators

Regional Incubator Facilitators are contracted to deliver specific services in relation to the programme. RIFs are typically engaged through an open tender process. The Services Contract outlines the rights and obligations of the RIF and the Commonwealth (represented by the Department of Industry, Innovation and Science) in relation to the performance of the services to be delivered by the RIF.

The Services Contracts are managed centrally by the Accelerating Commercialisation and Incubator Support initiative Programme Management team in Canberra.

2.5. Entrepreneurs' Programme Committee

The Committee is a sub-committee of the Innovation Australia Board. The Committee provides merit ranking of New and Existing applications to the Minister for final decision.

The Committee comprises of seven members, including the Chair.

The Committee meets every six to eight weeks (approximately) to consider applications. The Committee Secretariat provides advice to CSMs on cut-off dates for the receipt of disclosure of interest statements and application decks for each meeting.

Where a Committee Member has disclosed a conflict of interest deemed to be material, that Member is not involved in the assessment of that application. They do not receive any information associated with the application and leave the meeting while the application is being discussed. The Committee is not a decision making body – they make recommendations on merit ranking to the Minister.

Further information about the Committee Members is available on the business.gov.au website.

The Entrepreneurs' Programme Committee Secretariat's role is to:

- undertake secretariat functions for the Committee
- administrative support functions of preparing for meetings, electronic distribution of agenda papers, remuneration, and recording of Minutes
- the recording and managing disclosure of interests
- the recording of decisions.

The Committee Secretariat can be contacted at [S 47E\(d\) @industry.gov.au](mailto:S47E(d)@industry.gov.au).

2.6. Delivery Model

ISI is delivered through AusIndustry Customer Service Managers (CSM). A key element of AusIndustry's customer service delivery is to provide a one-stop shop for government industry support across a range of sectors. As well as providing expert advice on AusIndustry programmes, AusIndustry officers are connected with all levels of government and have a thorough understanding of issues affecting business. When AusIndustry engages with businesses, its officers take steps to resolve the business' issues, or introduce the business to another agency that can respond to its concerns

2.7. Role Overview

Point of Contact	CSM Roles	RIF Roles
Initial contact	<ul style="list-style-type: none"> • Establish the AusIndustry relationship • Raise eligibility issues • Review customer options – 'One Stop Shop' • Manage expectations • Encourage ineligible and clearly uncompetitive applicants to look at alternative options. 	<ul style="list-style-type: none"> • Source high quality deal flow • Promote EP and ISI • Provide initial guidance in relation to potential projects • Provide feedback and guidance on competitiveness, eligibility issues, and application process • Manage expectations.

Point of Contact	CSM Roles	RIF Roles
Application	<ul style="list-style-type: none"> • Check eligibility • Check activity descriptions and milestones against compliance and monitoring requirements • Check application for completeness and consistency • Undertake detailed due diligence on applications • Prepare a due diligence report on final applications against the merit criteria and present this to the EPC • Prepare application documentation for the EPC. 	<ul style="list-style-type: none"> • Provide detailed feedback on draft applications - particularly in relation to weaknesses against the merit criteria • Provide feedback to successful and unsuccessful applicants.
Contract Negotiations	<ul style="list-style-type: none"> • Prepare funding agreement for review by applicant • Make clear the role of the CSM and RIF in contract management • Make clear the reporting obligations under the Funding Agreement. 	<ul style="list-style-type: none"> • RIFs work with CSMs and the applicant to develop the funding agreement.
Contract Management	<ul style="list-style-type: none"> • Assess project progress against agreed activities and milestones • Where there are concerns: <ul style="list-style-type: none"> • Request written clarification from the RIF and/or grantee • Request documentary evidence • Liaise with RIF and grantee to resolve issues. • Approve and make progress payments • Manage contract compliance issues • Manage variation processing. 	<ul style="list-style-type: none"> • Keep close contact with customers and verify progress reported • Provide advice to CSMs on project progress • Raising issues of customer non-compliance with the CSM.
Warm Hand Back	<ul style="list-style-type: none"> • Review customer options – ‘One Stop Shop’ • Liaise with RIF and grantee to understand company status and future potential for AusIndustry relationship. 	<ul style="list-style-type: none"> • Prepare a formal handover of Grantees to a CSM at the conclusion of the period of RIF support a grantee is entitled to.

2.8. Role of Customer Service Managers

CSMs usually take responsibility for five key areas:

1. Early contact with inquirers coming through the official channels: reviewing the businesses needs and considering the range of business development options that might be available to the applicant; providing an overview of ISI requirements, obligations and expectations; and referring regional based applicants to an RIF.
2. Application due diligence to identify and resolve eligibility concerns; eligible expenditure issues; and preparation for contract management requirements.

3. Contract negotiations and execution building on the issues discussed at application stage and ensuring that project funding can be effectively managed to meet the needs of the applicant and minimise the risk to the Commonwealth.
4. Ongoing monitoring of project progress, achievement of milestones; and staged payments of the project funds to project completion.
5. Final review of the businesses needs to identify any future Government services that might be appropriate to the participant.

2.9. Role of Regional Incubator Facilitators

Working closely with CSMs, the key roles of the RIFs are to:

- Working with regional grantees, assessing their needs and helping to access expertise and specialist advice
- Providing feedback to potential applicants and guiding them through the application process
- Providing feedback on eligibility and claims against the merit criteria
- Encouraging ineligible and unsuitable regional applicants to look at alternative funding options
- Providing feedback to successful and unsuccessful regional applicants
- Assist with marketing and communication activities to attract high quality regional applicants into the programme
- Participating in appropriate events and networking opportunities to deliver key messages
- Provide article ideas for customer stories
- Reporting and Review
- Regular reporting of Programme data
- Regular performance reporting on your own activities and outcomes.

Helpful Hint	To ensure that CSMs and RIFs are kept across dealings with a particular regional applicant/grantee it is required that all relevant correspondence that a CSM has with a regional applicant is also copied to the relevant RIF. RIFs must follow the same process copying in CSMs. This will ensure that both CSMs and RIFs are kept up-to-date on a particular regional applicant/grantee.
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2.10. Dealing with Customers

In dealing with applicants, potential applicants and grantees, RIFs must:

- Be professional at all times
- Provide guidance and feedback rather than instructions or what could be deemed as 'professional advice', i.e. provide options wherever possible and let the customer decide
- Ensure feedback is a positive experience for the applicant
- Keep records of dealings with customers

- Forward all significant correspondence, documents and records to the CSM to keep AusIndustry informed and the department's files up to date and complete
- Work together with the CSM to deliver ISI effectively.

2.11. Key Public Messages about the Incubator Support initiative

RIFs have a crucial role in media and marketing for ISI – you are on the ground and are the 'face' of EP and ISI. Tools available include information sessions, using your networks and providing feedback (both formal and informal) to potential applicants.

Key public messages are:

- There are two streams of funding available under the Incubator Support initiative – New and Existing and Expert in Residence.
- New and Existing grants are highly competitive.
- Developing a quality application takes time. Applicants should be confident they can make a good and competitive case before investing time in making a full application.
- If applicants aren't suitable for Incubator Support initiative, there may be other options to consider, including other Commonwealth and State and Territory government programs. CSMs are able to assist with appropriate information.
- We are focused on services delivered to start-ups and outcomes for the start-ups outcomes from the incubator program.

2.12. Records Management

Security of information is important. Regional Incubator Facilitators are required to keep accurate and appropriate records of client engagement and due diligence activities and should ensure that all records are stored in a secure location, both hard and soft copies.

3. Programme Eligibility and Merit Criteria

3.1. Eligibility Criteria

To be eligible for an Incubator Support initiative Grant, applicants must meet the following eligibility criteria:

- be an existing incubator or establishing a new incubator that can foster and facilitate the development of innovative start-ups focused on international trade
- have an Australian Business Number (ABN)
- and be one of the following entities
 - an entity incorporated in Australia
 - an incorporated trustee on behalf of a trust
 - an incorporated not for profit organisation
 - a publicly funded research organisation (PFRO)
 - a local government agency or body.

Joint applications are acceptable and encouraged, provided you have a lead applicant who is the main driver of the project and is eligible to apply.

In order to be eligible applicants must provide

- evidence from their board (or chief executive officer or equivalent if there is no board) that the project is supported, and that they can complete the project and meet the costs of the project not covered by grant funding
- for grants over \$50,000, an Accountant Declaration that confirms they can fund their share of the project costs using the Accountant Declaration form available on business.gov.au and GrantConnect.

To be eligible for the **New and Existing Incubators** grant, projects must:

- include eligible activities and eligible expenditure
- have an eligible project value of at least \$52,000 for projects in major cities
- have an eligible project value of at least \$40,000 for projects in regional areas

To be eligible for the **Expert in Residence** grant, projects must:

- include eligible activities and eligible expenditure
- have an eligible project value of at least \$10,000.

Additionally, where Expert in Residence projects involve incoming experts, additional eligibility requirements include:

- experts are not a current employee of your incubator
- a resume for each expert, outlining their experience and capabilities.

Where Expert in Residence projects involve an outgoing expert to other incubators, additional eligibility requirements include:

- a letter of commitment from the host incubator or incubators they are visiting
- a satisfactory summary of your project that describes how the new knowledge will benefit your incubator and innovative start-ups in line with program objectives.
- Eligible activities must directly relate to the project and may differ between the two components.

3.2. Resolving Eligibility Issues

While AusIndustry is responsible for determining the eligibility of applications, there may be circumstances where an RIF, in providing guidance to applicants, forms a different view on the eligibility of an application.

In these circumstances the RIF should provide the CSM with their assessment of the eligibility issue and the CSM will then discuss the matter with their Manager. If agreement cannot be reached the matter will be referred to Programme Management with a summary of the issues and all relevant background information. If Programme Management cannot make a determination the matter will be escalated to the Programme Delegate.

3.3. Merit Criteria

The merit criteria requirements differ for New and Existing Incubators grants and Expert in Residence grants. For **New and Existing Incubator** grants, applicants need to address all merit criteria in their application. For **Expert in Residence** grants, of \$50,000 or less no merit criteria apply. For grants greater than \$50,000 applicants need to address merit criteria two.

3.3.1. Merit criterion 1

Merit criterion 1 is **Management and business capability** and worth 40 points. In this criteria applicants are required to demonstrate their ability to assist Australian start-ups develop the capabilities required to success in international markets.

In this merit criterion the application should cover the following:

- a. Describe key personnel:
 - their time commitment to incubator
 - provide evidence of national or global entrepreneurship and commercialisation experience – at either the individual personnel level or incubator level
 - provide evidence of linkages to international innovation ecosystems – at either the individual personnel level or incubator level
 - provide community management skills – at either the individual personnel level or incubator level
 - provide evidence of investment attraction into start-ups – at either the individual personnel level or incubator level.
- b. Describe the track record of their organisation and/or team. This should include examples of start-ups previously supported, and evidence that these are bringing new-to-market or new-to-world innovative products and services to markets outside Australia.
- c. Describe the incubator's operating model, and how it can foster the development of innovative start-ups in international markets.
- d. Outline how they will leverage their networks to deliver services and opportunities to start—ups? This includes providing evidence of linkages, agreements and support from other players in the innovation ecosystem.
- e. Describe the services provided by the incubator. These could include:
 - seed funding
 - co-location
 - structured program
 - mentoring
 - cohort-based entry and exit
 - professional services
 - networking events.
- f. Describe how they will fund ongoing operations after the grant ends? For example:
 - If it is an existing incubator, provide evidence of the current funding model
 - If they are establishing a new incubator, provide evidence of the proposed funding model. This may include:
 - a letter of support from potential corporate or government sponsors
 - evidence of demand and willingness to pay for a co-working space.

3.3.2. Merit criterion 2

Merit criterion 2 is **Benefit to your incubator, start-ups and the broader innovation ecosystem** and is worth 50 points. In this merit criterion applicants need to:

- a. Describe the distinct value proposition of the incubator.
- b. Outline the gap in the market that the project will address and describe how the project will address this gap in terms of two or more of the following outcomes.
 - i improving the commercial prospects of innovative start-ups in international markets
 - ii developing Australia's innovation ecosystem so that innovative start-ups can thrive and flourish in international markets
 - iii developing the capability of incubators to facilitate and foster innovative start-ups with the potential to operate in international markets
 - iv developing new incubators' capabilities in regional Australia, that support internationally focussed start-ups
 - v developing and collaborating with start-ups that use public data as part of their business.

