The Australian Government administers more than $30 billion in grant funding annually, delivered through 500 programmes, 40 agencies and 20 ICT systems.

The Digital Transformation Agenda, announced as part of the 2015 - 16 Federal Budget, includes a Streamlining Grants Administration Programme. This includes establishing two grants hubs, one for businesses and the other for individuals and community organisations. The grants hubs are intended to streamline grants administration, saving individuals and businesses time and money, whilst providing a better experience.

AusIndustry has created a Business Grants Hub which has two functions - the design and implementation of grant programmes for policy owners including government agencies, and the research and enhancement of government grant delivery to continuously improve whole-of-government service delivery to business.

AusIndustry provides streamlined programme delivery to create efficiencies for government, and a better experience for business. Its vision is to ensure AusIndustry becomes the government’s selected delivery agency for all government-to-business grant transactions and related services.

The Better Grants Administration initiative complements the National Innovation and Science Agenda announced by the Government on 7 December 2015.
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Purpose of the Service Catalogue

This catalogue identifies the core services associated with the delivery of grants programmes through AusIndustry. It provides government agencies with:
- a detailed description of each AusIndustry service
- a list of benefits through on-boarding programmes
- features of each service
- the capability of AusIndustry
- information on how to engage, and
- an understanding of the cost considerations for services.

The services identified in this Service Catalogue are described as enablers of grants management. Many AusIndustry services provide benefits beyond the delivery of grants.

Services at a Glance

Grants Management
- Whole-of-government grants hub for business
- End-to-end grants management services
- Simple, user-centred design

Authentication Services
- Whole-of-government authentication solution
- Secures government online services
- Robust and highly available infrastructure

Business Outreach and Advice
- National outreach network with offices across Australia
- Expert face-to-face business advisory services
- Connects business to all levels of government

Web Presence
- Reach more businesses via their preferred channels
- Specialists in communicating with business
- Strong social media presence and expertise

SmartForms
- SmartForm hosting, development assistance and advice for agencies
- Simpler and faster for business to provide information online
- Whole-of-government licence

Contact Centre
- Multiple enquiry channels: phone, email and web-chat
- Trusted source of information and advice
- Specialist support providing tailored business advice
About AusIndustry

AusIndustry is the programme service and delivery division of the Department of Industry, Innovation and Science. It is leading the Australian Government’s single business service agenda to transform the way government connects with and supports business.

We provide a centre of excellence for the design and delivery of programmes for business. We have been operating for more than 20 years, delivering over 200 programmes during that time to create, grow and transition businesses to strengthen the Australian economy. We have administered more than $20 billion to businesses and individuals.

AusIndustry helps businesses through its streamlined channels by making it easier for businesses to find and access government services through one website (business.gov.au), one contact centre (13 28 46) and the AusIndustry national outreach network.

This streamlined approach means that businesses of all sizes can access practical information and support to stimulate innovation, improve competitiveness and create jobs.

AusIndustry Services

Our vision is to deliver information and support to businesses, when they want it and the way they want it.

We provide a range of quality, reusable services at the lowest possible cost. Our service offering includes best practice programme delivery, grants management, and the provision of information and assistance to businesses through our web presence, contact centre and national outreach network.
Policy and Programme Partnership

AusIndustry delivers grant programmes using a policy-programme partnership:

- We are practiced at working in a policy-programme partnership model where each party contributes to meeting the government’s objectives.
- The model recognises that policy and programme implementation require different skill sets - both are equally important to delivering outcomes for government.
- Portfolio Ministers and policy owners are responsible for determining policy, and for policy outcomes, including:
  - The portfolio Minister is responsible for the programme regardless of the implementation arrangements.
  - The portfolio Minister approves the programme guidelines and the policy owner facilitates the approval process.
  - The policy owner briefs the portfolio Minister and the government on the programme.
  - The policy owner is accountable for the programme evaluation and review arrangements.
- We are accountable for the design and delivery of implementation solutions that are flexible, cost effective, fit for purpose, customer focused and consistent with whole of government frameworks and best practice requirements.
- The partnership works most effectively when we are involved as early as possible in the policy development and programme design process.
- The partnership works well where there is clarity on roles and responsibilities, clear lines of accountability and effective communication and knowledge sharing.
- The model allows expertise to build over time and ensures that key learnings are captured and adopted, reducing implementation risks.
- It achieves economies of scale and provides for increased flexibility including capacity for rapid response and scale up of activity.
- We will provide regular reports to meet your needs and to inform the effective delivery of your programmes.

Engage With Us

We will work with you to understand the objectives of the programmes and specific delivery requirements, leveraging our experience in providing whole of government services and engaging with the Australian business community.

