

**SBDC promotional materials and publications:**

During 2010-11, approximately 300 publications, brochures, flyers, banners, signage, forms and booklets, were produced by the SBDC for promotional purposes. To ensure production costs are kept to a minimum, the SBDC designs and prepares many of these requirements in-house using the graphic design and writing skills of the Corporate Affairs and Communications team.

**Advertising expenditure:** during 2010-11, advertising was undertaken as follows:

Market research organisations:	\$17,532.90
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Advertising agencies:	\$114,828.32
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<b>Total Expenditure for 2010-11:</b>	<b>\$132,361.22</b>
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**2011-12 SBDC Communications Strategy**

During 2010-11, the number of clients accessing the services of the SBDC was analysed, revealing a downward trend in client numbers. This, coupled with the forthcoming establishment of a Small Business Commissioner and associated alternative dispute resolution services, has provided the opportunity to review all communication, marketing and promotion activities.

In 2011-12, the agency will develop a new communications strategy for the SBDC which will incorporate the new services of the Small Business Commissioner with the existing services of the SBDC. The strategy will align all SBDC communications activities including advertising, editorial, sponsorships, marketing collateral and professional presentations to increase marketing reach to new and existing target markets.

**Corporate Resources****Role and Function**

The Corporate Resources team assists in the achievement of the SBDC's goals through the provision of a comprehensive support function comprising:

- financial management including budgeting and accounting services,
- human resource management,
- online services management,
- information technology infrastructure management,
- facilities management including assets, fleet, accommodation and procurement,
- records, library and information management services, and
- administration.

**Relocation to new premises**

**Overview:** After more than 20 years located on the corner of Hay and Pier Streets in Perth, the SBDC moved to new premises at 140 William Street on 2 May 2011. The new building which opened in December 2010, is situated on the corner of William and Murray Streets, directly above the Perth Underground Railway station, enabling ready access for clients and employees. The move has seen the SBDC operations consolidated, with the SBDC Information Centre and offices now all located on a single floor.

**Outcome:** Earlier in the year, in preparation for the move, an internal transition group was established to deal with a number of issues including change

management, communication and how to best service clients in the new location. The group, which included representatives from all sections, kept staff informed regarding the new buildings services and facilities, layout and design, office fitout, and provided further information and support through publication of answers to “Frequently Asked Questions” and hints on preparing for the move on the SBDC Extranet.

Another positive aspect of the move was the identification of obsolete and surplus furniture and equipment, much of which was donated to Western Australian schools and other not-for-profit organisations.

### **Transition to Department of Treasury and Finance Shared Services Centre**

**Overview:** In December 2010, the SBDC transitioned to the Shared Services Centre (SSC) as part of a whole of government approach to leverage economies of scale through shared technology, information and processing.

**Outcome:** Transactional processes relating to finance, human resource management and procurement are now managed by the SSC and initiated by Managers online, through the e-Business interface (Oracle). As part of this transition, a project team was established, represented by Corporate Resources staff. Representatives across the SBDC were also chosen to be ‘champions’ in order to facilitate information dissemination and training to all staff.

Together with a project team from the SSC, workshops and regular meetings were held to give overviews of business processes and how these processes would be managed through the online system. Subsequent meetings and liaison between the project teams involved data cleansing, data templates, change

management and training. Regular employee briefings were held throughout the transition to the whole of the Corporation to inform them of the progress and provide a picture of what was to come.

Since the transition, all staff have received training in the use of the various online applications.



*“When we migrated to Australia from Italy as business migrants in 2006 we had many questions about starting our business. The staff at the Business Migration Centre were wonderful - very helpful and we got answers straight away. Now our business is up and running and in May 2011 we became permanent residents.”*

**Pietro Cavagnero & Elena Copteva  
WA Scientific Instruments, Midvale**

**(Pietro and Elena were sponsored into Western Australia by the Business Migration Centre at the Small Business Development Corporation.)**

## Employment and Industrial Relations Investing in Our Workforce through Training and Development

**Overview:** The SBDC aims to develop and maintain an ethical, professional and skilled workforce and is committed to the provision of suitable, timely and relevant development opportunities for all staff. We believe that the outstanding service provided to our clients is, in part, a reflection of our staff attending training courses to maintain and update their knowledge and skills.