3.3.3. Merit criterion 3

Merit criterion 3 is the **Impact of the grant** and is worth 10 points. In this merit criterion applicants need to demonstrate the impact of the grant on their project. This should be done by:

- a. identifying whether the project will go ahead without the grant. Explain how the grant will impact the project in terms of scale, timing and reach.
- b. providing justification for the funding amount requested with respect to the scale of the project, grant period and intended outcomes
- c. outlining the total investment and contributions the grant will leverage. Where the applicant includes in-kind contributions they should justify how they have calculated the dollar value.

4. Grant Application Process

4.1. Initial Enquiries

Initial enquiries can come from several sources:

- business.gov.au Contact Centre - operators have a script to answer general questions about eligibility and other criteria. Interested parties are referred to the website.
- business.gov.au Website - provides information about the programme. Interested parties are advised to read the Guidelines.
- Your networks - RIFs have been instructed to refer quality interested parties from their own networks to the website to download the Guidelines and complete an application.

Interested parties who appear eligible should be advised to read the Guidelines. Likely ineligible parties should be referred, as appropriate, to other programmes, or

be advised to read the Guidelines and complete an application if they wish to continue seeking ISI assistance regardless.

The CSM must log all initial inquiries in the department's systems to maintain a record of interaction with the interested party and to provide information on the level of interest in both EP and ISI.

Therefore it is important that RIFs copy in the relevant CSM or the Incubator Support mailbox to relevant correspondence with potential applicants.

4.1.1. Referral to RIFs

Draft applications are assigned to non-conflicted RIFs on the basis of geographic location, existing case load and domain expertise.

Once assigned to an RIF, entities are not entitled to seek reconsideration by another RIF. If an entity is not happy with the feedback or advice they have received, they may submit a formal complaint via the complaints handling mechanism. Requests for reassignment to another RIF are not usually supported, unless a conflict of interest has been identified.

4.1.2. Conflicts of Interest / Disclosure of Interest process

Prior to the draft application being assigned to an RIF, the CSM prepares a Disclosure of Interest (DOI) statement for the RIF to complete. Where possible the DOI should follow the questions of the DOI template available from the tracking sheet that is completed for EPC Secretariat purposes.

It is recognised that a draft application may not contain sufficient information to prepare a comprehensive DOI statement, however it is the CSM's responsibility to prepare as detailed a statement as possible based on the available information. The CSM will email the DOI statement to the relevant RIF(s) who will respond to the DOI with one of the following phrases:

"I have an interest in relation to this draft application to disclose as follows: [explain relationship e.g. shareholding, long-term business relationship, friendship, competitor]"

"To the best of my knowledge I have no interest to disclose in relation to this draft application to be considered".

If the RIF does not disclose an interest in relation to the draft application then, in the absence of any other information to the contrary, it is deemed that no Conflict of Interest (COI) exists. Although the onus of disclosure falls on the RIF, should the CSM become aware of a potential conflict, the CSM should discuss the matter with their line manager and if necessary the RIF should be made aware of the details of the concern and be given a further opportunity to provide a revised DOI declaration.

"A conflict of interest arises where a person makes a decision or exercises a power in a way that may be, or may be perceived to be, influenced by either material personal interests (financial or non-financial) or material personal associations." ANAO, Administration of Grants: Better Practice Guide, May 2002.

If the RIF discloses an interest, then AusIndustry must make a determination as to whether or not a conflict exists. If the determination is that a conflict exists then the RIF must be informed and the draft application DOI process must be followed again for another RIF. Once a non-conflicted RIF has been identified, the draft application can be referred to that RIF.

The DOI process is important as it allows RIFs to meet their contractual obligations to avoid conflicts, protects against the perception of conflicts, as well as actual conflicts and protects the integrity of the programme, the robustness of the decision-making process and the professional reputations of RIFs.

DOIs will be assessed on a case-by-case basis based on a public perception test:

Would the average member of the public, looking at the relevant facts and circumstances, think that there was a real, sensible possibility of conflict?

With human nature being what it is, is there a danger that an average member of the public, may be swayed by this kind of personal interest rather than by duty?

Examples of possible material DOIs:

- an RIF is a director or office-holder of a company under consideration
- an RIF has a shareholding in a company under consideration
- an RIF or his/her employer has an involvement in the matter under consideration
- the company under consideration is a direct competitor of an entity in which an RIF holds shares, holds office or is employed
- the employer of the RIF is an entity which is a shareholder/ partner/parent company of the company under consideration
- the RIF or his/her employer has a current contractual relationship with the company under consideration.

Examples of possible immaterial DOIs:

- an RIF has a past contractual relationship with the company under consideration
- an RIF was employed by the company under consideration but not within the previous two years
- an RIF has an informal relationship with the company under consideration through an industry association or similar body
- an RIF is a member of a superannuation fund, the RIF is unable to exercise any control over the shareholdings and the fund holds shares in the company under consideration.

RIFs are also required to complete a DOI statement upon engagement, which is required to be updated on an annual basis. This DOI should cover all known pecuniary and other personal interests of themselves and of their immediate family/spouse.

4.1.3. Responding to draft applications

The RIF's response to the draft application comprises the activity guidance and may include:

- Feedback on eligibility and merit in relation to a possible application for ISI assistance. This feedback is likely to be more detailed in terms of pointing out weaknesses in the entity's responses to the merit criteria. It may also involve a general discussion about the pros and cons of different application strategies (e.g. length of project, project activities, grant size, etc.).
- Information about the steps and time involved in preparing an Application.
- Alternative options to seeking assistance through ISI.

- The response to draft applications should be in writing via the Smartform.

RIFs must refrain from advising applicants how to write their application. The RIF's role is to guide applicants through the application process, and not to ask them to go for certain strategies or options. Guidance is presenting applicants with their options and outlining pros and cons, and leaving the decision to the applicant. The risks being managed here are:

- the EPC is responsible for merit assessment and may have a different view to the RIF/CSM
- RIFs may have a perceived conflict of interest when undertaking the due diligence on a final application
- an unsuccessful applicant may challenge a decision based on having received misleading advice.

4.1.4. Managing DOI issues with RIFs

If, during the course of working with an applicant, the RIF becomes aware of other conflicts (actual, potential or perceived), they must immediately inform the CSM who will escalate the matter to the delegated AusIndustry officer, who will conduct a review and determine if a conflict exists. Should a conflict be determined, another RIF will need to take over the application. State Office staff should discuss management options with Programme Management prior to the reassignment of the application.

4.1.5. Providing advice on the marketing description

The draft application is an opportunity to help the applicant with the marketing description. The marketing description should follow the guidance provided in the application form as closely as possible:

[Applicant] will be delivering (an expanded/new) [incubator/accelerator programme] for the [target/sector] in the [region]. The [incubator/accelerator] will provide [services to be delivered to start-ups] to help them build their capacity to commercialise in overseas markets. Incubator Support funding will be used to help [Applicant] [deliver services/expand services] and achieve [expected number of start-ups supported].

Common issues include:

- applicant including the product title – it is preferred that the title is left out and the applicant uses a brief description of the product, process or service
- the marketing descriptions often exaggerating claims about the project and outcomes.
- Comments from the RIF on project description for publication purposes are an important part of the Application feedback.

4.2. Final Applications

Once an application is submitted to the Department, the CSMs are responsible for processing. This includes:

- Conducting eligibility checks
- Processing the application in the grants management system
- Completing an assessment on the application
- Undertaking financial and milestone checks

- Preparing the application deck for committee secretariat.

During this process the CSM may contact the RIF for assistance with gathering missing information from the applicant or for other matters as required.

4.2.1. Confirming the Application is final and eligible

A final application must include a completed form and all mandatory attachments.

The day that the application is considered to be final and complete is the Application Acceptance Date. The Project Start Date – the date from which an applicant may incur eligible expenditure on the project – must be on or after the date of approval of funding. This is particularly important as eligible expenditure can only be incurred from that date.

If the application is incomplete and/or does not include all mandatory attachments, the CSM must ask the applicant for the outstanding information. In doing so, the CSM should advise that any delay in providing the information may affect the Project Start Date.

4.2.2. Checking matched funding

In considering the applicant's ability to fund their share of project costs for grants over \$50,000, minimum evidence is the accountant's declaration – an accountant's written opinion that the applicant meets the condition. The format that the accountant's declaration must take and the minimum professional qualifications for the accountant are set out in the Guidelines and application form. However, where the CSM has a concern, they are obliged to seek further assurance from the applicant.

The mandatory information provided by an applicant to support their claim of ability to fund their share of project costs is a starting point for discussion with the applicant. Making a decision about whether further assurance should be sought relies on the CSMs judgement of the circumstances that may affect the applicant's ability to fund their project.

4.2.3. Disclosure of Interest process – EPC meetings

The EPC has adopted robust and conservative DOI processes to manage conflicts related to matters being considered. These processes protect its members, the Minister and the Department from allegations of impropriety in decision making. These principles are also applied to RIFs.

The DOI statement assists departmental officers, RIFs and EPC members to disclose any interest in relation to an application being assessed or under consideration by the EPC.

As defined in the Commonwealth Grants Rules and Guidelines (CGRGs), "a conflict of interest arises where a person makes a decision or exercises a power in a way that may be, or may be perceived to be, influenced by either material personal interests (financial or non-financial) or material personal associations."

The CSM will populate the DOI statement template, generated from SGMS, and add additional information that was not identified at the EOI stage to the template (for example, Shareholders, Directors, Investors, Competitors or Key Personnel). The CSM forwards the form to the EPC Secretariat by the required due date. The DOI Statement is provided to the EPC members (and Advisers attending the meeting) so that they may make the required declarations.

Prior to the dispatch of papers, the EPC Secretariat will provide a recommendation to the Chair on the materiality of a member's disclosure in accordance with the

Innovation Australia DOI processes and guidelines. The Chair will make the determination as to whether a Member is conflicted or not.

At a meeting, it is the EPC that makes a determination on any new disclosures and whether a member can participate in consideration of an item in accordance with the Innovation Australia Guidelines.

With respect to RIFs, the EPC Secretariat will make a determination on a RIF's disclosure after the application and assessment deck has been submitted but prior to the meeting. The authority to make a determination on the materiality of an interest had been delegated, via the Programme Delegate, to the manager of the Secretariat section.

Conflicted RIFs and EPC members will absent themselves from the meeting room when the relevant application is discussed until that discussion is complete.

In the event that an applicant makes a request that a particular RIFs or EPC member not assess their application, the CSM should obtain the request in writing (email is acceptable) with reasons for the request. The CSM must advise the EPC Secretariat in writing of the applicant's request including the reasons. The EPC Secretariat will then manage the request following Innovation Australia's Disclosure of Interest Guidelines.

The CSM must keep a copy of the DOI statement on the project file.

4.3. Committee Meeting

4.3.1. Independent Expert Assessment

An Independent Expert Assessment (IEA) is required to be undertaken if any EPC member or any RIF has a direct involvement with an application under consideration, i.e. where they hold an operational management role in an applicant company, or is, or has been a consultant to an applicant company, or is a member of the board of an applicant company.

In accordance with Innovation & Science Australia's DOI processes, where the IEA has been required due to an EPC member's conflict, the application must be referred to Innovation & Science Australia for consideration with all relevant documentation and the EPC's recommendation.

4.3.2. Independent Technical Advice

Independent technical advice may be sought under the following circumstances:

- prior to the meeting, the EPC requests Independent Technical Advice either because it considers it lacks expertise in relation to a particular application or it requests independent information
- there is a written decision (including by email) by the EPC Chair or the Programme Delegate that technical advice is required.
- When an IEA or Independent Technical Advice (ITA) is required, the EPC Secretariat and Programme Management will liaise with ISI policy partners and the EPC Chair to obtain the IEA or ITA in a timely manner. The EPC Secretariat will provide a copy of the final IEA or ITA report to the EPC members (non-conflicted) prior to the meeting.

4.3.3. DOI Action in the event of an IEA

Where a Facilitator has a direct involvement in a project, the Facilitator that is managing the application should also provide a declaration to the CSM on the DOI using the following template:

“I have met [insert Facilitator’s name] through working on the Incubator Support Initiative, however, I do not know him/her personally or have any business dealings with [insert Facilitator’s name].” If there is a relationship then a statement should be included on what that relationship is.