We will provide a customised proposal of the service offering for the programmes we will deliver in partnership with you. We will guide you through our on-boarding process:

- An introductory meeting will ensure we have a good understanding of the programme and your requirements.
- You will be asked to complete a Programme Snapshot template to capture high-level information about the programme. This will form the basis for more detailed discussions.
- A design workshop with both agencies and our support services (e.g.: contact centre, business.gov.au, systems etc).
- We will provide you with a summary of our service offering and a quotation.
- You can provide feedback and propose variations. This may result in a revised service offering and quotation.
- Once accepted, we will enter into a Memorandum of Understanding.

We want to ensure that we can deliver best-practice programmes and services to businesses in partnership with you.
Grants Management Services

Introduction

The Streamlining Grants Administration component of the Better Grants Administration Initiative includes:

- a single whole of government grants administration process
- the establishment of two grants administrative hubs
- the transition of grant programmes to the hubs
- consolidating ICT systems, and
- a data warehouse to provide a central information source.

AusIndustry has been tasked by the government to establish the grants hub for business. It offers streamlined grants administration services. We manage grants that target businesses of all sizes across all sectors.

The Grant Programme Lifecycle represents the single whole-of-government grants administration process. It comprises five phases:

1. **Design** - programme design
2. **Select** - assessment and selection of grant recipients
3. **Establish** - negotiation and execution of grant agreements
4. **Manage** - monitor performance, manage risks and issues, and make payments
5. **Evaluate** - review and evaluate programme effectiveness.

We provide grants management services in three packages, a complete package, a part package and an evaluation package.

All phases of grants management contain core activities, with a limited number of optional variations depending on the attributes of the programme.

We will work with you to understand the characteristics of your grant programme, and its intended outcomes. We will ask you to complete a Programme Snapshot to better understand your needs and to inform our discussions with you.

Funding Models

Across the two hubs there are six funding models to describe the different customer needs:

- **Broad Based Funding Model** - aims to provide the end customer with a uniform service offering and experience.
- **Individualised Funding Model** - aims to provide the end customer with choice, control and flexibility over the services they receive from providers.
  
  For grants that go directly to end customers, this model provides flexibility in terms of how financial assistance can be used to deliver an outcome that is particular to the needs of each customer. The majority of current business facing programmes fit this model.
- **Place Based Funding Model** - aims to provide the beneficiary with a grant to address a particular community or business need in a specified location or demographic.
- **One-off Funding Model** - aims to provide the beneficiary with a single entitlement based grant.
- **Capacity Building and Enabling Funding Model** - aims to build capability or capacity of non-government organisations or a particular sector.
- **Capital Funding Model** - aims to provide the beneficiary with a grant for building and engineering activities which create a public asset that can be accessed by multiple users in a community.

The model most suitable for the programme will depend on the benefit to be provided, target for the assistance, the nature and complexity of the programme and the associated risk factors.
The Grant Programme Lifecycle represents the single whole of government grants administration process. It comprises five phases:

- **Design**
  The design phase involves us working with the policy owner to develop a new policy proposal accompanied by programme logic and robust programme costing. This phase requires both programme and policy areas to contribute their expertise and experiences to programme design to ensure the policy outcomes are delivered through streamlined and cost effective implementation solutions. The programme guidelines are developed at this stage along with governance arrangements, an implementation plan, a risk assessment and the development of performance indicators and a reporting and evaluation framework. This phase can include management of stakeholder consultations as required. This phase also involves development of internal content for delivery staff and external content for customers.

- **Select**
  The select phase operationalises the assessment framework for the programme and includes establishment of any independent board, committee or panel involved in the assessment process. During the selection phase we publish the external content ready for programme launch and implement a communications strategy as required. This phase also includes the assessment process, identifying recommended recipients, providing feedback to applicants and announcing successful recipients.

- **Establish**
  The establish phase involves the negotiation and execution of funding agreements with grant recipients. We use a standard suite of funding agreements.

- **Manage**
  The manage phase involves the ongoing management of the programme and grant recipients. This includes monitoring performance, managing risks and issues, and dealing with breaches and allegations of fraud. This phase also includes payments, acquittals, management of underspends and recovery, debt management and variations to agreements.

- **Evaluate**
  The evaluate phase relates to conducting a review and evaluation of the programme to assess its effectiveness against the objectives. This phase involves reviewing the efficiency, effectiveness and business impact of government interventions.

Further detail on the activities under each phase is outlined in our Grant Programme Activities table.
Service Packages

We provide grants management services in three packages:

- **Complete Package** - provision of end-to-end grants administration services across the entire Grant Programme Lifecycle (design, select, establish, manage, and evaluate).
- **Part Package** - provision of grants administration services across the Grant Programme Lifecycle covering all phases with the exception of evaluation services (design, select, establish, and manage). Evaluation services remain the responsibility of the policy owner. A closure report is included in this package.
- **Evaluation Package** - provision of evaluation services only. All other phases remain the responsibility of the policy owner.