**Outcomes:** Business Advisors within the Corporation have attended the Curtin Centre for Entrepreneurship which provides business development programs for owners-managers of small to medium enterprises. Instruction in the courses is delivered by Curtin Business School academics and external presenters who are lawyers, accountants, management consultants and professional facilitators.

All SBDC staff have attended a half day development session titled Embracing Change, Leadership and Entrepreneurship. The program was designed to assist and support staff through changes associated with transitioning to Shared Services, the move to new office accommodation and changes to legislation including the introduction of a Small Business Commissioner.

As part of staff development, secondments and acting opportunities have been encouraged where appropriate to enhance skills and career development. Recently, the Corporation established an ongoing reciprocal agreement with the Department of Treasury and Finance to facilitate staff development in policy through secondment arrangements as they arise.

## Public Sector Commission 2010 Internship Program

**Overview:** This Public Sector Commission (PSC) initiative provides final year undergraduate and postgraduate students with practical work-based training opportunities in State Government agencies. The intention of the program is to strengthen the partnership between agencies, universities and students while positioning State Government agencies as an employer of choice amongst soon-to-be-graduates.

Students are engaged on an unpaid basis for one day per week to complete a supervised project during semester two. Students earn credit towards their university degree by participating and completing the project to a high standard.

**Outcome:** Two university students completed a practical, supervised, unpaid internship with SBDC between July and November 2010. The first conducted a comprehensive revision of the SBDC publication *Step-by-Step Business Plan*, and the second revised the SBDC workshop *Marketing and Promoting your Business*. Each intern successfully completed a revision of their selected SBDC resource to a good first draft level. Each required significant supervision and feedback each week from the advisory team during the placement.

The revised *Step-by-Step Business Plan* booklet and the *Marketing and Promoting your Business* workshop will enable the SBDC to meet its legislative responsibility to publish and distribute information for the guidance of small business.

## Occupational Safety and Health (OSH) and injury management

**Overview:** The SBDC is committed to the wellbeing of our employees and providing a safe and ergonomically sound work environment.

**Outcome:** Following the recent move to new office premises at 140 William Street, all employees received ergonomic assessments to ensure their optimal working environment. In addition to this, the new premises were designed to maximise productivity through the air flow, lighting, architecture and fit out. Regular team meetings are held to consult with employees and to provide an opportunity to raise any concerns relating to the move and the new offices.

In May 2011, shortly after moving into 140 William Street, an air quality consultant was commissioned to undertake a screening indoor air quality assessment to ensure a quality working environment for all employees. No indications of poor air quality were observed during the testing, and all pollutant concentrations measured were within nationally acceptable ranges.

It is SBDC policy to comply with all provisions of the *Occupational Safety and Health Act 1984*, Regulations and Code of Practice: Occupational Safety and Health in the Western Australian Public Sector. To further assist in this compliance, the SBDC has recently subscribed to an OSH handbook which provides updates to OHS legislation and case law developments. It also serves as a useful reference resource in situations where specific policies do not exist already.

The SBDC approaches OSH in a systematic and coordinated way. The objective is not just to prevent all work related injury and illness; it is to create a working environment which maximises the effectiveness of each employee. To achieve this objective the full cooperation of every member of staff is essential. To provide a positive OHS culture all new staff including contractors from agencies undergo a full induction that includes an awareness of:

- The OSH Management System and policy,
- Hazard identification and accident/incident reporting,
- Location of first aid kits,
- Contact names of First Aid Officers,
- Injury Management System and policy, and
- Evacuation procedures.

### Consultative Mechanisms

A consultative process is provided through the All Corporation meetings, team meetings, workplace inspections and by individual incident reporting. The OSH Management System, Injury Management System and related policies are made available to all staff via the extranet.

### Injury Management System

The Injury Management System has been developed to support the Corporation's Injury Management Policy and is fully compliant with the requirements of the *Workers' Compensation and Injury Management Act 1981*.

Indicator	2009/10 Actual	2010/11 Target	2010/11 Result
Number of fatalities	0	0	0
Lost time injury/disease (LTI/D)	0	0 or 10% reduction on previous year	Maintained zero result
Lost time injury/disease severity rate	0	0 or 10% improvement on previous year	Maintained zero result
Percentage of injured workers returned to work within 28 days	100%	100%	n/a no injured workers
Percentage of managers trained in occupational safety, health and injury management responsibilities	72.7 %	Greater than or equal to 50%	Achieved, 72.7% of Managers, Directors and Supervisors have been trained in OHS and injury management.