The CSM forwards this DOI Declaration to the EPC Secretariat and places a copy of the correspondence on the project file.

4.4. Tracking sheet

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4.4.1. Preparing and forwarding the application deck

The application deck provides EPC members with the necessary documents to review and to assess the application in a timely manner. The EPC requests that application decks be kept as small as possible. All documents should be free of any markings and must be legible.

CSMs must check that the application deck is complete. The authorised officer with line management responsibility for ISI must sign off the application deck to confirm that it is complete and accurate before the CSM forwards it to the EPC Secretariat.

Once the application deck is complete and signed off, the CSM forwards it via email to the EPC Secretariat.

Once the EPC Secretariat has received the application deck, they will:

- quality check all documents and liaise with the CSM if there are any issues
- prepare coversheets and all documents for distribution to EPC members and departmental staff
- upload copies of final applications to the Secretariat Extranet for each State
- upload a copy of the Agenda to the Extranet
- upload agenda papers onto the Extranet for EPC members and relevant departmental staff to access at least two weekends ahead of the meeting,

ensuring that any items for which members have a material disclosure of interest are removed from that member's Extranet file.

The EPC Secretariat allocates primary and secondary spokespersons for each application. EPC members may contact the CSM before the scheduled meeting if they have any questions about the application. Any additional information provided to EPC members should be copied to the EPC Secretariat to enable distribution to other non-conflicted members ahead of the meeting.

4.4.2. Attending the meeting

The RIFs is required to attend the EPC meeting (in person, via teleconference or via videoconference), to allow EPC members to ask questions and to provide any updates and late breaking information regarding the application to hand. The RIFs are required to complete a logistics form ahead of the meeting and return to **S 47E(d)** gov.au to advise the Secretariat of their intent to attend the meeting.

EPC members are encouraged to raise issues for comment with the RIFs prior to the meeting. This will not always occur and the RIF should be prepared for questions raised on the day.

RIFs should not proactively approach EPC members about applications prior to the EPC meeting.

The process and protocols to be followed during Committee meetings is as follows:

- RIFs will be invited to join the meeting for the Application discussion:
 - Prior to being invited to join the meeting, RIFs will be required to wait in the foyer outside of the meeting room. Please be conscious of the need to limit noise – a small separate meeting room is available if required.
- RIFs will be invited to join the meeting for the Application discussion:
 - When invited to join the meeting, only RIFs for applications with assessment in the morning session should be allocated a seat at the meeting table. Please quickly locate your name tag and take the allocated seat.
 - RIFs with applications for assessment after lunch (afternoon session) will be required to take a seat at the back of the room during the morning session or may utilise the small meeting room should they wish to have discussions with fellow RIFs.
 - RIFs are to limit the use of laptops and display courtesy while the EPC meeting is underway.

Seating arrangements may be swapped around for the afternoon session.

During assessment of your application(s):

- The Chair will introduce the application and the appropriate CSM and RIF
 - CSMs are invited to provide a 2-3 minute update to the application (new information which has come to light since submission of the applications to the Secretariat), keeping in mind that Members have read the application and do not require a complete overview
 - The primary assessor will direct further questions to the CSM and/or RIF and then provide a summary of their assessment

- The secondary assessor will ask additional questions and provide additional comments of value.

In responding to questions from EPC members, the RIF should:

- remain succinct, impartial and objective in their responses
- clarify any particular points that are essential to the Committee's discussion when requested by the Chair.

The Chair will confirm the Committee scores against each merit criterion and the overall committee score.

The Chair will refer the RIF to the weaknesses of the application, as provided by the Committee on the assessment sheets. (NB: these are provided to RIFs on the eve of the meeting via email and available in hard copy on the day of the meeting).

It is very important at this time that the RIF raises with the Committee any objections or concerns they have with the weaknesses provided.

Should the application be unsuccessful, the Committee weaknesses will be used as reasons in the Committee Recommendation, Programme Delegate Decision and ultimately in the letter to the applicant. There will be no negotiation post meeting on the weaknesses.

4.4.3. Conflicts of interest:

- RIFs who have declared an interest in an application for assessment need to be aware of the determination of materiality of that interest.
- Where an interest is determined to be of a material nature, the RIFs will be requested to depart the meeting prior to discussion and assessment of that application.
- A member of the Secretariat will invite the conflicted RIF to re-join the meeting following assessment of that particular application.
- RIFs **must not** inform applicants of the outcome of the Committee meeting until the CSM has received official notification of the Minister's decision and clearance to inform the applicant.
- All eligible applications are considered by the Committee who will provide the Minister with a merit ranking.

Helpful Hint

Under no circumstances should the Committee's deliberations be discussed with applicants. Only when the Minister has made a decision and clearance given to inform applicants, can official notification be provided using the wording of the official decision only.

4.5. Funding Decision

4.5.1. Process

The Minister decides on each New and Existing application, after considering the merit ranking of the EPC and the availability of programme funds. The Programme Management team enters the decision into the SGMS system.

Once the decision is confirmed in the grants management system, and Programme Management has advised CSMs, the successful and unsuccessful applicants can be informed of the outcome of their application. The CSM can advise the RIF to notify

the applicant. The RIF must not notify the applicant of the Minister or Programme Delegate's decision until the decision is confirmed.

For Expert in Residence grants the Programme Delegate decides on each application after consideration of the eligibility and merit (if applicable) and availability of programme funds. The Programme Management team enters the decision in the grants management system and advises the CSM to inform the applicant.

4.5.2. Supported

Taking into consideration the EPC's recommendation the Minister or Programme Delegate may approve an application with or without conditions of offer. Contract negotiations can then commence. Programme Management will let CSMs know when the applicants can be advised of the decision.

The CSM will generate the decision letter and provide it to the RIF to inform the applicant, where they are regionally based. Prior to, or at the same time of sending the letter of offer, the RIF should verbally contact the applicant to inform them of the outcome of the application. A meeting can then be arranged to discuss the funding agreement.

4.5.3. Not Supported

Taking into consideration the Committee's recommendation the Minister or Programme Delegate may decide to not support an application. Programme Management will let CSMs know when the applicant can be advised of the decision.

The CSM will generate the decision letter, and provide it to the RIF to inform the applicant, where they are regionally based. Prior to, or at the same time of sending the letter, the RIF should verbally contact the applicant to inform them of the outcome. The decision sheet will reflect the reasons why the application was not supported, with particular reference to the merit criteria.

When providing feedback to an applicant it is important that RIFs only provide the reasons as outlined in the decision letter - there should be NO reference to the discussion that lead to the recommendation or to comments made by individual Committee Members.

4.5.4. Deferred

The Committee may not score an application but choose to defer consideration because it has not had time to consider the application or has requested further information from the applicant. In this circumstance the application will be scheduled to the next Committee meeting. The RIF should advise the applicant that the application has been deferred.

Applications may also be deferred for an Independent Expert Assessment (IEA) due to a conflict of interest or a requirement for expertise that is not available from within the expertise of the Committee. In this circumstance the application is scheduled for a future Committee meeting depending on how long it takes to receive the IEA. The RIF should advise the applicant that the application has been deferred. A new tracking sheet is not required. However, once the IEA is obtained the CSM may need to revisit their due diligence report and update the tracking sheet.

4.5.5. Deferred with specific questions

The Committee has not scored an application but has deferred consideration because it requires additional information or points of clarification from the applicant. The Secretariat will advise CSMs when they can seek the additional information from

the applicant. This should be within a couple of days from the date of the Committee meeting.

The CSM may request assistance from the RIF with gathering information from applicants.

Once the applicant provides the additional information the CSM should update the previous assessment to comment on the additional information and if necessary modify their score.

4.6. Resubmission

If an applicant is unsuccessful they are able to submit a new application for the same or a different project, providing they have addressed the issues from their unsuccessful application.

The RIF must emphasise to the applicant that any resubmission of a previous project will need to address the weaknesses in the original application, as outlined by the Committee. For example, a resubmission could be appropriate if:

- new information in support of the application has become available, which was not available to the Committee when the application was assessed
- the application was ambiguous or poorly presented, and may have been misunderstood
- the applicant can demonstrate that its circumstances and merit have changed significantly since submitting the application.

In relation to resubmissions it should be noted that:

- a resubmission is treated like a new application - normal Committee cut-off dates apply;
- a revised DOI statement will be required for Committee Members and RIFs (as some time may have passed since the original application was submitted and details may need to be updated)
- the resubmission request should be submitted on the current version of the Application Form
- the applicant should be instructed to complete a new application on the current application form and specify the Committee's concerns with the previous application as well as the applicant's response to those concerns. This will also include the re-submission of a new accountant's declaration, relevant attachments and letters of support etc. The resubmission request must be lodged via the Smartform following the standard practice.

In addition to the above, the CSM will create a new tracking sheet covering:

- history of the application
- previous Committee recommendation and decision
- changes to the merit due diligence
- updated score and recommendation.

4.7. Complaint Process

The Guidelines direct customers with a complaint to the hotline as the first point of contact and the Head of Division. However, the majority of customer complaints will be received by the relevant AusIndustry State and Territory Office in the first

instance. When a complaint is received by an AusIndustry State and Territory Offices a record should be made noting:

- nature of complaint
- date received
- name/details of customer
- who the complaint was referred to for action/resolution.

A determination will then need to be made as to whether the complaint can be managed at the State Office level or if the complaint needs to be escalated to the Programme Delegate. If a customer concern can be managed and resolved through the usual customer service relationships then it may not need to be escalated to the Programme Delegate. It will often be necessary to include the relevant RIF in resolving a complaint.

Once a complaint is resolved or escalated all related documentation and correspondence must be put on the project file, including a file note detailing the decision to deal with the matter or escalate the matter to the Programme Delegate.

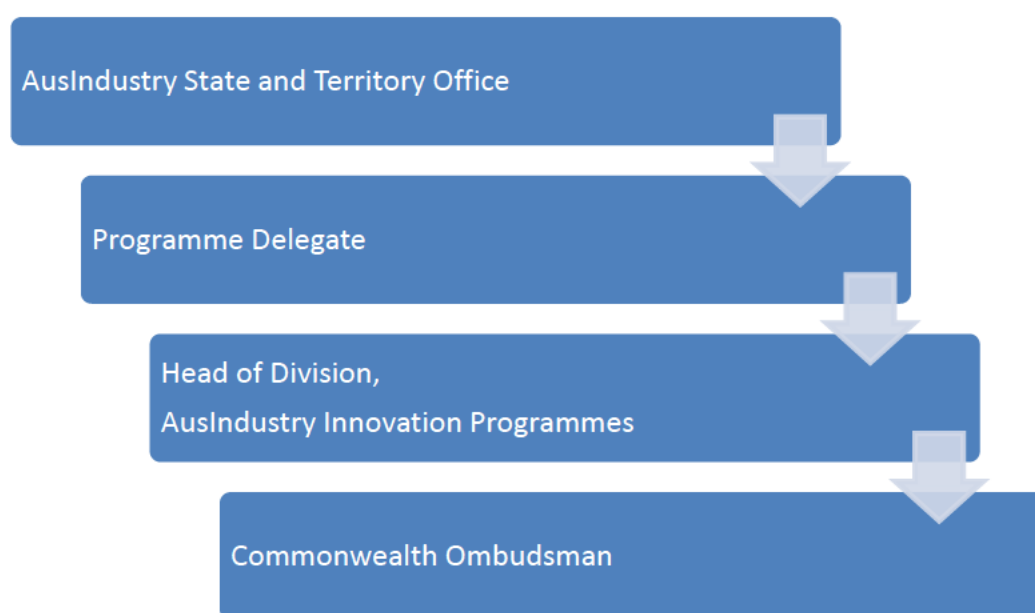
A complaint needs to be escalated to the Programme Delegate, in accordance with the Guidelines, if the complaint:

- is addressed to the Head of Division
- refers to the complaints process as detailed in the Guidelines
- specifically refers to concerns as a formal complaint.

If a matter is dealt with at the State Office level the customer must always be reminded that if they are not satisfied with the resolution/outcome, they may escalate the complaint to the Programme Delegate. If after that, they are not satisfied with the complaint resolution, they may escalate the complaint to the Head of Division, AusIndustry – Innovation Programmes.