**Complete and Part Packages**

The Complete Package involves us providing end-to-end grants administration services across the entire Grant Programme Lifecycle. The Part Package is the same as the Complete Package with the exception of evaluation services which remains the responsibility of the policy owner. A closure report is included in this package.

All phases contain core activities with a limited number of optional variations depending on the attributes of the programme. A sample of some of the optional design components are listed below:

- payments (advance or arrears)
- expenditure acquittal (milestones or eligible expenditure)
- progress reporting (monthly, quarterly, annually)
- application process (rounds based, continuous or two-stage process), and
- assessment process (internal, independent committee, departmental committee).

Note that some options may be restricted depending on the characteristic of the grant, or the type of options already selected. For example, high-risk grants that select advance payments will not be able to select annual progress reporting.

If you want some advice on what options to choose, we can help. For example, if you have a low-risk grant programme, we will recommend you use our application form and letter of the offer as the grant agreement. We’ll also suggest we make a single payment, with no or limited compliance, and no need for an independent audit. The options we advise you to take advantage of will depend on the risk profile of the programme, your preference and delivery budget.

Further information on core and optional activities is available in our Grant Programme Activities table and a brief overview of options is provided in the Grant Programme Lifecycle graphic on page 16-17.

If we deliver a new round of an existing programme, elements of the design phase would still be required to ensure the programme complies with whole of government streamlined grants administration processes.

**Evaluation Package**

The Evaluation Package involves us providing evaluation services only. All other phases remain the responsibility of the policy owner.
Costing and Pricing Model

We provide services on a no win/no loss cost recovery basis. An activity based costing and pricing model has been developed to calculate the price to be charged to on-boarding agencies. The model calculates the resourcing requirements based on the activities to be undertaken for any given programme, the time taken to complete those activities and the level(s) of resourcing that undertake those activities. Activity times can vary depending on programme complexity and this will be taken into account in the model.

The activities in our Grant Programme Activities table have been identified at a relatively low level to provide flexibility for on-boarding agencies and a greater level of accuracy in calculating costs. The model includes a comprehensive listing of activities to enable it to be used to cost a wide range of programme designs. Activities that are not applicable for the delivery of individual programmes are able to be readily excluded so that they do not form part of the price.

AusIndustry has completed a review of the activity timeframes across a wide range of programme designs to ensure the timeframes used in the model are up-to-date. Notwithstanding this, work is currently underway to streamline processes in line with the government’s digital transformation agenda. The timeframes in the model will be reviewed regularly to ensure that savings achieved through streamlining are incorporated into the model and passed on to on-boarding agencies at the earliest opportunity.

Staff costs are calculated based on the applicable Department of Finance departmental staff costing template used for costing new policy proposals, including the standard corporate overheads. Where contractors are required to be used instead of departmental staff, additional costs will be incurred. Resourcing costs have been supplemented by a modest charge per FTE ($871) to cover the costs involved in the maintenance and support of the department’s grants management system. This system is fundamental to the efficient delivery of grants administration services and this charge is necessary to ensure that the system can be kept up-to-date and operate effectively.

Third party expenses incurred by AusIndustry in providing grants administration services, such as contact centre call charges or smart form hosting charges will be passed on to on-boarding agencies at cost.

Each Programme is different - in design, complexity and activity volumes. For this reason, the price for providing grants administration services is calculated on a programme by programme basis to remove the need to include a risk margin in the price. To obtain a quote, entities are requested to complete a short Programme Snapshot setting out basic details of the programme, including its objective, the expected customer base, the type and value of grants, and the grant length. This will be discussed with you to settle your requirements and to calculate the price. You will receive a breakdown of the price by year, including the ASL and contractor requirements and any third party expenses together with the key assumptions on which the price is based for confirmation and agreement.
Other AusIndustry Services

Grant Management services are supported by other AusIndustry services listed below. These are explained in more detail later in this document:

- Business Outreach and Advice
- Web Presence
- Contact Centre
- SmartForms
- Authentication Services

Benefits of Using Our Services

For Businesses

- information and services that are simple, clear and fast to use
- better user experience for grant applicants and recipients
  - a digital application process with online forms accessible across multiple platforms
  - pre-qualification through ‘tell us once’ and online authentication processes (future)
  - digital services from start to finish (future), and
  - visibility on application progress through an online customer portal (future).