### Promoting Employee Health

As part of our employee wellness program, the SBDC provided influenza vaccinations to all staff at no cost. The SBDC also continues to offer an Employee Assistance Program (EAP) through the ORS Group. The EAP provides access for all employees and their immediate family to confidential professional counselling services for any personal or work related issues.

During the year in review, the SBDC continued to provide a weekly supply of fruit for staff. This has proved popular and aside from the health benefits, serves to recognise the work that staff contribute to the Corporation. Employees have commented that it has motivated them to endeavour to be healthier in other aspects of their life.

### Charities and community support

The SBDC supports and encourages employees to be responsible corporate citizens. During 2010-11, the management and staff of the SBDC:

- Donated blood through the Australian Red Cross Blood services,
- Held a "Paws for a Cause" morning tea with proceeds going to the Royal Society for the Prevention of Cruelty to Animals (RSPCA),
- Participated in Jeans for Genes Day, with proceeds going to the Children's Medical Research Institute,
- An SBDC team of walkers and runners has been formed to take part in the 2011 Activ City to Surf fun run.

## Internal Audit

**Overview:** The Internal Audit function focuses on the effectiveness of the key processes and controls maintained by the Corporation in order to satisfy the compliance requirements of the *Financial Management Act 2006* and applicable Treasurers Instructions. The audit program provides assurance to the SBDC Board and Management regarding the quality, reliability, adequacy and integrity of the systems of internal control, compliance and reporting.

**Outcome:** For 2010-11, the internal audit program focussed on the processes and procedures operating within the following key functions:

- Revenue and accounts receivable,
- Expenditure and accounts payable,
- Payroll,
- Fixed assets, and
- Purchasing and contracting.

The SBDC internal audit also considered the Corporation's roll-in to Shared Services in December 2010, including controls and process in place pre and post roll-in. Particular consideration was given to:

- The location of and responsibility for key controls within SBDC or the Office of Shared Services (OSS),
- OSS assurance statements regarding processing and technology controls in place,
- Communication protocols around changes to standing data or errors/issues identified, and
- Any need for additional measures and checks required to achieve the necessary level of assurance.

## Online Resources and Information Technology

### Websites

**Overview:** The SBDC website is maintained by in-house resources with new strategies developed during 2010-11 to deliver value through the website and to improve online engagement. The website is continually updated with news and information for potential and existing small business operators in Western Australia.

**Outcome:** During 2010-11, there has been a strong increase in the number of visitors to the main website over last year, with the number of clients spending four minutes or more increasing by 11 per cent. The website continues to feature strongly in online searches, enabling small businesses to go directly to the information relevant to their needs.

An interactive process was also applied to the online content management cycle, which has resulted in a more effective quality assurance process.

Following the transfer of the skilled migration team to the Department of Training and Workforce Development in 2010, the State Migration Centre website was redeveloped as the Business Migration website on a new [www.businessmigration.wa.gov.au](http://www.businessmigration.wa.gov.au) domain.

One of the key goals of the previous year's website redevelopment was to enhance its visibility within search engines, to achieve a result of more people "finding" SBDC when searching online for small business related information.

The number of search-engine referrals for the month prior to the go live of [www.smallbusiness.wa.gov.au](http://www.smallbusiness.wa.gov.au) was 8,200. This is the number of people who have searched via a search engine (eg Google), and clicked

on a link to the SBDC website. Since the website redevelopment, this has dramatically risen to a monthly average of more than 20,000 visitors. The comparison of October 2009 with October 2010 is 8,200:28,896 – a 350 per cent increase.

Although membership of the five online networks has increased, the participation of members on these networks has continued to decline. Research and development around clients' needs is currently underway and the planned merging of the online forums is expected to result in greater online activity in 2011-12.

#### Information technology

As part of the move to 140 William Street, the SBDC relocated its server infrastructure to the Western Australia Government data centre. The data centre provides a more secure environment along with greatly enhanced continuity of power and cooling supplies. The 140 William Street location provides a significantly more advanced and secure network infrastructure for Information Communications Technology in addition to a more client-friendly telephony system.