If after this process or at any other time, a customer does not believe that their concerns have been adequately addressed, they can refer the matter to the Commonwealth Ombudsman.

Figure 1: Complaint escalation process



5. Funding Agreement

Successful applicants are required to enter into a Funding Agreement with the Commonwealth. The Agreement is the legal contract between the parties that sets the timing and quantum of funding, project milestones and reporting obligations. A sample Funding Agreement is available on the BGA website.

CSMs are responsible for all issues associated with the Funding Agreement. RIFs provide input on how grantees are progressing, but ultimately the CSM is responsible for ensuring grantees are fulfilling their reporting and other obligations under the Funding Agreement. It is important that RIFs have access to a copy of the Funding Agreement and any subsequent variations.

RIFs should be invited to any meetings with successful applicants to discuss the funding agreement. If the applicant wishes to discuss the decision, both the RIF and CSM should take part in that discussion so that all parties fully understand the decision, its impact on the funding agreement and compliance with the decision. The CSM will raise any significant concerns or changes of circumstances with their manager (who may elevate it all the way to the Programme Delegate).

5.1. Process

The CSM notifies the successful applicant, outlining the terms of the offer of funding and explaining the agreement negotiation process, and sends the applicant a letter of offer. The CSM will keep the RIF informed of all relevant communication with the applicant.

The CSM will invite the RIF to any meetings with the successful applicants to discuss the funding agreement.

If the applicant wishes to discuss the decision (e.g. where there is a condition attached) both the RIF and the CSM should take part in that discussion so that all parties fully understand the decision, its impact on the funding agreement and compliance with the decision.

The CSM confirms the agreed project, milestones, budget and annual capped grant amounts with the applicant. The CSM should consult the RIF to ensure the funding agreement accurately reflects the approved project and provides for effective contract management. The CSM will raise any significant concerns or changes of circumstances with their manager (who may elevate it all the way to the Programme Delegate).

The CSM prepares the funding agreement for signature and meets with the customer before the agreement is executed to brief them on the agreement and their obligations. The RIF should attend this meeting, where possible, and, together with the CSM, clarify the roles of the RIF and the CSM to the applicant and other parties present at the meeting.

The CSM arranges for the funding agreement to be executed and processes the initial payment.

The department publishes on its web site details of the funding agreement within 14 days of it being executed (grant amount and project description).

Also note:

- It is possible to seek an extension of time to execute the funding agreement. The CSM will process such a request.

- The Programme Delegate may withdraw the offer of funding if a funding agreement is not executed within the 30 day period (or longer if an extension was previously granted).

5.2. Grantees informing the market of the grant

In general, grantees should not publicly announce that their application was successful or an Agreement has been executed until the department has created a media release in relation to successful applications made under ISI. Programme Management will let CSMs and RIFs know once the media release has been issued and when grantees can publicly announce the awarding of the grant. It does not matter if a grantee is not mentioned by name in the main media release, only that the grantee is on the associated list of Agreements executed.

The exception to this procedure is publicly listed companies, which have a duty to announce significant corporate information to the stock exchange as it becomes known. This includes entering into an ISI Funding Agreement. A CSM who is managing the relationship with a publicly listed grantees that is awarded a grant should ensure that the grantee informs them of the date of any public announcement before the announcement is made.

The CSM should then inform Programme Management that an announcement will be made. Programme Management will inform other relevant areas of the department of the announcement.

In any case, if a grantee wishes to include AusIndustry, a Minister, local member or other government official as part of an 'event' associated with receiving a grant offer, CSMs should ensure contact is made with Programme Management to discuss any marketing requirements.

After the Funding Agreement is executed, grantees must acknowledge the financial assistance received under ISI in any public statements about the project or results from the project. The wording is provided in the Programme Guidelines: *"This project received grant funding from the Australian Government."*

Where the grantee has requested to use the Australian Government logo, they must use this wording to accompany the logo: *"The (eg. XXXX) is supported by funding from the Australian Government under its Entrepreneurs' Programme and the National Innovation and Science Agenda"*.

5.3. Ongoing contract management

ISI grantees are required to submit reports during their project to monitor progress against milestones. The CSM will organise the 6 monthly payment if the report and progress of the project are satisfactory. As part of this process, the CSM will ask the RIF for an assessment of how the project is progressing and the due diligence activities undertaken during the period to verify project progress. The RIF may also raise any potential compliance issues, e.g. on eligible expenditure, with the CSM.

If project progress is unsatisfactory then the RIF may decide not to support a progress payment. The CSM and the RIF should then discuss what the best course of action is.

Early termination: if project progress is unsatisfactory and the RIF is of the view that the project is unlikely to be a commercial success, then the RIF should discuss early termination with the grantees.

If the grantees agrees to stop the project, then the CSM will initiate proceedings to either terminate the funding agreement.

If the grantees does not want to stop the project then a submission is required to seek the Programme Delegate's decision whether or not to terminate the funding agreement unilaterally (the Programme Delegate is likely to seek the advice of the EPC in these cases). While the submission is being prepared and decided, the grantees may continue to incur eligible expenditure on the project, unless they are in breach of the funding agreement and a breach notice has been issued by the CSM.

Contract variations: initiated by grantees submitting a Variation Application Form to their CSM, after discussion with the RIF. There are many reasons why a grantees may wish to seek a variation to the funding agreement. Procedures are quite different depending on the nature of the variation required. RIFs are encouraged to discuss potential variation requests with CSMs to ensure the most appropriate action is being taken and the grantees completes all necessary documentation. In general though, the process is as follows:

- CSM initiates an assessment tracking sheet, undertakes eligibility assessment, does an assessment of the request and makes a recommendation for the delegate's consideration
- CSM processes assessment through to the Programme Delegate (or authorised employee)
- CSM prepares contract variation documentation, where applicable.

5.4. References and Letters of Support for Grantees

The department does not provide endorsement or letters of support for grantees for use in tender or procurement processes etc. However, a RIF may independently provide a supportive statement of fact for such purposes.

What to include:

- RIFs should clearly articulate that the comments are provided by them in their capacity as an Independent Contractor to the department
- the statement should focus on the grantees' performance in relation to the ISI project, such as achievement of milestones, project outcomes and management capabilities
- The departmental letterhead or branding should not be used.

5.5. Reporting and review

RIFs have a role in regular reporting about EP, ISI and their own performance. The reports provide data to enable:

- the Government to measure the success of ISI
- the department to monitor the progress of Grantees
- the Programme Delegate to assess the performance of RIFs.

5.6. Monitoring Grantee progress

RIFs have a key role in tracking the performance of Grantees and providing feedback to the Programme Delegate.

Where appropriate, RIFs provide guidance to Grantees considering applications for further ISI assistance.

What does this mean for RIFs working with Grantees?

Grantees will sign a funding agreement with the Commonwealth that sets out the rights and obligations of the parties.

The agreement sets out requirements for regular progress and financial reporting. RIFs and CSMs must monitor the progress of applicants to ensure Government funds are being spent appropriately.

What reporting obligations do Grantees have?

Regular progress reports. Grant payments are based on these reports; however, payments may be made up to one reporting period in advance.

End of project report, including audited financial report.

6. Your engagement with ISI

6.1. RIF performance reporting

RIFs are required to enter their activity in CRM, and submit a Monthly Activity Report on the last business day of the month. This collects a range of information about performance:

- the activities they have undertaken and the amount of time spent on these activities
- networking and marketing events they have participated in
- success stories.

It also enables RIFs to flag issues of concern with the Programme Delegate, including customer complaints and aspects of ISI and EP that could be improved.

Monthly activity reports are to be emailed to

S 22 industry.gov.au.

6.2. Accountability and conduct

There is a range of legislation and guidelines that govern the behaviour and conduct of Commonwealth Public Servants. As RIFs are contracted to provide a service to the department, you too are expected to comply.

Legislation:

- Public Service Act 1999
- Equal Employment Opportunity (Commonwealth Authorities) Act 1987
- Racial Discrimination Act 1975
- The Sex Discrimination Act 1984
- Age Discrimination Act 2004
- Human Rights and Equal Opportunity Commission Act 1986
- Disability Discrimination Act 1992
- OH&S (Commonwealth Employees) Act 1991
- Crimes Act 1914
- Criminal Code Act 1995
- Privacy Act 1988
- Financial Management and Accountability Act 1997.
- Australian Public Service (APS) Values and Code of Conduct:

- All public servants must demonstrate the APS Values and Agency Heads must uphold and promote them (Section 10 of the Public Service Act).
- All public servants are bound by the Code of Conduct (Section 13 of the Public Service Act)

RIFs are required to comply with the [department's Service Charter](#), which flows from the APS Values and Code of Conduct.

6.3. Dealing with customers

In dealing with applicants, potential applicants and grantees, RIFs must:

- be professional at all times
- ensure feedback is a positive experience for the applicant
- be constructive, honest, accurate, and defensible
- Keep records of dealings with customers
- Forward all significant correspondence, documents and records to the CSM to keep AusIndustry informed and the department's files up to date and complete.

6.4. Fraud awareness

Refer to the Fraud Control Guidelines at Annex A.

Suspected fraud must be referred directly to the department's Fraud Control Officer, but only from the point onwards where an applicant has submitted a final Application.

Please contact the Fraud Hotline (02) 6213 6376. General inquiries can be sent to S 47E(d) @industry.gov.au.

6.5. Disclosure of Interest

Disclosure of Interest (DOI) processes are important because:

- RIFs have a contractual obligation to avoid conflict between their personal or family interests and their responsibilities to the department
- It protects against the perception of conflict, as well as actual conflicts
- It protects the integrity of the department, the robustness of decision-making processes and the professional reputations of RIFs.

The department assesses RIF DOIs on a case-by-case basis with a public perception test:

- Would the average member of the public, looking at the relevant facts and circumstances, think that there was a real, sensible possibility of conflict?
- With human nature being what it is, is there a danger that an average member of the public, may be swayed by this kind of personal interest rather than by duty?

Examples of possible material DOIs:

- A RIF is a director or office-holder of a company under consideration
- A RIF has a shareholding in a company under consideration
- a RIF or his/her employer has an involvement in the matter under consideration

- the company under consideration is a direct competitor of an entity in which an RIF holds shares, holds office or is employed
- the employer of the RIF is an entity which is a shareholder/ partner/parent company of the company under consideration
- the RIF or his/her employer has a current contractual relationship with the company under consideration.

Examples of possible immaterial DOIs:

- a RIF has a past contractual relationship with the company under consideration
- a RIF was employed by the company under consideration but not within the previous two years
- a RIF has an informal relationship with the company under consideration through an industry association or similar body
- a RIF is a member of a superannuation fund, the RIF is unable to exercise any control over the shareholdings and the fund holds shares in the company under consideration.

6.5.1. Annual Declaration of Private Interests

A DOI process will be conducted on each ISI application prior to draft feedback being provided. The process will be supported by a Declaration of Private Interest process undertaken by RIFs upon engagement and updated on an annual basis thereafter. RIFs will be required to lodge a disclosure statement of known pecuniary and other personal interests of themselves and of their immediate family/spouse.

RIFs are required to keep the department informed of any changes to this statement.

6.6. General coordination

All emails concerning your role as RIFs are to go through the [S 22 @industry.gov.au](mailto:S22@industry.gov.au) mailbox. A member of the team will respond to you.

6.7. Media and Ministerial opportunities¹

We ask that each RIF follows the below guidelines in relation to ISI media and ministerial opportunities.

6.7.1. ISI media opportunities

If you are planning on making contact with the media or provide media comment or content you **must** obtain approval from the Programme Delegate and in turn the department's media team. The department's media team will review the opportunity and check with the Minister's Office whether they are happy for the media exposure to proceed and if would like involvement in any proposed event or coverage

6.7.2. ISI ministerial opportunities – initiated by RIF

If you have an ISI Participant who wishes to engage with a Minister for an opportunity, follow the below steps:

¹ Note that arrangements for media and ministerial opportunities, sponsorships and speaking engagements may be varied during a caretaker period. You will be advised if any changes to protocol occur over such periods.

1. Forward details of the opportunity to the Incubator Support Mailbox.
2. The team will forward the Ministerial opportunity through the appropriate departmental channels who will conduct due diligence and progress to the Ministers office for consideration.

6.7.3. ISI ministerial opportunities – initiated by the Minister or ISI Company

In the event that the Minister's Office initiates contact with an ISI company we ask that you notify the department as soon as possible by emailing the industry.gov.au mailbox.