For Agencies

- compliance with whole-of-government grants management frameworks
- standard delivery models that enable efficient implementation of new programmes
- separated programme delivery provides a shield from machinery of government changes
- discoverability channels that promote awareness of opportunities for business
- experienced network of programme delivery experts and scalability in delivery
- linked-up and real time industry intelligence to inform policy
- simpler and more consistent approach to grants administration
- improved efficiency through standardised grants management business processes
- more efficient application process to discover, register and pre-qualify for grants
- improved accessibility of grants through consolidated discovery channels
- use of mature government programme evaluation methodologies
- analysis of programme characteristics against intended objectives
- experienced economists and analysts including the Office of the Chief Economist, and
- established relationships with the ABS and Australian Business Register.
Grant Programme Lifecycle

**COMPLETE PACKAGE**

**INITIAL DESIGN**
- Early Consumer Agency Engagement
  - Confirm policy objective/outcomes
  - Confirm programme budget
  - Determine funding model
  - Prepare a risk assessment
- Programme logic
  - Develop programme logic
- Programme costing
  - Develop activity based costings (C)
  - Confirm funding profile (forward estimates)
  - Gain costings approvals from Dept of Finance

**DEVELOP FRAMEWORK**
- Programme governance
  - Establish programme governance (C)
- Programme implementation plan
  - Develop programme implementation plan (C)
- Programme risk plan
  - Develop programme risk plan (compliance and fraud) (C)
- Performance indicators and reporting
  - Develop performance indicators, data and reporting requirements
- Evaluation strategy and review plan
  - Develop programme review plan and evaluation strategy

**ACTIVITY DESIGN**
- Programme guidelines
  - Develop programme guidelines (C)
  - External consultation (if applicable)
- External content
  - Develop external content
    (eg: application form, fact sheet, FAQs) (C)
  - Draft funding agreement (C)
- Internal content
  - Develop internal content
    (eg: intranet content, training material) (C)

**ASSESSMENT PROCESS**
- Programme launch
  - Promote programme (internal and external) (C)
- Advisory services
  - Provide advisory services

**SELECT RECIPIENT**
- Independent assessment (if applicable)
  - Establish external committee/panel
  - Manage external technical assessments
- Application assessment
  - Receive, assess and score applications against the programme eligibility and selection criteria (C)
- Recommend recipients
  - Provide final recommended list of recipients to the delegate for decision (C)
- Announce recipients
  - Develop announcement strategy
  - Advise applicants of the outcomes (C)

**ESTABLISH AGREEMENT**
- Funding agreement
  - Finalise funding agreement (C)
  - Negotiate and execute agreement
    - Negotiate and execute funding agreement with recipients (C)

**MANAGE PERFORMANCE**
- Recipient performance
  - Monitor recipient performance and compliance against the funding agreement (C)
- Risks and issues
  - Manage programme risks and issues (C)
- Breaches or fraud
  - Manage recipient breaches or non-compliance (C)
  - Refer fraud cases to the fraud investigation unit (C)

**MANAGE PAYMENTS**
- Authorise payment
  - Make payments to recipients (C)
- Conduct acquittal
  - Acquit funds in accordance with the funding agreement (C)
- Underspend and recovery
  - Manage unexpended funds (C)
- Recover overpayments (C)
- Manage debt recovery

**VARY AGREEMENT**
- Change agreement
  - Change funding agreement details in agreement with all parties involved (C)
- Terminate agreement
  - Terminate funding agreement (C)

**EVALUATE**
- Conduct Review
  - Conduct programme review
- Conduct Evaluation
  - Conduct programme evaluation
- Closure
  - Prepare wind down plan (C)
  - Prepare closure report (C)

**SUPPORT AND ICT SERVICES**
**Grant Programme Lifecycle**

**INITIAL DESIGN**
- Early Consumer Agency Engagement
- Confirm policy objective/outcomes
- Confirm programme budget
- Determine funding model
- Prepare a risk assessment

**DEVELOP FRAMEWORK**
- Programme logic
- Develop programme logic
- Programme costings
- Develop activity based costings
- Confirm funding profile (forward estimates)
- Gain costings approvals from Dept of Finance

**ACTIVITY DESIGN**
- Programme guidelines
- Develop programme guidelines
- External consultation (if applicable)
- Develop external content (eg: application form, fact sheet, FAQs)
- Draft funding agreement
- Internal content (eg: intranet content, training material)

**ASSESSMENT PROCESS**
- Programme launch
- Promote programme (internal and external)
- Advisory services
- Independent assessment (if applicable)
- Establish external committee/panel
- Manage external technical assessments
- Application assessment
- Receive, assess and score applications against the programme eligibility and selection criteria
- Recommend recipients
- Provide final recommended list of recipients to the delegate for decision
- Announce recipients
- Develop announcement strategy
- Advise applicants of the outcomes

**ESTABLISH AGREEMENT**
- Funding agreement
  - Finalise funding agreement (C)
  - Upload funding agreement to the IT system (C)
- Negotiate and execute agreement
  - Negotiate and execute funding agreement with recipients (C)

**MANAGE PERFORMANCE**
- Recipient performance
  - Monitor recipient performance and compliance against the funding agreement (C)
- Risks and issues
  - Manage programme risks and issues (C)
- Breaches or fraud
  - Manage recipient breaches or non-compliance (C)
  - Refer fraud cases to the fraud investigation unit (C)

**MANAGE PAYMENTS**
- Authorise payment
  - Make payments to recipients (C)
- Conduct acquittal
  - Acquit funds in accordance with the funding agreement (C)
- Underspend and recovery
  - Manage unexpended funds (C)
  - Recover overpayments (C)
  - Manage debt recovery

**VARY AGREEMENT**
- Change agreement
  - Change funding agreement details in agreement with all parties involved (C)
- Terminate agreement
  - Terminate funding agreement (C)

**CONDUCT REVIEW OR EVALUATION**
- Conduct Review
  - Conduct programme review
- Conduct Evaluation
  - Conduct programme evaluation
- Closure
  - Prepare wind down plan (C)
  - Prepare closure report (C)

**EVALUATION PACKAGE** - Core

**SUPPORT AND ICT SERVICES**
Business Outreach and Advice

Our national outreach network of state and regional managers, customer service managers and business advisers are located in more than 20 offices across Australia. We connect businesses to government information and services across all levels of government. Our network delivers expert, face-to-face advice, tailored to the profile and needs of each business.

Web Presence

We can assist agencies to reach more businesses through our web presence. The business.gov.au website is a whole-of-government service providing simple and convenient access to information, forms and tools required for all stages of running a business. business.gov.au receives in excess of 1 million visits per month and engages with an active social media community.

Contact Centre

The 13 28 46 Contact Centre connects businesses to the information and services they need. Our experienced team of agents handle enquiries via three channels - phone, email and web-chat. The Contact Centre supports over 100 programmes and is the first point for referrals to our business advisory networks.

SmartForms

SmartForms offer a faster and easier way for businesses to provide information to government online. Commonwealth, State and local governments are using SmartForms for grants, licence applications, secure payments, contact forms and surveys. Our SmartForms reduce the regulatory burden on businesses and administration costs for government.

Authentication Services

We deliver whole of government online authentication solutions through our VANguard programme. More than 50 agencies use our highly available and cost effective services to secure their online transactions with business or other government agencies. Our authentication solutions improve business productivity by enabling agencies to deliver more of their services to business online.
Business Outreach Services

Our national business outreach network helps businesses transform and reach their full potential. The outreach network is a key source of intelligence and referrals for business, with strong links to local, state and territory government and industry groups.

The business outreach network comprises regional managers and customer service managers.

Regional Managers

We have Regional Managers in major regional centres who encourage businesses to recognise the importance of advice, innovation and investment as drivers of business growth, and provide access to programmes that can help to stimulate activity, collaboration and innovation.

Customer Service Managers

Customer Service Managers are located in our offices, around the country. They work with businesses at all stages of grant delivery, often helping with programme related information. They also play a crucial role in compliance and performance management with grant recipients.

Benefits of Using Our Services

The benefits of the Business Outreach service for on-boarding agencies include:

- **Credible application assessments** - our people understand business and local issues
- **Focused on programme outcomes** - we connect businesses to the government service that is right for them
- **Better quality applications** - we guide businesses through the application process
- **Compliant grantees and programmes** - we help grant recipients understand and meet their agreement obligations
- **More integrated grants and services** - we have established relationships with all tiers of government, local universities, research organisations and key business groups.

Features of Our Services

The features of the Business Outreach service include:

- **National coverage** - face-to-face service to business
- **Knowledgeable staff** - helping businesses find the right grant or service tailored to meet their needs
- **Deep connections in regions** - providing information on regional industry sentiment and business profiles
- **Established relationships** - maintaining and establishing connections with industry associations, peak bodies, state governments, key business groups and research institutions
- **Embedded business development** - presenting and promoting programmes at trade shows, industry events, local chamber networks and incubators.

Capability

We have 22 offices located across Australia as depicted in the Australia map on page 23. The outreach network helps refer businesses to the right information and assistance across the range of programmes and services on offer.
Business Advice Services

Our business advice services deliver tailored advice to businesses and our industry experts are specialists in changing business behaviour.

Our advisers and facilitators have private sector, industry related backgrounds. They have worked in business, usually in senior management positions and understand all facets of business operations. They have established industry networks, and are able to provide advice and recommendations on a broad range of business issues.

Our business advice service infrastructure can be leveraged to deliver your services to business. Your programme offering can add additional advisers and/or facilitators to the business advice network. We can help you select the advisers and/or facilitators you need, with their skills matched to your business improvement initiative. The business advice service currently comprises the following key advisers facilitators:

**Business Advisers**

They work with SME businesses to:
- raise awareness of better practice and be a catalyst for change and improvement
- identify opportunities for innovation, growth, and business or management improvements, across a range of areas (Business model, risk and governance, people and culture, customer and market, finance and business metrics, partnerships and alliances, operations)
- coach, guide, and inform businesses to assist them improve, and
- provide introductions to relevant information and assistance.

**Business Facilitators**

They work with relevant businesses and groups of businesses to:
- identify supply chain opportunities and how to access them
- identify opportunities to improve supply chain efficiencies and value across the supply chain, and
- build strategic alliances.