S 22

Likewise in the event that contact between the Ministers' Office and an ISI company is initiated by the company as soon as you become aware we ask that you notify the department as soon as possible by emailing the

S 22

industry.gov.au mailbox.

6.8. Sponsorship opportunities

If you have a sponsorship opportunity that you feel would benefit ISI or the broader Entrepreneurs' Programme we ask that you follow the below process:

1. Submit the sponsorship opportunity to the Incubator Support Mailbox.
2. In submitting the opportunity, supply the below information:
 - a. Details of the sponsorship:
 - i. dates, cost, location, attendees, targeted audience of the event
 - ii. contact at organisation
 - iii. inclusions of the sponsorship
 - b. Background on the organisation and event (if known)
 - c. If you are aware of any previous sponsorships of the event and if so the outcome of the sponsorship (if known)
 - d. How you feel it would benefit ISI or EP
 - e. Any discussions you have had with the company/organisation seeking sponsorship for context
 - f. Any further documentation to support the request (e.g. event program/agenda/flyers/information on sponsorship packages).
3. The team will work with you to obtain any further information as required.
4. The team will submit a sponsorship request and required documentation to the Sponsorships team for assessment.
5. The team will advise the RIF of the outcome of the assessment.

6.9. Speaking Engagements

We are happy for each RIF to individually manage speaking engagements (i.e. no approval is required).

We do however ask that you **seek approval** via the [@industry.gov.au](mailto:industry.gov.au) mailbox if the speaking engagement requires attendees coming along to the event to pay a fee to attend. In this request we ask that you state:

S 22

- Event

- Location
- Attendees
- Cost for attendees to attend
- Benefit of the speaking engagement to ISI

6.10. Contract obligations

6.10.1. Hours of work

RIFs are engaged on a full time basis (normal working hours from Monday to Friday) and are expected to be available to attend some out-of-hours functions and meetings. It is up to RIFs to manage their time.

6.10.2. Private activities during business hours

If an RIF is undertaking private activities during business hours (when you would normally be expected to deliver services under your RIF contract) we ask that you:

Notify the Programme Delegate by emailing the

S 22 industry.gov.au mailbox of any expected private activities expected to be undertaken between 1 to 3 hours that will be undertaken in business hours.

Seek approval by the Programme Delegate by emailing the

S 22 industry.gov.au mailbox of any private activities expected to take more than 3 hours that will be undertaken in business hours.

6.10.3. Absences and Unavailability

Your contract provides that you may be unavailable to provide full time RIF services for up to 20 business days in each 12 month period. For RIFs with less than full-time contracts, this equates to:

Days per week engaged with AC	5	4.5	4	3.5	3
Maximum period of unavailability	20	18	16	14	12

RIFs are required to:

- Provide prior notification to the Programme Delegate of absences of two days or more
- Seek prior approval from the Programme Delegate for absences of five days or more.
- Note any absences for the previous or next month in the Monthly Activity Report

Where an absence is not approved or exceeds the maximum limit of absences, the Programme Delegate may reduce the amount of the fees payable to the RIF proportionate to the number of days absent. The formula used to calculate the value of the service fee for one business day, in the case of a full-time RIF, is:

Daily fee = Yearly Fee divided by 260

6.10.4. Insurance

Your contract requires that you maintain acceptable insurance:

- Workers compensation in accordance with State/Territory laws
- Public liability insurance of \$10 million
- Professional indemnity insurance of \$5 million.

You will need to provide evidence of the currency of your policies to the department within 30 days of the commencement of your contract and provide updated information on an annual basis.

6.10.5. Security Clearances

RIFs require security clearance to the PROTECTED level and need to complete a PROTECTED security pack. Please note that you are not required to submit fingerprints as part of the AFP check.

All security vetting is undertaken by Australia Government Security Vetting Agency (AGSVA) from within the Department of Defence. You will be required to complete a vetting process via an online portal. Vetting is not handled by the department and all enquiries relating to vetting should be discussed with AGSVA. Please advise the AC Strategy team if you have previously held a security clearance and when your security clearance is granted by AGSVA.

6.10.6. Variations to Contract terms

Variations to RIF Contracts (such as increase/decrease in working hours) must be approved by the department. If you wish to vary your contract, you should in the first instance discuss this with the Manager, AC Programme Management. Variations require approval by the Programme Delegate. Once an approval is given you will then be offered a revised contract.

6.11. Invoicing Arrangements

6.11.1. Monthly payments in arrears

Your contract provides for equal monthly payments in arrears on the Programme Delegate's acceptance of your monthly activity report and Claim for Payment. You must forward your monthly activity report and Claim for Payment to the [S 22 @industry.gov.au](#) mailbox.

The Claim for Payment should be submitted with the monthly activity report. Your contract requires that you provide both documents within 15 business days after the end of each month.

Your monthly Claim for Payment must quote your contract and ABN number (see the Claim for Payment template and usage instructions at Annex B of this Manual).

Upon submission of your expense Claim for Payment the department will process and issue you with a tax invoice.

6.11.2. Expense Claims for Travel

RIFs are able to seek reimbursement of expenses for approved travel. The Programme Delegate will not agree to meet the costs of RIFs attending conferences or training courses unless they (or the department) have specifically requested their attendance.

6.11.3. Seeking Approval in Advance

RIFs are required to send an email to the [S 22 @industry.gov.au](#) mailbox seeking approval for travel that they intend to seek reimbursement for. Requests should be

made at least five working days in advance of the travel and include the following information:

- location and date(s)
- purpose, relevance to ISI and clients to be visited if applicable
- details of estimated cost
 - You must provide a break-down of the expenses in the estimate (e.g. accommodation, flights, care hire etc.)

For car travel that is under 200 km pre-approval is not required unless it is coupled with an overnight stay. For car travel that is over 200 km pre-approval is required even if this is for a day trip only.

6.11.4. Acceptable Expenses

Expenses that may be reimbursed include:

- **Economy air travel** – RIFs should make all attempts to obtain the lowest practical fare available on the day the travel is booked. Unless alternatives are unavailable, the department will not generally reimburse the costs of fully flexible airfares. Copies of tickets are to be provided upon submission of invoices for expense reimbursement.
 - The RIF must provide proof that they selected the cheapest fare of the day by providing evidence of comparable flights within an hour before and after your booking.
- **Standard flight insurance**
- **Rail travel**
- **Car travel** - Car travel will be reimbursed for all trips related to undertaking the Regional Incubator Facilitator role. For car travel that is under 200 km pre-approval is not required unless it is coupled with an overnight stay. For car travel that is over 200 km pre-approval is required even if this is for a day trip only.

Reimbursement will be at rates in line with the Australian Taxation Office's Cents per Kilometre Allowance.

Where the total cost of the allowance is greater than air travel - using the lowest fare available - RIFs will only be reimbursed to the cost of the air travel that would have been charged to the department.

The current ATO rate per business kilometre claimable is 66 cents per kilometre for all motor vehicles.

- **Car hire** – Where travel by other means is not available or creates excessive expense. Only car hire that is directly attributable to Incubator Support initiative duties will be reimbursed.
- **Taxi fares** – to and from the airport/rail station.
- **Car Parking** – which is only relevant when travelling by car or using a rental car. It is not for local parking to attend meetings at state offices.

6.11.5. Reasonable Accommodation Costs

When travelling for ISI purposes, RIFs are able to stay at up to 4 star accommodations within reasonable costs. RIFs must be aware that their expenditure

on accommodation must be publicly defensible and as such, for the purpose of clarity, reasonable cost is considered to be less than \$200/night.

For cases where reasonable accommodation is not available within the specified limits, RIFs will be required to seek approval for the increased expenditure. There are likely to be instances where accommodation is beyond the pre-approved rate (due to sporting events, etc.) and in these instances there will be some scope for leniency. In making an application for increased expenditure, RIFs will need to demonstrate that suitable alternative accommodation is not available.

Where possible, RIFs should attempt to use accommodation in close proximity to meeting venues as this will reduce the requirement for taxis, and may provide improved justification for exceeding the reasonable cost limit.

For example:

RIF Tim is travelling to Melbourne for a meeting in the CBD; he will require one night of accommodation.

His investigations reveal 4 choices for accommodation:

- a. \$195/night at a 4 star hotel within 5km of his meeting venue (taxi will be required).
 - b. \$210/night at a 4 star hotel within 1km of his meeting venue (no taxi required).
 - c. \$240/night at a 4 star hotel within 1km of his meeting venue (no taxi required).
 - d. \$200/night at a 4 star hotel within 20km of his meeting venue (taxi will be required).
- RIF Tim could stay at either Hotel 1 or 2.
 - Hotel 1 is within the 'reasonable' limit and is pre-approved.
 - Hotel 2 is outside the pre-approved limit, but given that taxi transport will not be required, there is reasonable justification for it to be used. Approval would be provided by AC Strategy.
 - RIF Tim would not be able to stay at Hotel 3.
 - Hotel 3, although in close proximity to the venue and not requiring transport, is still well beyond the reasonable limit. Given that hotel 2 is an alternative option, accommodation in Hotel 3 would not be deemed reasonable.
 - Hotel 4, although within the pre-approved limit does require a substantial taxi trip (approx. \$40). As such it would be expected that RIF Tim should stay at either Hotel 1 or 2, as they represent better value for money. RIF Tim would need to justify the choice of location given the relative proximity to the meeting venue.

6.11.6. Reasonable meal costs

The following is a guide and the program will not reimburse above these rates:

- Breakfast \$27.05
- Lunch \$30.45
- Dinner \$51.85
- These rates are inclusive of GST.

6.11.7. Staying in private accommodation, caravanning and camping

Sometimes you may wish to stay with family or friends when travelling instead of booking into a hotel. In some circumstances you may need to caravan or camp if there is not suitable accommodation available. In line with departmental travel and expense policy you may claim \$55 per night in such circumstances. No receipts are required, however as usual you need pre-approval for the expense. When you seek pre-approval you also need to confirm that the overall cost is lower than staying in a hotel. For example, if the cost of transport to and from private accommodation is high then the overall cost may be higher than staying in a hotel and we wouldn't be able to approve it.

6.11.8. Unacceptable Expenses

Expenses that cannot be claimed in accordance with departmental policy are:

- tips
- hospitality expenses (unless prior approval was given for hospitality expenses in relation to an official RIF event)
- hotel Mini-Bar purchases
- Meal Allowance when official hospitality has been provided (e.g. Attending an RIF Forum where meals are included)

6.11.9. Requesting Reimbursement

On completion of travel, RIFs must complete the expense claim section of the Claim for Payment spreadsheet (see Claim for Payment template at Annex B of this Manual) for reimbursement, clearly identifying the dates, location and purpose of the travel. Evidence of travel and expenses (receipts) must be provided with the invoice. Scanned copies are acceptable. You must send you expense Claim for Payment to the [S 22 @industry.gov.au](mailto:S22@industry.gov.au) mailbox.

Upon submission of your expense Claim for Payment the department will process and issue you with a tax invoice.

We ask that all expense claims are submitted on a monthly basis to ensure prompt payment of your expenses.

6.12. Performance Review

The Programme Delegate will formally review RIF performance at the 6 and 12 month marks of each contract period. The review will be based on a wide range of performance indicators, such as:

- information provided in Monthly Activity Reports
- value addition provided to Grantees
- quality and timeliness of Grantee performance reporting
- networking and collaboration
- Refer to the Performance Guidelines in Annex C of this Manual.

6.13. Information and Document Security

Security is important. RIFs should rely on the departmental IT system for secure electronic storage and ensure all hardcopy information is kept securely in a locked cabinet.

6.14. Resources

6.14.1. Business Cards and Name Tags

Business cards are ordered as needed for the RIFs. Requests for business cards are to be sent to the [S 22](#) [@industry.gov.au](mailto:industry.gov.au) inbox.

RIFs are permitted to have a name tag with the departmental logo on it, however we are not responsible for their production. We supply the RIFs with the logo and they are to order the name tag themselves.

6.14.2. The Entrepreneurs' Programme Partner Portal

The Entrepreneurs' Programme Partner Portal (EPPP) provides secure access to information not publicly available on the website. It enables:

- Secure access for RIFs to programme related information and templates
- Automatic email alerts of new content postings
- Access to resources, e.g. application and report templates and project budget calculator
- Shared calendar and event management facility.

Follow the EPPP link, [here](#).

For assistance with accessing the EPPP, please send an email to the [S 22](#) [@industry.gov.au](mailto:industry.gov.au) mailbox.

6.14.3. Using email addresses

RIFs have been granted access to the Department's PROTECTED network and been provided with an email address. These email addresses are to be used for all communication with potential applicants and grantees and activities related to the RIF role. In order to access the PROTECTED network you will log on using the remote access portal and Citrix. Email addresses are in the format: joe.bloggs@industry.gov.au

A branded signature block format is provided for users to input their contact details:

All RIF emails related to ISI activity must be sent using this system, which incorporates JanusSEAL for Outlook to enable a security classification to be added to each email. Email messages will not send unless a security classification is attached.

Joe Bloggs
Regional Incubator Facilitator
Incubator Support initiative
Entrepreneurs' Programme

Mobile: 0400 000 000

Email: joe.bloggs@industry.gov.au

Internet: www.business.gov.au/

The security categories are:

[SEC=Unofficial]

[SEC=UNCLASSIFIED]

[DLM=For-Official-Use-Only]

[DLM=Sensitive]

Copies of all mail sent and received by the server are retained securely by the department for auditing purposes. The following disclaimer should be embedded in each email sent:



Australian Government
Department of Industry,
Innovation and Science

Business

business.gov.au
13 28 46
Delivered by AusIndustry™

The Commonwealth has contracted Regional Incubator Facilitators (RIFs) for the provision of services in relation to programme applicants and Grantees of the Incubator Support initiative. The Commonwealth and RIFs 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, any information contained within this email or any actions taken by the receiver in addressing issues or implementing recommendations identified in this email or provided separately by the RIFs. Mention of a particular technique or product does not imply endorsement by the Australian Government, nor does it imply that any similar product is inferior.

The information contained in this e-mail and any attachments to it is intended for the use of the addressee and is confidential. If you are not the intended recipient you must not use, disclose, read, forward, copy or retain any of the information. If you received this e-mail in error, please delete it and notify the sender by return e-mail or telephone.

The Commonwealth does not warrant that any attachments are free from viruses or any other defects. You assume all liability for any loss, damage or other consequences which may arise from opening or using the attachments.

The security of emails transmitted in an unencrypted environment cannot be guaranteed. By forwarding or replying to this email, you acknowledge and accept these risks.

6.14.4. Recommended Hardware and Software

IT support is delivered through the department's IT support systems. The Desktop Support team recommends the following for use of the email system:

Hardware

- CPU: Intel Core Duo or Centrino (2.4GHz)
- RAM: 4GB Memory
- Hard Drive: 32GB of free space.

Software

- Windows 7 (64-bit)

6.15. CRM Reporting

The intention of daily/regular CRM use, in line with the record keeping guidelines below, is a mandated requirement by the Department. Accurate record keeping in the CRM will result in generating reports from which your performance will be assessed.

6.15.1. Naming Convention

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Term	Meaning
ISI Application	<ul style="list-style-type: none"> Request for grant assistance, submitted by business/company to the EPC. The application is assisted and supported by the Regional Incubator Facilitator and State Office CSMs. The application will go through a number of stages, including at least one draft, which is reviewed by the Adviser.
ISI Pre-application Ongoing	<ul style="list-style-type: none"> A business that is working on draft application, and you are providing assistance with their draft application.
ISI Grantee	<ul style="list-style-type: none"> A company whose application has been approved and a funding agreement has been entered into. You provide assistance to the business during their project.
ISI Initial Enquiry Ongoing Enquiry	<ul style="list-style-type: none"> Initial enquiry will only occur once per business, before being labelled as an ongoing enquiry (but is unlikely to submit a draft or final application).

6.15.3. General Guidance

Touchpoint	Adviser
Phone call	Add Activity against Organisation with summary of discussion. You can include duration (time).
Meetings	Add Activity against Organisation with summary of meeting and include duration (time). Add other contacts as well
Collaboration	Add Activity against CA contact record with summary of collaboration and include duration (time).

All records in the CRM should have as a minimum:

1. Activity – TASK
2. Regarding – (Organisation (or Contact where an organisation record doesn't exist) relevant to the activity) (*some exceptions apply)

*An Email or Appointment created in Outlook may be tracked without an organisation or contact in Set Regarding. This may be applicable for:

- an Email sent as a News Distribution
- an Event scheduled

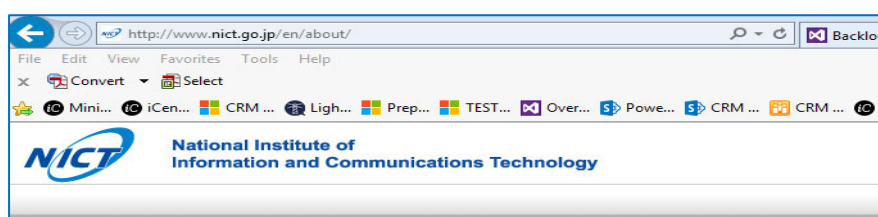
6.15.4. Recording applicants that are yet to form a company

While a participant may not have an ABN at the start of the process, an ABN is a requirement of participation in the Incubator Support initiative programme. You should continue to track any Activities against the Contact, then when the client obtains an ABN and the Organisation is pulled through to the CRM, connect the Contact to the Organisation so those early Activities are not lost.

If the applicant/business intender has an intended Organisation name, this should be added in the Department/Division field on the Contact record, and if they have a website, you can add this information too.

6.15.5. Adding international Contacts and Organisations

The CRM team can add these for you. Email **S 47E(d)** [@industry.gov.au](mailto:industry.gov.au) with the exact name of the organisation, along with a hyperlink to a source of truth of the way the organisation name is written, for example <http://www.nict.go.jp/en/about/>:



6.15.6. Contacts

When adding a contact, it is important that, where possible, you are adding the contact to an organisation to limit the number of individual contacts within CRM that are not connected to an organisation. This ensures that any emails tracked against an organisation are also searchable from the contact record. A good way to manage your group of Contacts is to follow them. You can also use Connections to connect yourself to your Contacts.

There are duplicate detection rules in place to warn you when you're adding a contact whose email address is already recorded within the CRM. Please don't ignore these warnings as duplicate contacts jeopardise the integrity of the information within the CRM and make it difficult to ensure that when you search for activities against a contact, you're seeing everything that has been recorded. If you do receive a duplicate contact warning, consider using the 'connections' functionality instead.

Note: Functionality exists to allow a secondary email address to be recorded against one contact where you have a contact who alternates between email addresses. This can be found on the contact record.

6.15.7. Connections

6.15.8. Assign 'Regional Incubator Facilitator' to Organisations

You can do this using the Connections functionality.

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6.15.9. Specify Regional Incubator Facilitator in a Connection
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3. Click Save/Save & Close
4. You will now be connected to this organisation.

6.15.10. Associate a Contact with multiple Organisations

You can do this using the Connections functionality, as described above. The example below shows a Contact linked to Select S 47E(d)

Note: All Organisation names in the CRM reflect the way the name was registered with ASIC. In order for the CRM to remain a source of truth, we can't make changes to any Organisation names.

6.15.11. Following organisations or contacts

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6.15.12. Recording time commitment of tasks

You can record the percentage of time you spend on performing activities in the **Duration** field for any task, phone call and appointment. Use priority setting to indicate time demand – Nil, Low, Normal (medium), High.

Phone calls allow you to record the length of the call via the Duration field.

Note: Drop down timings can be overridden.

6.15.13. Integrating with Outlook

The CRM Platform is able to integrate with Outlook to provide a much simpler way to add contacts and record information by tracking emails, appointments and tasks in

Outlook and recording them automatically in the CRM Platform. For guidance on how to track data in the CRM Platform via Outlook, [click here](#).

For instructions for PC users on how to integrate with Outlook, [click here](#). For help re-configuring the Outlook add-in should it stop working, [click here](#).

Note: The Departmental CRM currently supports versions 2013 Sp1 and 2015 of the Outlook add-in for CRM.

S 47E(d) 6.15.14. Password Changes and Outlook

6.15.15. Recording activities

6.15.16. Appointments

An Appointment is any face-to-face meeting, with either Customers or Stakeholders. Add appointments directly from the Organisation record. Include the subject of the appointment, start and end date/time and a brief description of the reason for the appointment.

An Appointment that is cancelled, should be removed.

To record Outlook Calendar Appointments in CRM:

- Select **TRACK**.
- Select **SET REGARDING**.
- Choose the **ORGANISATION**, or where an organisation does not exist, make a new Contact and Set Regarding against the Contact.
- Check the 'CRM fields' to ensure all required information is entered; Topic/ Outcome/ Programmes related to appointment (post appointment if required).

6.15.17. Emails

Do track:

- All emails against the organisation record where available, rather than the contact record.
- An Outbound Email that results in an Outcome or provides programme information is to be 'Tracked' (i.e. referral, advice, programme information, etc.).
- An Inbound Email (new Customer or Stakeholder Interaction, Enquiry, or Information) is to be 'Tracked' whether initiated by Customer or Stakeholder.
- Once tracked, the email can be edited in the CRM to complete Topic/ Outcome/ Programme fields.

Don't track 'social' emails including but not limited to:

- An Email to establish, confirm, alter or cancel an Appointment.
- quick responses (e.g. thanks, good to see you).

- back and forth (e.g. emails between an Adviser and a CSM, that do not contain relevant customer information).

Note: If you track an email a customer sends to you, the CRM will automatically track any replies you send to the customer on the same email thread. Be aware of this and 'untrack' any replies that do not contain relevant information. This is also true of emails you send to another CRM user.

If you track an email you have sent to a customer, the CRM will not automatically track any replies the customer sends to you. You will need to do this manually.

6.15.18. Phone Calls

Not all phone conversations need to be recorded in the CRM platform. The following provides high level guidance on when to record calls in the CRM platform which should cover most circumstances.

Do record a phone call (either inbound or outbound) when the call:

- results in an Outcome.
- does not result in an Outcome but is of value to others within AusIndustry in understanding the customer history and needs better.
- is required for future reference by an adviser, and is pertinent to managing the Customer relationship.
- relates to AusIndustry business (e.g. general programme enquiry).

Include the name of the organisation the call is regarding, subject of the call, contact and a brief description of what was discussed.

Do not record a phone call that:

- is purely administrative or routine (e.g. confirming an appointment).
- where a follow-up email exists/is tracked.
- is sensitive and is covered by existing legislative restrictions.
- If you are still unclear about what to record, please seek advice from your programme manager.

Note: For programmes with legislative restrictions, it is recommended that the users still make a record of the phone call but do not include the details of the discussion.

Click here for [Guidance on creating phone activity records and Dos and Don'ts](#).

Note: You may need to reset the default phone call duration (i.e. default is 30 mins).

6.15.19. Task

A Task is a future action for the adviser to address. It is considered an interim 'workflow' tool. You can create these in Outlook and link to the organisation record in the CRM similarly to tracking an email in order to receive reminders. Tasks can also be added from the Organisation record within the CRM.

- Include the subject of the task, status, and a brief description of the task to be performed.
- You can also set a due date if necessary, which can be filtered on when looking at a view of all tasks.
- Don't use tasks for appointments or similar.

6.15.20. Notes

The Notes functionality allows you to upload attachments to a contact or organisation record alongside a small paragraph of information that is quickly and easily viewed by others in the organisation. Notes are searchable, can be filtered, listed or aggregated.

When using Notes, remember to include a descriptive title. For example:
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6.15.21. Posts

Posts are similar to Notes whereby you can add a short paragraph of information directly to a contact or organisation record, but do not allow attachments to be uploaded. Posts are limited to 1,000 characters and can include hyperlinks. It is better to record information as a Note if you want to search, filter, list or aggregate it.

6.15.22. Referral

A referral signifies an introduction of a Customer, either To or From a Stakeholder.

Details:

- **Activity:** Email
- **Regarding:** Customer Organisation. Can include multiple Contacts in email which will be tracked in CRM
- **Topic:** Stakeholder
- **Outcome:** Referral From/ Referral To

6.15.23. Enquiry

The functionality to record 'Enquiries' current exists in the Topic menu. The usefulness of reporting activities that are tagged as an Enquiry is currently under review. Where an enquiry results in a programme discussion, referral or other useful Topic or Outcome, use them.