**Research Facilitators**

They work with relevant SMEs and publicly funded research institutions to:
- identify core issues and opportunities for innovation within a business and how they could be solved through engaging the research sector
- identify suitable researchers and broker the relationship between the businesses, researcher and research institution, and
- support the application of existing knowledge or creation of new knowledge to generate commercial outcomes in businesses.

**Commercialisation Advisers**

Our advisers understand the challenges of commercialising new Intellectual Property (IP). Many have successfully commercialised IP and started their own technology-based businesses or have held C-Level positions in companies that have brought new products, processes or services to market. Commercialisation Advisers work with entrepreneurs and businesses to:
- make relevant introductions to develop professional networks
- provide guidance on commercialisation options and project objectives
- monitor project progress
- provide guidance in areas such as commercial strategy, marketing, financing and sourcing of expertise, and
- make connections to entrepreneurs, investors, potential channel partners and domain specialists.
Benefits of Using Our Services

The benefits of the Business Advice services for agencies include:

- **Established business development pipeline** - access to our local business networks and business development channels
- **Credible and trusted advice** - connect your business customers to our private sector specialists
- **Advice that adds value** - get tailored information and advice to your business customers, and
- **Better informed policy advice** - gather industry intelligence through our established advice channels.

Features of Our Services

The features of the Business Advice service include:

- **Knowledgeable advisers** - identifying opportunities for innovation, growth, and business or management improvements
- **Business performance advice** - providing face-to-face, tailored advice and services to business
- **Commercial experts** - understanding the drivers to improve businesses
- **One-to-one tailored services** - provide insights into economic opportunities and competitive landscapes
- **Supply chain solutions** - connect businesses with valuable stakeholders, customers and suppliers, and
- **Connections to business productivity enablers** - link business to public sector technology services and solutions.

Capability

Business management, commercialisation and research connections services are delivered by over 100 Business Advisers, Business Facilitators, Research Facilitators and Commercialisation Advisers across Australia. These Advisers and Facilitators are employed through ten Industry Partners, working together to make business better.

The figure opposite displays the office locations and the advisers and facilitators providing services to businesses in each state.
**NSW/ACT**
- 22 Business Advisers
- 4 Business Facilitators
- 3 Research Facilitators
- 8 Commercialisation Advisers
- 6 Regional Managers

**QLD**
- 14 Business Advisers
- 2 Business Facilitators
- 3 Research Facilitators
- 5 Commercialisation Advisers
- 5 Regional Managers

**VIC**
- 15 Business Advisers
- 2 Business Facilitators
- 3 Research Facilitators
- 4 Commercialisation Advisers
- 3 Regional Managers

**TAS**
- 2 Business Advisers
- 1 Business Facilitator
- TAS is serviced by VIC Research Facilitators and Commercialisation Advisers
- 1 Regional Manager

**SA/NT**
- 7 Business Advisers
- 1 Business Facilitator
- 3 Research Facilitators
- 3 Commercialisation Advisers
- 3 Regional Managers

**WA**
- 8 Business Advisers
- 1 Business Facilitator
- 1 Research Facilitator
- 2 Commercialisation Advisers
- 1 Regional Manager
Web Presence

Our web presence services provide a full range of digital services to assist agencies to reach their customers. You can leverage our web, mobile and social media channels to promote information, services and programmes to business.

business.gov.au is the primary online government resource for businesses. We put the needs of business first by simplifying access to information, tools and advice across all levels of government.

Our website provides simple and convenient access to grants and assistance, registration and licences. We provide essential information on starting, managing and growing businesses. You can promote content through our web platform including the use of news items, banners, business topics and discovery tools.

Our social media channels are a low cost method for you to engage with business, introduce new information and programmes, and gain valuable customer feedback.

business.gov.au is more than just a website. We bring together our creative and digital capabilities and our knowledge of business and government to deliver appropriate channel strategies for your agency.
Benefits of Using Our Services

The benefits of the Web Presence for agencies include:

- **Extensive business reach** - leverage our high-traffic web and social media platforms to increase your reach to business.
- **Multi-channel services** - connect with business through the channels they use - mobile, website, and social media.
- **Specialist communication** - we understand business and speak their language. We create communication strategies that translate your policy intent into practical terms for business.
- **Trusted resource** - build on our reputation as a trusted source of information for business. We maintain trust and integrity by ensuring our content is up-to-date and accurate, with links to credible online information and resources.
- **Social media expertise** - utilise our social media skills and platforms to push messages, engage with your customer, create two way discussions and gain useful feedback on your information or programmes.

Features of Our Services

The features of the Web Presence service include:

- **Whole-of-government web platform** - we publish information and updates about your agency and programmes on the business.gov.au website. We consolidate and streamline government information for business across all levels of government.
- **News items and banners** - we promote your new initiatives, programmes, grants and events to business through news items and banners.
- **Free tools and resources** - we deliver a range of practical tools to business to help start and grow, including discovery tools (Grant Finder, Advisor Finder and Event Finder), business apps, checklists and planning templates.
- **Social media** - we communicate with businesses through a range of social media platforms including RSS Feeds, Twitter, Facebook, LinkedIn and YouTube.
- **Business Consultation** - through our Business Consultation portal, we consult and receive feedback about proposed changes to regulation and policy.
- **Standards compliant** - business.gov.au has been developed with usability, privacy and accessibility (Web Content Accessibility Guidelines 2.0) principles.
- **Customer-centric** - business.gov.au has been shaped by our customers. We test against the needs of real users, to find out what works and what doesn't. We continuously make changes based on user feedback.

Our Capability

We will work with you to promote your content through our high-traffic platforms. Over the past year, business.gov.au received over 46 million unique page views with over 66,000 followers on Facebook and Twitter.

Our Web Presence service is managed by a specialist team with expertise in researching, authoring and maintaining online content relevant to the Australian business community. Our social media experts are adept at promoting content through a range of digital platforms. We provide advice on preparing content tailored to your audience, campaign management and channel strategies.
Contact Centre

Our Contact Centre connects your customers to the business information and services they need. We place the needs of businesses first by simplifying and streamlining access to information, advice and government assistance programmes.

Our multichannel service enables customers to engage with us when and how they want to. Customers can phone 13 28 46, email an online enquiry form, or chat with an agent online.

Our specialist agents have knowledge and experience in the business sector including business start-up information, banking, finance, accounting, marketing, advertising, small business counselling and information technology. They can provide your customers with advice and assistance on grants, programmes and services, help with starting, managing or growing a business, and topics such as workforce skills and training.

Our integrated service enables agents to tailor assistance to the needs of your customers. We provide a first point of resolution for customers seeking advice and assistance on your programmes or services. We can also identify customers that are eligible for specific programmes or who would benefit from face-to-face support. We can then connect those customers to the relevant business advice and outreach networks.

We specialise in using the language of business and can assist agencies to develop effective communication scripts. We also undertake targeted outbound communication activities as required.
Benefits of Using Our Services

The benefits of the Contact Centre for on-boarding agencies include:

- **Good customer experience** – multi-channel services makes it easy for your customers to access the information and services they want, when and how they want it.
- **Expert advice** – our specialist agents are trained in business management with five to 10 years’ experience in small business operation. Our agents are trained to provide advice and assistance tailored to the needs of your customers.
- **Low delivery costs** – our shared contact centre services can significantly reduce costs associated with operating traditional in-house solutions.
- **Integrated services** – we provide seamless connections with other Australian Government programmes and direct links to face-to-face advice services.
- **Flexible and scalable services** – we manage our service capacity to ensure we are responsive to your business customers, even through peak times.
- **Continuous improvement** – we emphasise service excellence at every touch point. We use feedback loops to identify service pain points to drive continuous quality improvement.

Features of Our Services

The features of the Contact Centre include:

- **Multi-channel services** – customers can engage with us by phone, email and webchat nationally from 8am to 8pm.
- **Specialist agents** – our agents have extensive knowledge and experience in the business sector.
- **Connections to face-to-face networks** – our contact centre services complement our consolidated online presence and face-to-face networks to provide customers with holistic business assistance.

Our Capability

The Contact Centre’s multichannel service enables customers to engage with us when and how they want to. Customers can phone 13 28 46, email an online enquiry form, or chat with an agent online.

- 90% of calls are answered in 10 seconds
- 90% of web chat requests are answered in 10 seconds, and
- 100% of emails are responded to in one (1) business day.
SmartForms

SmartForms is an online forms development and support service. You can leverage our product expertise and licence to create, publish and maintain online forms and transactions. The SmartForms service provides access to electronic forms technologies for the development, management and hosting of interactive and dynamic HTML and PDF forms.

SmartForms are a practical way for you to provide a better user experience to customers. They offer a faster and easier way for businesses to provide information to government online - anytime, anywhere, on any mobile device.

We offer you a cost-effective alternative to implementing your own online forms solutions. We manage a whole-of-government licence for SmartForms that agencies can leverage without paying vendor licensing fees.

Agencies across all levels of government are already realising the benefit of SmartForms for their grants application forms, licence and permit applications, secure payments, contact and enquiry forms and surveys.
Benefits of Using Our Services

The benefits of the SmartForms for agencies include:

- **Fast speed to deliver** – rapidly create and deploy online forms by leveraging an existing solution, product expertise and reusable components.
- **Cost effective solution** – take advantage of our whole-of-government licence and hosting arrangements to avoid time, cost and complexity of building and managing your own forms solution.
- **Good customer experience** – provide your customers with user-friendly forms with online data entry, data validation, and dynamic content. Enable your customer to complete their forms anytime, anywhere, on any mobile device.
- **Reduced burden on business** – reduce the time to complete paperwork and assist your customer to succeed the first time they try, unaided.
- **Reduce agency costs** – remove the need to print, post and store documents. Improve the accuracy of your data through data validation and pre-population of fields.
- **Training and support** – we provide your agency training and support so you can develop your own capability in form development, configuration and hosting.