6.15.24. Data entry responsibility

As a general rule, the main correspondent (person who sent or received the correspondence) should add information into the CRM unless specifically agreed otherwise within your program area.

6.15.25. Security

All CRM users are bound by a strict legislative framework which protects confidential information from inappropriate disclosure or improper use, and the Australian Privacy Principles, as set out in the Privacy Act 1988 (Cth). Some of the information in the platform is also subject to specific confidentiality and disclosure legislation.

All CRM users are required to agree to a Conditions of Use document. This document sets out the conditions under which each user agrees to use the CRM. The CRM is fully auditable and any person found to be viewing, exporting or utilising data without specific reason (i.e. where the data relates to a customer that the user is not dealing with), appropriate disciplinary action will be taken.

The CRM is not a document storage system and should not be treated as such. Every CRM user is responsible for the security integrity of the data held in the

system. Sensitive documents other than those uploaded via the Delivery Tools and Programme Management modules should be stored in the usual secure manner.

6.15.26. Sharing sensitive information

To share sensitive information without making it widely available, create a Note that you should be contacted prior to interaction with this contact/organisation. Make sure you put your preference contact details into the Note so all users know how to contact you.

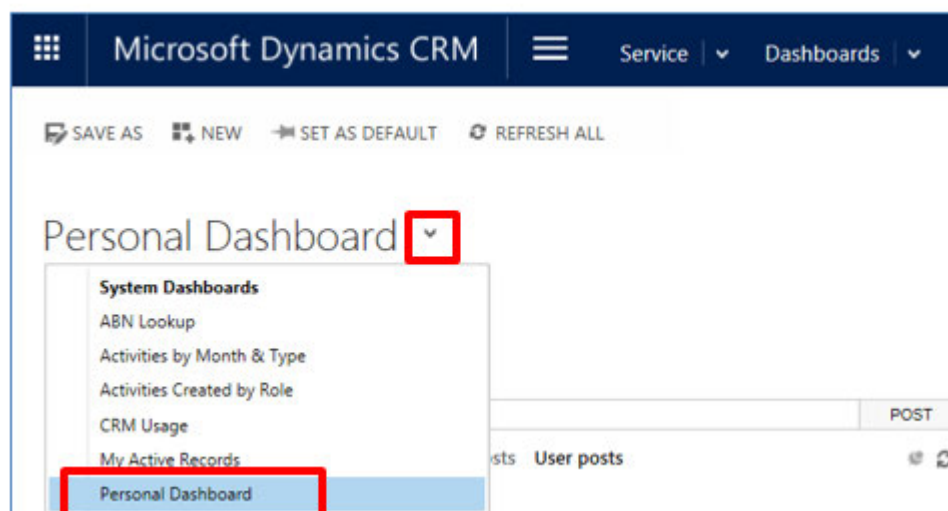
Emails can be marked as DLM Sensitive (Sensitive; Sensitive: Legal; Sensitive: Personal) to enable you to record an interaction but have the subject heading, attachments and the contents of the email removed.

Sensitive phone calls should be recorded as having occurred but without including the details of the discussion.

6.15.27. Reporting capabilities

You can make use of the Personal Dashboard to view information that would contribute to your reporting requirements. Views tracking TASKS with the different subject lines as per the cheat sheet will be created on your behalf.

You can navigate to the Personal Dashboard by clicking on the downward-facing chevron to the right of the dashboard name on the CRM home page and selecting Personal Dashboard from the drop down list. If the information contained here is not sufficient, please provide feedback via the Discussion Board, or via the [S 47E\(d\) @industry.gov.au](mailto:S47E(d)@industry.gov.au) mailbox.



6.15.28. Checking the company's progress within the programme

This is where the Cases functionality can help. The Adviser Tools project is currently working with Advisers to design an appropriate process flow for using Cases. This process flow will also be able to be adopted by Commercialisation Advisers, and CSM's. You will be notified once the functionality has been developed and is functional in the CRM, and we encourage you to provide your feedback on how it works.

Please watch the '[Using Cases](#)' short video on the CRM Help Page and provide your feedback on how we could potentially develop this functionality to suit you by emailing [S 47E\(d\) @industry.gov.au](mailto:S47E(d)@industry.gov.au).

6.15.29. Global Search

The CRM Global Search enables users to search across Organisation Common name or Entity name, ABN's, Contact names and User names.

For example, a search on the word 'Michael' will return any of the above records with the word 'Michael' in them. Search works by looking for the characters entered into the search box from left to right.

If you know that a word or phrase is contained in an Organisation name, you can also use a (*) wildcard to search. For example if you type in *gold mining, the CRM will search for any Organisation, Contact or User with a name that contains the characters gold mining anywhere in the name. Please note however that as the CRM contains over 5 million records, wildcard searching can take some time, and will occasionally time out.

Below is an example of the records found when you type in *gold mining.

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Annex A: Fraud Control Guidelines

This advice is to give RIFs guidance on what to do if they become aware of or suspect fraud being committed or contemplated on the AC element of the Entrepreneurs' Programme or any other programme administered by the department.

Background

The Australian Government issued a set of updated Commonwealth Fraud Control Guidelines in 2011, which outline the Australian Government's requirement that Commonwealth agencies put in place a comprehensive fraud control programme that covers prevention, detection, investigation and reporting strategies.

The Commonwealth Fraud Control Guidelines 2011 define fraud as "dishonestly obtaining a benefit by deception or other means" including (but not limited to):

- a. theft
- b. accounting fraud (false invoices, misappropriation etc.)
- c. unlawful use of, or obtaining property, equipment, material or services
- d. causing a loss, or avoiding and/or creating a liability
- e. providing false or misleading information to the Commonwealth, or failing to provide information where there is an obligation to do so
- f. misuse of Commonwealth assets, equipment or facilities
- g. making, or using false, forged or falsified documents
- h. wrongfully using Commonwealth information or intellectual property
- i. bribery, corruption or abuse of office
- j. relevant bankruptcy offences
- k. any offences of a like nature to those listed above.

Agencies are responsible for preventing and detecting fraud against the Commonwealth including fraud within those outsourced functions performed by external service providers.

RIFs as outsourced service providers are obligated to adhere to the department's policies, practices and procedures for effective fraud control.

The Commonwealth Fraud Control Guidelines further requires that all agency employees and contractors take into account the need to prevent and detect fraud as part of their normal responsibilities.

Notification of suspected fraud

It is essential that RIFs who become aware of fraud (internal or external against the department) you must contact:

Fraud Control Officer

S 47E(d)

@industry.gov.au

When an RIF becomes aware, suspects or has evidence of fraud against the department, the matter must be reported immediately to the Fraud Control Officer. Any suspected weaknesses in the department's fraud controls must also be reported in a similar manner.

The Fraud Control Officer will then implement the appropriate action having regard to the Commonwealth Fraud Control Guidelines and other key documents, which outline the department's policies, practices and procedures. This will involve conducting an initial assessment of the complaint/allegation and authorising an investigation.

Any investigation or action initiated by the Fraud Control Officer may not necessarily involve the AC National Office or the RIF.

RIFs SHOULD NOT investigate cases of suspected fraud. The Commonwealth Fraud Control Guidelines require that employees who are engaged in preventing, detecting or investigating fraud meet mandated fraud control competency requirements. Any investigation of allegations of fraud by unqualified staff will not only breach the guidelines but may jeopardise a future investigation or court proceedings.

With regard to an investigation, RIFs are precluded from discussing any aspect of an investigation with the grant recipient and related parties including:

- undertaking any personal investigation into the allegations of fraud for the company or any other AC customer
- requesting updates from the department on the investigation
- requesting to be copied into investigation correspondence
- copying the AC customer, service provider or National Manager into correspondence provided to you by the department in relation to any investigation being undertaken by the department
- copying another person and/or other departmental officers into any correspondence relating to an investigation being undertaken by the department in relation to allegations of fraud.

Further Advice

Fraud is currently the most expensive category of crime in Australia. The Australian Government is determined to ensure that fraud against the Commonwealth is minimised and that, where it does occur, it is rapidly detected, effectively investigated, appropriately prosecuted and that losses are minimised.

The co-operation of the RIFs is essential to the effective investigation of any allegation of fraud that they suspect or are aware of.

An allegation of fraud does have the potential to impact on an RIF's relationship with the AC customer. If an RIF is in any doubt as to their communications with the customer affected, they should consult the Fraud Control Officer.

Following this guidance will help ensure that RIFs adhere to the Commonwealth Fraud Control Guidelines.

Annex B: Claim for Payment Templates and Process



Annex C: RIF Performance Framework

INCUBATOR SUPPORT INITIATIVE REGIONAL INCUBATOR FACILITATOR PERFORMANCE MANAGEMENT MEASUREMENTS & METHODOLOGY 2018/2019 PERIOD

Assessment process for Regional Incubator Facilitators

The performance review process will start on 1 April 2018 taking into account the performance of Regional Incubator Facilitators in line with the contract period:

- 1 April 2018 to 31 March 2019

A performance review for the first six months of the contract period will be conducted in October 2018. This will provide Regional Incubator Facilitators with feedback on their individual performance to that point.

Subsequent performance reviews will be undertaken yearly thereafter.

In April 2019, a final performance review will be undertaken. This review and assessment will measure performance over the full contract period (1 April 2018 – 30 March 2019).

The Programme Delegate will be provided with documentation outlining the final performance rating of each Regional Incubator Facilitator for approval.

After the Programme Delegate's advice, notification will be sent to each Regional Incubator Facilitator advising the outcome of their performance review.

Regional Incubator Facilitators will undertake a performance discussion with the Programme Delegate.

Methodology

Quantitative and qualitative measures will be used jointly to inform the overall score against each criterion. This will include:

- a. A self-assessment
- b. Quantitative information taken from channels such as CRM and monthly reports
- c. Qualitative information drawn from a number of channels including feedback from clients and stakeholders
- d. Feedback from the ISI Programme Delegate



Performance measurements

Criterion	Weighting	Score (out of 100)
Providing draft application feedback	25%	25
Guidance and assistance for potential regional applicants	50%	50
Networking, promotion and collaboration	25%	25
TOTAL	100%	100

Rating scale and bonus amounts

Rating	Contract Renewal
Exceptional	Contract renewed
Outstanding	Contract renewed
Superior	Contract renewed
Satisfactory	Contract renewed
Meets Minimum Requirements	Contract renewed
Unsatisfactory	Contract not renewed

Explanatory notes

1. Each criterion will be scored from the scoring scale indicated with some criterion having greater weight than others relative to their overall importance to the RIF role.
2. The weighting against the criterion will only be used by Programme Management, and will not be shared with the RIF.



Performance measurements

PROVIDING DRAFT APPLICATION FEEDBACK			
<i>Regional Incubator Facilitators will review draft applications and provide initial guidance and feedback as appropriate.</i>			
Indicators	Quantitative indicators	Qualitative indicators	Scoring
Constructive feedback and guidance provided to potential applicants.	Feedback provided: <ul style="list-style-type: none"> - <i>Captured from Facilitator monthly report</i> <ul style="list-style-type: none"> o <i>Draft applications from Programme Management</i> 	Quality of feedback: <ul style="list-style-type: none"> - <i>Programme Delegate assessment (aided by either discussions/feedback with successful and unsuccessful applicants OR a survey)</i> - <i>State Office assessment</i> 	25
	Assistance with Ministerial correspondence: <ul style="list-style-type: none"> - <i>Captured from Facilitator monthly report</i> 	Facilitator self-assessment of performance	

GUIDANCE AND ASSISTANCE FOR POTENTIAL REGIONAL APPLICANTS			
<i>Regional Incubator Facilitators guide potential regional applicants to identify potential projects and develop networks within the innovation ecosystem, helping them build their understanding along with the skills and knowledge necessary to successfully enact their project. Provides initial and ongoing guidance to all potential regional applicants.</i>			
Indicators	Quantitative indicators	Qualitative indicators	Scoring
Constructive feedback and guidance provided to potential regional applicants.	Number of potential regional applicants assisted grantees: <ul style="list-style-type: none"> - <i>Captured from CRM and monthly reporting</i> 	Grant participant feedback on engagement and connectivity: <ul style="list-style-type: none"> - <i>Programme Delegate assessment</i> 	50
	Number of prospective regional applicants actively assisted.	Potential regional applicant engagement and connectivity (i.e. introductions to strategic partners etc):	
Quality of guidance and assistance provided to potential regional applicants.		Connectivity of potential regional applicants:	



	<ul style="list-style-type: none"> - Captured through survey of select grantees and Programme Delegate discussions with these assisted companies - Connections captured through CRM Activities 	<ul style="list-style-type: none"> - Programme Delegate assessment (aided by either discussions with assisted companies OR a survey) 	
	<p>Pre-Application Enquiries (external):</p> <ul style="list-style-type: none"> - Captured from Facilitator monthly report: <ul style="list-style-type: none"> o Ongoing and Finalised o Pursued applications and non-pursued applications 	Facilitator self-assessment of performance	

NETWORKING, PROMOTION AND COLLABORATION

Regional Incubator Facilitators will network widely with particular focus on the innovation space including research organisations and venture capital providers. They will collaborate with their Entrepreneurs' Programme colleagues as well as promote activities for Incubator Support initiative.

Indicators	Quantitative indicators	Qualitative indicators	Scoring
Proactively promotes and contributes to ISI and builds constructive working relationships with key stakeholders to ISI.	<p>Activities conducted (presentations, event attendance, collaborations and promotional):</p> <ul style="list-style-type: none"> - Captured from Facilitator monthly report 	<p>Quality of engagements and active contribution:</p> <ul style="list-style-type: none"> - Programme Delegate assessment 	25
Works positively, constructively and professionally with other colleagues, in line with APS Values and code of conduct.	<p>Timeliness of data entry into CRM (Monthly Reports)</p>	<p>Engagement with:</p> <ol style="list-style-type: none"> 1. key stakeholders (Programme Delegate, , Programme staff, domestic and international stakeholders) 2. other elements of EP 3. other local programs <ul style="list-style-type: none"> - Programme Delegate assessment 	



Provision of market and sector intelligence for the purpose of programme improvement and policy development. Promotes ISI and assists with connecting participants to internal and external opportunities.		- <i>State Office comments regarding interactions</i>	
	Attendance at ISI planned teleconferences and Forums	Facilitator self-assessment of performance	
Consistent, quality usage of the Dept. CRM	Statistics gathered by Programme Management: - <i>Logging into CRM</i> - <i>Activities created</i>	Quality and accuracy of activities and tasks entered: - <i>ISI Programme Management assessment</i>	



Performance ratings and descriptions

Rating	Description	Indicators
Exceptional	Significantly exceeded in all areas and acts above and beyond the professionalism and expertise expected of a Regional Incubator Facilitator	<ul style="list-style-type: none"> Consistently acts above and beyond the expected requirements of Regional Incubator Facilitator. Adds value to the Incubator Support initiative (ISI) and the Entrepreneurs' Programme (EP) through innovative measures designed for, cleared by and implemented in coordination with ISI or EP Programme Management Consistently provides constructive feedback to potential applicants Consistently provides constructive guidance to potential applicants Consistently processes documentation in a timely fashion Consistently works in a constructive and professional manner with other Regional Incubator Facilitator colleagues, AusIndustry Regional Managers, Incubator Support initiative staff and colleagues across the EP Consistently promotes and contributes to the Incubator Support initiative and the EP Has abided by the APS Code of Conduct and APS Values at all times in their capacity as Regional Incubator Facilitator
Outstanding	Exemplifies and acts with the professionalism and expertise expected of a Regional Incubator Facilitator	<ul style="list-style-type: none"> Adds value to the Incubator Support initiative (ISI) and the Entrepreneurs' Programme (EP) through innovative measures designed for, cleared by and implemented in coordination with ISI or EP Programme Management Consistently provides constructive feedback to potential applicants Consistently provides constructive guidance to potential applicants Consistently processes documentation in a timely fashion Consistently works in a constructive and professional manner with other Regional Incubator Facilitator colleagues, AusIndustry Regional Managers, Incubator Support initiative staff and colleagues across the EP Consistently promotes and contributes to Incubator Support initiative and the EP Has abided by the APS Code of Conduct and APS Values at all times in their capacity as Regional Incubator Facilitator



Superior	Typifies and acts with the professionalism and expertise expected of a Regional Incubator Facilitator	<ul style="list-style-type: none"> Consistently provides constructive feedback to potential applicants Consistently provides constructive guidance to potential applicants Frequently processes documentation in a timely fashion Frequently works in a constructive and professional manner with other Regional Incubator Facilitator colleagues, AusIndustry Regional Managers, Incubator Support initiative staff and colleagues across the EP Consistently promotes and contributes to Incubator Support initiative and the EP Has abided by the APS Code of Conduct and APS Values at all times in their capacity as Regional Incubator Facilitator
Satisfactory	Demonstrates and acts with the professionalism and expertise expected of a Regional Incubator Facilitator	<ul style="list-style-type: none"> Frequently provides constructive feedback to potential applicants Frequently provides constructive guidance to potential applicants Frequently processes documentation in a timely fashion Frequently works in a constructive and professional manner with other Regional Incubator Facilitator colleagues, AusIndustry Regional Managers, Incubator Support initiative staff and colleagues across the EP Frequently promotes and contributes to Incubator Support initiative and the EP Has abided by the APS Code of Conduct and APS Values at all times in their capacity as Regional Incubator Facilitator
Meets Minimum Requirements	Exhibits key aspects of the professionalism and expertise expected of a Regional Incubator Facilitator	<ul style="list-style-type: none"> Occasionally provides constructive feedback to potential applicants Occasionally provides constructive guidance to potential applicants Occasionally processes documentation in a timely fashion Seldom works in a constructive and professional manner with other Regional Incubator Facilitator colleagues, AusIndustry Regional Managers, and Incubator Support initiative staff and colleagues across the EP Occasionally promotes and contributes to Incubator Support initiative and the EP Has abided by the APS Code of Conduct and APS Values at all times in their capacity as Regional Incubator Facilitator
Unsatisfactory	Fails to exhibit many of the key behaviours expected of a Regional	<ul style="list-style-type: none"> Does not always adequately provide constructive feedback to potential applicants



	<p>Incubator Facilitator and/or Departmental contractor</p>	<ul style="list-style-type: none"> • Does not always adequately provide constructive guidance to potential applicants • Does not process documentation in a timely fashion • Does not work in a constructive and professional manner with other Regional Incubator Facilitator colleagues, AusIndustry Regional Managers, and Incubator Support initiative staff and colleagues across the EP • Does not always adequately promote and contribute to Incubator Support initiative and the EP • Has abided by the APS Code of Conduct and APS Values at all times in their capacity as Regional Incubator Facilitator. A review will be undertaken if you have not abided by the APS Code of Conduct and APS Values throughout the course of the contract period
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Annex D: Security Classification

Classification Marker and nature of material	Dissemination Limiting Marker (DLM)	Previous classification used	Storage in Open Plan and Offices	Electronic Transmission
UNCLASSIFIED Not an official security classification.	FOR-OFFICIAL-USE-ONLY - FOUO (unauthorised release could cause limited damage to the Australian Government, commercial entities or individuals)	In-Confidence e.g. Commercial-In-Confidence	Physical: Lockable cabinet. Electronic: Can be prepared or stored on the Industry network.	Within Industry: Can be transmitted on the main Industry network. Externally: Can be transmitted from the main Industry network.
	SENSITIVE (unauthorised disclosure of this information would be in breach of any other secrecy provisions or enactments)	In-Confidence	Physical: Lockable cabinet. Electronic: Can be prepared or stored on the Industry network.	
	SENSITIVE: LEGAL (unauthorised disclosure of this information would breach legal professional privilege)	Legal-In-Confidence	Physical: Lockable cabinet. Electronic: Can be prepared or stored on the Industry network.	
	SENSITIVE: PERSONAL (unauthorised disclosure of this information will reveal 'sensitive personal information' in breach of the Privacy Act 1988)	Personnel-In-Confidence	Physical: Lockable cabinet. Electronic: Can be prepared or stored on the Industry network.	
PROTECTED Unauthorised release could cause damage to	SENSITIVE (unauthorised disclosure of this information would be in breach of any other secrecy provisions or enactments)	N/A	Physical: B Class endorsed cabinet (combination entry planex cabinet or safe)	Within Industry: Can be transmitted on the main Industry network. Externally: Only to those accredited agencies connected to FEDLINK with a Protected rating.
	SENSITIVE: LEGAL	N/A		

the Australian Government, commercial entities or individuals.	(unauthorised disclosure of this information would breach legal professional privilege)		Electronic: Can be prepared or stored on the Industry network.	FEDLINK information can be found at: http://www.finance.gov.au/e-government/infrastructure/fedlink/index.html
	SENSITIVE: PERSONAL (unauthorised disclosure of this information will reveal 'sensitive personal information' in breach of the Privacy Act 1988)	N/A		
	SENSITIVE: CABINET (unauthorised disclosure of this information would disclose Cabinet documents)	PROTECTED : Cabinet-In-Confidence	Physical: B Class endorsed cabinet (combination entry planex cabinet or safe). Cabinet submissions must never be placed on files with other departmental documents. Electronic: Can be prepared or stored on the Industry network.	
Unauthorised release could cause damage to the Australia's national security)	SENSITIVE (unauthorised disclosure of this information would be in breach of any other secrecy provisions or enactments)	N/A	Physical: B Class endorsed cabinet (combination entry planex cabinet or safe) Electronic: Must not be prepared or stored on the Industry network. Can be prepared and stored on CABNET, SATIN or ASNET systems in the Industry House level 12 Secure Room.	Within Industry: Must not be transmitted on the main Industry network. Externally: May be transmitted on accredited system e.g. CABNET, SATIN or ASNET.
	SENSITIVE: LEGAL (unauthorised disclosure of this information would breach legal professional privilege)			
	SENSITIVE: PERSONAL (unauthorised disclosure of this information will reveal 'sensitive personal information' in breach of the Privacy Act 1988)			
	SENSITIVE: CABINET (unauthorised disclosure of this information would disclose Cabinet documents)	CONFIDENTIAL : Cabinet-In-Confidence		

<p>SECRET</p> <p>Unauthorised release could cause serious damage to Australia’s national security.</p>	<p>SENSITIVE</p> <p>(unauthorised disclosure of this information would be in breach of any other secrecy provisions or enactments)</p>	<p>N/A</p>	<p>Physical : Zone 4 or 5 Secure Rooms Only – B Class endorsed cabinet (combination entry planex cabinet or safe)</p> <p>Electronic: Must not be prepared or stored on the Industry network. Can be prepared and stored on CABNET, SATIN or ASNET systems in the Industry House level 12 or 13 Zone 4 Secure Rooms or Nishi level 5 Zone 4 secure room.</p>	<p>Within Industry: Must not be transmitted on the main Industry network.</p> <p>Externally: May be transmitted on accredited system e.g. CABNET, SATIN or ASNET.</p>
	<p>SENSITIVE: LEGAL</p> <p>(unauthorised disclosure of this information would breach legal professional privilege)</p>			
	<p>SENSITIVE: PERSONAL</p> <p>(unauthorised disclosure of this information will reveal ‘sensitive personal information’ in breach of the Privacy Act 1988)</p>			
	<p>SENSITIVE: CABINET</p> <p>(unauthorised disclosure of this information would disclose Cabinet documents)</p>	<p>SECRET : Cabinet-In-Confidence</p>		
<p>TOP SECRET</p> <p>Unauthorised release could cause exceptionally grave damage to Australia’s national security.</p>	<p>SENSITIVE</p> <p>(unauthorised disclosure of this information would be in breach of any other secrecy provisions or enactments)</p>	<p>N/A</p>	<p>Physical: Zone 5 Secure room only – B Class endorsed cabinet (combination entry planex cabinet or safe)</p> <p>Electronic: Must not be prepared or stored on the Industry network, CABNET, SATIN or ASNET systems. May be prepared on stand-alone system within the Industry House level 13 Zone 5 Secure room.</p>	<p>Within Industry: Must not be transmitted on the main Industry network.</p> <p>Externally: Industry does not have facilities for electronic transmission of information at this classification.</p>
	<p>SENSITIVE: LEGAL</p> <p>(unauthorised disclosure of this information would breach legal professional privilege)</p>			
	<p>SENSITIVE: PERSONAL</p> <p>(unauthorised disclosure of this information will reveal ‘sensitive personal information’ in breach of the Privacy Act 1988)</p>			