Features of Our Services

The features of the SmartForms service include:

- **Simple and intuitive design** – user-friendly forms with online data entry, data validation, and dynamic content.
- **Broad browser and platform support** – forms are tested on multiple platforms, technologies and browsers to ensure designs meet user needs.
- **Standards compliant solution** – forms designed to comply with accessibility (WCAG 2.0 AA) security (ASD) and privacy standards with no additional coding.
- **Integration with agency systems** – allows for the pre-population of data, validation of fields, automation of form creation and migration of data into agency ICT applications and web services.
- **Reusable standard components** – includes a form component library for common functions, scripts and web services – reducing development time, costs and providing peace of mind.
- **Analytics and reporting functions** – for better measurement of user data, including satisfaction, completion rates and costs/time per transaction.
- **Reliable and highly available** – form hosting arrangements have been load tested, proven stable and can accommodate fluctuations in demand.

Our Capability

We provide a whole-of-government SmartForms service and product expertise to assist agencies to create, deploy and host SmartForms. We have been working with government agencies to digitise their paper forms for more than a decade by providing:

- advice, specification, development and testing of forms
- support for mapping integration and prepopulating requirements, and
- form hosting, support and capability development.
Authentication Services

VANguard is a whole-of-government programme designed to assist agencies to quickly and easily deploy cost effective, secure authentication solutions. You can leverage our secure and highly available platform and services to reduce infrastructure, development and maintenance cost of traditional in-house solutions. Agencies across all levels of government have implemented VANguard services to deliver richer services to business online or to streamline their interactions with other government agencies. Our solutions have been designed to cater for a range of business scenarios, technical platforms and digital certificates.

Benefits of Using Our Services

The benefits of the Authentication Services for agencies include:

- **Quick and easy to deploy** – implement secure, standards-based, and reliable authentication solutions that can be easily re-used across your agency with minimal effort.
- **Highly secure** – our secure and accredited environment provides your agency and its customer with the trust and assurance that they can deal with each other securely online.
- **Cost effective** – by leveraging existing capabilities and functionality, we’ve been able to significantly reduce development costs and timeframes for new online initiatives.
- **Specialised team** - our dedicated and experienced team will work closely with your organisation to integrate an authentication solution that is fit-for-purpose with ongoing support.
- **Robust and reliable infrastructure** - we provide 24/7 support, high availability, fast server response times and capacity for up to 100 transactions per second.
- **Standards compliant** – our services comply with the Protective Security Policy Framework, National E-Authentication Framework and Infosec Registered Assessor Program.

Features of Our Services

The features of the Authentication Services include:

- **User authentication** - confirms the identity of business users before they access your online services.
- **Federated authentication** - provides your organisation seamless access to web applications hosted by another agency or service provider.
- **Signature verification** - validates identities on digitally signed online forms.
- **Time stamping** - provides evidence of the date and time a transaction was completed online.
- **Secure tokens** - establishes trusted connections between business-to-government and government-to-government.

Our Capability

We have a proven ability to deliver secure and highly available infrastructure and authentication services to over 50 government agencies and process 10 million transactions each month. Our team of security experts, solution architects, developers and customer service managers, will work with you to ensure our solutions are fit for purpose, integration is seamless, and ongoing service and support is provided within agreed service levels.
Our commitment to you

AusIndustry is committed to delivering programmes and services to Australian businesses on your behalf. Our services are underpinned by five key principles:

**Responsiveness:**
- We will appoint a dedicated Account Manager who will be your single point of contact and coordinate the delivery of services on your behalf.

**Quality Service**
- With our experience delivering programmes and services to business on behalf of government, we have developed a strong customer service focused culture, which puts the needs of business first.
- We will report on our service delivery to you against the standards in our Customer Service Charter and other programme and service delivery metrics including website views and contact centre volumes.

**Confidentiality**
- We will ensure all information you and your customers provide to us is handled in accordance with the Privacy Act 1988.
- We will abide by all other legislative and confidentiality requirements for specific programmes.

**Transparency**
- We will cost our services fairly, using an appropriate methodology based on our 20 years of experience in delivering programmes and services to Australian businesses.
- We will promote your information through our website, contact centre and face-to-face outreach network and work with you to ensure it is up-to-date and accurate.

**Professionalism**
- All of our dealings with you and your customers will be conducted with integrity and honesty, in line with the APS Code of Conduct.
- We will work with you in a collaborative manner that encompasses clear, open and honest communication.